BOARD OF VISITORS
- September 2014 -

B R I E F I N G M A T E R I A L S

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BOARD OF VISITORS
September 2014

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BOARD OF VISITORS
September 2014

Schedule of Events and Public Meeting Agenda
Lancaster Hall
Stallard Board Room
(unless otherwise noted)

Thursday, September 11

10:30am – 3:00pm	Orientation for New Board Members
3:15pm	Robing for Convocation
4:00pm – 5:00pm	Convocation Ceremony, *Lancaster Mall*
5:15pm	Reception with Faculty
6:30 pm	Dinner, *Longwood House*

Friday, September 12

8:30am – 9:00am	Continental Breakfast
9:00am – 9:30am	Rector's Welcome and Consent Agenda
9:30am – 10:30am	President's Report and Discussion
10:30am – 11:00am	Reports of Representatives to the Board
11:00am – 12:00pm	Strategic Plan
-BREAK-	
12:00pm – 1:00pm	Lunch
1:00pm – 2:00pm	Campus Master Plan, Cooper, Robertson & Partners
2:00pm – 3:00pm	Title IX Considerations
3:00pm – 4:00 pm	Introduction of New Director of Internal Audit, Ella Maokhamphiou
6:00pm	Dinner with Student Athletes and Coaches, *Dorrill Dining Hall*

Saturday, September 13, French Hall

8:30am – 9:00am	Continental Breakfast
9:00am – 11:30am	Executive Session

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Overview Message from the President

copy follows in this tab, as distributed September 4

From: Reveley IV, Taylor
Sent: Thursday, September 04, 2014 10:41 AM
To: BOV
Subject: Longwood BOV Meeting

Friends,

Looking forward to seeing you next week, and you will receive your briefing materials tomorrow, a customary week in advance.

As the new academic year begins, it is clear that setting the lowest increase in tuition and fees --- 2.1% --- of any Virginia public institution in more than a decade has done great good for Longwood and our students. We have a record freshman class following a record year of applications, and even more notably our sophomore class is 7% larger this year than last. And this increased enrollment means increased revenue for the institution. It is student revenue that drives the vast majority of our budget.

The best measure of how Longwood is doing truly is the strength of our enrollment. Because of this burgeoning strength, we can move with confidence in the midst of challenging times for the state fiscally. When the Board gathers next week, we will be looking to BOV adoption of the strategic plan, following a year of deliberation at the Board level and throughout the Longwood community (i.e. at flank speed in the deliberative and consultative nature of universities, which indeed is one of their virtues). We will also take the first steps in the work of a new campus master plan. One of the country's great architecture and planning firms --- Cooper, Robertson & Partners --- will be guiding Longwood in this. Among other issues and considerations, we will spend time as well in careful focus on Title IX matters and in welcoming our new Director of Internal Audit, Ella Maokhamphiou (Longwood Class of 2000).

The briefing book for this meeting follows the established model of recent meetings. Upon adoption of the strategic plan, briefing materials for future meetings will be organized according to strategic priorities, while narrative material for administrative departments would continue to be included as well.

I believe that few institutions in America have Longwood's potential for transformative progress. Higher education is in flux. In times of flux, some institutions seize the moment --- Longwood is poised to thrive.

Thanks, as always,
Taylor

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Longwood University
Board of Visitors

June 23, 2014

Minutes

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

Call to Order

The Longwood University Board of Visitors met on Monday, June 23 in the Galaxy Major Room at Primland, in Patrick County, Virginia. The meeting was called to order at 10:45 a.m. by Rector Marianne Radcliff.

Members present:

Mr. Stephen Mobley
Mr. Brad Schwartz
Mrs. Shelby Jones Walker
Mr. Lacy Ward
Mr. Ronald White
Mrs. Marianne M. Radcliff
Dr. Judi M. Lynch
Mrs. Colleen McCrink Margiloff
The Hon. Robert S. Wertz, Jr.
Mr. Eric Hansen
Mr. Thomas Johnson

Members absent:

Dr. Edward Gordon

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. Brenda Atkins, Vice President for Commonwealth Relations
Mr. Justin Pope, Chief of Staff
Mrs. Kay Stokes, Executive Assistant to the President
Dr. Audrey Church, Faculty Representative
Dr. Jeannine Perry, Dean of Graduate and Professional Studies

Rector's Welcome

Mrs. Radcliff welcomed the board and provided brief reports on the executive committee meeting, the hiring of a new internal auditor, and the most recent board appointments. She also spoke of the board's great and lasting sadness in the death of Mrs. Jane Maddux two weeks prior, a dear friend to all and to the University.

Approval of Minutes and Consent Agenda

Mrs. Radcliff presented the Board for its approval the minutes of the Board's March meeting and the consent agenda, including items concerning standard edits, updates and amendments to University policy, procedure and planning, specifically regarding: approval of a new degree program in graphic and animation design, amending the payment card security policy, revision to a grading policy regarding courses that are not completed, and revision to the student-athlete arrest policy.

Dr. Lynch moved to approve the minutes and consent agenda, Mrs. Margiloff seconded and the motion was approved unanimously. (A copy of the consent agenda items is included as Appendix 1, attached hereto).

Mrs. Radcliff also noted the board's thanks to Longwood alumnus Steve Helms '84, the Vice President of Primland, for assisting with meeting arrangements.

President's Welcome and Discussion

President Reveley provided an update on the state of the university, including successful completion of the 2013-14 budget year and the collection of approximately $8 million in cash donations over the past 14 months. He called the 2.1 percent tuition and fee increase his proudest accomplishment through the year and highlighted positive numbers on retention, applications and earned media. He praised his team of senior administrators. President Reveley then called for questions and discussion.

Mr. Mobley, Mr. Schwartz and President Reveley briefly discussed issues related to reporting of philanthropic figures, and Mr. Schwartz asked for consideration of a tab within each Board briefing book to provide a focused update on advancement.

Mr. Wertz asked whether, when the search is renewed for a dean of Cook-Cole College, it will follow the same methodology. Dr. Perkins discussed the process and said the interim appointment would allow ample time to freshly develop a pool of candidates in the future.

Dr. Pierson raised the issue of the continuing importance of Title IX compliance and there was a broad discussion of the challenges presented by the law and the issue of continuing to ensure and facilitate a safe climate on campus. Dr. Pierson discussed training initiatives underway, and both Mrs. Margiloff and Dr. Lynch emphasized the importance of including faculty and staff. In

response to a question from Mr. Schwartz about an increase in investigations, Mr. White said it can be seen as a positive trend if numbers are going up because it suggests comfort in reporting has increased.

The president and Ms. Atkins provided an update on JLARC's latest higher education projects, and Dr. Church on behalf of the faculty indicated the sentiment that the past academic year has been productive.

Mr. Mobley asked the president to report how the tuition increase was received in Richmond, and the president said almost entirely positively. Mr. Wertz asked about structural plans for the advancement operation, and the president emphasized his plans to focus initially on boosting the annual fund as an engine for future philanthropy. The president emphasized the value of the board in setting priorities to help structure considerations by prospective donors.

Mr. Schwartz asked Ms. Kindon to explain the decision to move some academic advising functions to the registrar's office. She responded the office, given its familiarity with the course catalogues, paths to graduation and current advising role, was best positioned to assist undeclared students. Mr. Schwartz said he thought the decision was a good one.

Mr. Mobley asked for updates on university marketing efforts, indicating he still sees very little presence of the Longwood brand in Northern Virginia. Ms. Kindon provided an update on several initiatives, including increased advertising in Northern Virginia, greater alumni involvement, and pilot programs including students.

FY 2014-15 Finance

The president discussed the initiative of inclusion of a separate capital budget for presentation to the Board, and provided an update on the state budget, which he said would provide roughly $800,000 less than envisioned in Governor McDonnell's initial proposed budget. He indicated he and Ken Copeland have made the necessary adjustments, and were not deeply concerned, given the conservative assumptions built into their budget models. Mr. Copeland confirmed his comfort with the budget.

Mrs. Radcliff said she wished to emphasize the Board remains committed to performance-based compensation increases as a first priority for revenue in excess of budget even though the proposed Operating Plan currently shows no such increase, due to the necessity to present a budget balanced to match the state budget that has just passed.

Mrs. Margiloff introduced a motion to approve the Operating Budget and Plan and the Capital Budget and Plan, Mr. Hansen seconded, and the motion was unanimously approved.

The Board adjourned for lunch at approximately 1:10 p.m. and reconvened at 1:55 p.m.

Strategic Planning

President Reveley addressed the strategic planning timetable, suggesting formal adoption of a plan in September after a period of further review of a near final draft by the campus community. He said he envisions working groups that are a blend of board members and vice president to focus on particular elements of the strategic plan going forward.

The president circulated a draft of the plan briefly discussing each item and soliciting feedback. Most of the brief discussion focused on the challenge of appropriately measuring progress toward the goal of prosperity for the broader Farmville community (a copy of the draft strategic plan is included as Appendix 2, attached hereto),

Moton Museum

The president led a discussion regarding the University's relationship with the Moton Museum, indicating he had considered the matter deeply and believes an affiliation is good for the University. From the perspectives of practical geography, philanthropic opportunities, and finally Moton's capacity to advance Longwood's mission, he is persuaded of the strong value of the potential partnership.

Mr. Schwartz raised a potential concern about "mission creep" and staffing levels over time. The president indicated he expected the museum to operate at relatively consistent levels. Dr. Lynch emphasized the potential value of Moton in driving foot traffic to campus.

Mr. Mobley asked Mr. Ward for his understanding of the views of the Moton board, and Mr. Ward and Mr. White indicated the Moton board had developed substantial faith that a partnership with Longwood is the best way forward. Mr. Ward said an affiliation with Longwood would increase Moton's capacity to receive and administer grants, and noted that the University would not be obliging itself to ramp up Moton's activities if it did not have philanthropic backing to do so. Mr. White also noted the potential value of the affiliation in terms of recruitment. Mr. Wertz noted that Longwood has experience (with the LCVA) operating a museum.

Dr. Lynch moved that the president be authorized to conduct and conclude negotiations regarding an affiliation with the Museum. Mrs. Margiloff seconded the motion and all members of the Board voted to approve, except for Mr. Ward and Mr. White, who abstained.

Board of Visitors Distinguished Professorship

Mrs. Radcliff briefly explained the history of the Board of Visitors distinguished professor distinction, which has previously been awarded to just eight faculty members throughout Longwood's history, most recently in 2005. She said the Board had been asked to consider the distinction for Professor Jim Jordan. Following enthusiastic discussion involving Dr. Perkins and others of Dr. Jordan's impact on Longwood, Mrs. Margiloff so moved, Mr. White seconded the motion, and it was approved unanimously.

Mrs. Radcliff, on the occasion of presiding over her final meeting as rector, thanked her fellow Board members for their assistance. She praised the two outgoing members -- Dr. Lynch for her unfailingly positive outlook, and Mr. White, whom she said stood beside her with "calm, competence and strength."

Recognitions

President Reveley read and presented a framed resolution of thanks to Mr. White, who thanked the Board and expressed his deep affection for Longwood. Mrs. Radcliff read and presented a resolution to Dr. Lynch, who spoke of her close connection to Longwood over the course of her life and her deep thanks to her fellow Board members. Mrs. Radcliff asked for approval of the two resolutions and a third for Dr. Gordon, and the motion was approved unanimously (A copy of resolutions for Mr. White, Dr. Lynch, and Dr. Gordon appear as Appendix 3, attached hereto).

Dr. Lynch moved to go into Closed Session under Section 2.2-3711 A 1 of the Code of Virginia for discussion of personnel matters including the performance of specific public officers, appointees, or employees of a public body. 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. Dr. Lynch moved to certify that the discussion in Closed Session was in accordance with the Code of Virginia. The following voted to affirm: Mr. Hansen, Dr. Lynch, Mrs. Margiloff, Mr. Mobley, Mrs. Radcliff, Mr. Schwartz, Mrs. Walker. Mr. Wertz, and Mr. White.

In open session, Mrs. Margiloff then moved and Mr. Wertz seconded a spirited commendation of President Reveley for the many accomplishments in his first year in office, and the Board approved unanimously.

Election of Board Officers

Pursuant to the bylaws of the Board with regards to election of officers, President Reveley then served temporarily as chair of the meeting and asked for a report from the Nominating Committee chaired by Mr. White. Mr. White reported that the Nominating Committee recommended the following slate of officers: Mrs. Margiloff, Rector; Mr. Wertz, Vice Rector; Mrs. Walker, Secretary; and Mr. Mobley, Member at Large of the Executive Committee. President Reveley called for discussion, and following discussion called for a vote on the committee motion. The Board approved unanimously.

Mrs. Margiloff then commended Mrs. Radcliff for her exemplary service, and also spoke of Mrs. Maddux's great devotion to Longwood and of Longwood's to her.

There being no further business the meeting was adjourned at approximately 4:45 p.m.

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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, specifically regarding: ratification of the updated university sexual misconduct policy; ratification of the update to the Six-Year Plan submitted to SCHEV pursuant to state law; approval of faculty candidates for emeritus status; approval of update to current campus master plan and approval to acquire property; approval of a new articulation agreement with the Longwood University Alumni Association; and notice of proposed amendments to the bylaws of the Longwood University Foundation.

University Sexual Misconduct Policy

The last few years have seen a growing discussion at the state and national levels regarding sexual misconduct on college campuses and the obligations of universities to respond. There have also been several iterations of guidance from the U.S. Department of Education regarding universities' obligations under the federal Title IX law.

Over recent months, the president's office, Student Affairs, Human Resources and other areas of the university, working closely with the Attorney General's office, have undertaken a careful review of Longwood's sexual misconduct policy. The Attorney General's office found that policy to be in strong shape, suggesting just a few changes to ensure full alignment with the latest relevant guidance. Those changes are incorporated in the revised policy included in the consent agenda. In addition to a few minor clarifications, the substantive changes include:

1) Clarification that this is now a university-wide policy, and not limited to Student Affairs.
2) Precise and updated information regarding how to report misconduct.
3) Clarification that the policy covers stalking and intimate partner violence.
4) Clarification regarding the time frame of investigations.
5) Creation of the University Hearing Board and University Appeals Board, which will ensure faculty and staff representation on boards for cases involving faculty and staff.

Notification of the new policy was included in campus-wide emails sent to students and employees on August 14, and President Reveley discussed the matter at the President's Welcome the next day. A copy of the president's email to students is included herein. The email has also been posted on the president's web page and was printed in its entirety in the Farmville Herald the following week.

The email provided detailed contact information on reporting options, and also described the president's intention to establish a presidential working group on campus climate. That group will have representation from faculty, staff and students, and will advise the president on broader issues of campus climate, Title IX training, and recommend future policy adjustments. The university is asking all employees to attend Title IX training before January 1, 2015. Nearly 500 employees participated in training over the summer, and Human Resources is in the process of scheduling further training options over the course of the semester. All new and returning students are required to complete training through the My Student Body online portal. Additionally, there was a mandatory program on sexual misconduct, consent and alcohol at New Lancer Days.

President Reveley's email to students about Title IX and sexual misconduct

August 14, 2014

Hello everyone,

As we gear up for a new academic year, I wanted to be in touch with every student about an important subject that has been much in the news nationally of late, and very much on my mind as well.

Sexual harassment and sexual assault take place on every college campus, and unfortunately Longwood is no exception. Such behavior is fundamentally incompatible with our core community values. But the issue runs deeper even than that; it's a matter of civil rights. The federal civil rights law known as Title IX, along with the Campus SAVE Act, guarantee an educational environment free from gender-based discrimination of any kind. Harassment and sexual violence are considered extreme forms of discrimination under Title IX, and thus – quite properly in my view – fall under the umbrella of the federal civil rights protections that apply to everyone who works and studies here.

What I want for Longwood is a healthy campus culture. That means a place where every member of the community understands sexual harassment and violence aren't part of our value system. It also means being a place where community members talk about these issues, and know exactly how to get help when they encounter such behavior. Such help must be prompt and effective, and every community member should be treated fairly and respectfully. I want all members of the campus community to understand their rights, as well as our policies and resources, and I hope nobody at Longwood subjected to such behavior ever feels afraid to report it.

I've taken a careful look at our policies in this area over the summer. Today I am announcing a few small changes to our previous policy, which will help ensure we respond appropriately to allegations of misconduct. We've also added language related to stalking, and made clear the misconduct policy applies to the entire university, including faculty and staff, not just students. For more information, please consult this page, which includes a link to the policy in its entirety: http://www.longwood.edu/studentconduct/12050.htm

But the goal of a healthy campus climate is a broader one. We need to ensure our policies work, but also that our training is effective, and that the overall atmosphere here is responsive. These are matters that go beyond the wording of our policies. So I'm also announcing today the creation of a presidential working group on campus climate. This group will include Jennifer Fraley, the university's designated Title IX coordinator, along with students, faculty and staff. Its members will be announced in the coming weeks, and they will advise me on matters related to this important issue going forward.

A word about training. ALL students, both new and returning, must complete MyStudentBody, an online prevention training program, by October 1st, and you will be receiving information via email on how to complete that training. This will also be a topic of discussion at a required session for new students during New Lancer Days. Over the coming year, the presidential

working group will help me evaluate these training programs and advise me on what else we might do, and how to improve them.

One of the most important elements of a healthy campus climate is that people who have been victimized of sexual misconduct know exactly what options they have for help and remediation. I hope that information will reach you in many forms, but let me take this opportunity to direct you to clear resources. You can find detailed reporting guidance at the link above, and within the full policy itself. Jen Fraley can be contacted directly, at 434-395-2490, fraleyjl@longwood.edu or in person at her office in Lancaster G-26. Other options include campus police, Human Resources, and other student affairs staff.

What happens when you make a report? You should know your case will be handled by a trained Title IX investigator, and Longwood will work to ensure your safety and support. On the link above, you will also find a link to "Student Rights" that will describe your rights in this process. You should also know that in addition to the on-campus process for responding to Title IX complaints, you always have the right to report potential criminal behavior to law enforcement, and the university can help you to do so. However, you should also know that the university will fulfill its obligation to investigate any such accusation, regardless of how police decide to respond.

I've spent a great deal of attention on this issue in the last few months, and I am confident Longwood is generally a safe and responsive place. When sexual misconduct is encountered, it is taken seriously, with proper attentiveness to victims and fairness to the accused. That said, studies suggest that nationally about 1 in 5 women are victims of a completed or attempted sexual assault while in college, as are about 1 in 20 men. We must treat this issue with the seriousness it warrants.

A healthy campus climate is a collective obligation. It is our obligation as an institution to be clear such behavior will not be tolerated. That starts from the top, with me. As a community we must look out for one another – to intervene when we encounter behavior that is wrong, and to help when we become aware it has happened. And ultimately, it is up to all of us as individuals to treat one another decently and respectfully.

Thank you for your attention, and for choosing Longwood. I look forward to seeing you on campus, and offer my best wishes for the coming year.

President Reveley

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, intimate partner 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 student 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 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 student 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 touching either of the complainant or when the complainant is forced to touch another person's body, directly or through clothing.

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.

6. **Sexual Exploitation:** Sexual Exploitation occurs when a student 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 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 males or females being harassed by members of either 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. **Intimate Partner Violence:** Intimate partners are individuals in, or formerly in, an intimate relationship with each other. An intimate relationship involves physical or emotional intimacy. Physical intimacy is characterized by romantic or passionate attachment or sexual activity. Intimate partner violence is abuse or violence between partners or former partners, characterized by one or more of the following elements:

b. Intentionally causing bodily injury;
c. Purposely or knowingly causing reasonable apprehension of bodily injury;
d. Emotional abuse creating apprehension of bodily injury or property damage;
e. 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.

Reporting Options and 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 Title IX Coordinator and Longwood Police. An immediate report to the Longwood Police will enable the preservation of evidence necessary for a successful criminal prosecution. 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: Students, staff or faculty who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, intimate partner violence, stalking and retaliation should notify the University Title IX Coordinator:

Jennifer Fraley, Director of Student Conduct and Integrity and University Title IX Coordinator
Office: Lancaster G-26;
Phone (434) 395-2490;
Email: fraleyjl@longwood.edu

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 Conduct Code disclosed during the reporting process. Minor violations are defined as those that have a minimum sanction of letter of admonition. Please see the Student Conduct Code 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 schedule or employment, no contact orders, and/or alternative living arrangements.

The 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 orders, 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.

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.

Additional Options

1. **Employees:** Employees who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, intimate partner 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

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 a trained 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 Title IX Coordinator and thus have the incident fully investigated to the best of the University's ability. To speak to a Campus Advocate please visit the Student Conduct and Integrity website to view the list of Campus Advocates available to assist students: http://www.longwood.edu/studentconduct

3. 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: Office: Health and Fitness Center, Upper Level; Phone: (434) 395-2409.
   - Student Health & Wellness Center: Office 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 if 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 rape 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 s/he talks to the Title IX Coordinator/Investigators, 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 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 his or her name withheld from the respondent may limit the University's ability to respond fully to an individual allegation of sexual violence, other means may be available to address the sexual violence. There are steps the University can take to limit the effects of the alleged sexual violence 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 officials) 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 officials) 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 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 Director of Student Conduct and Integrity and 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 Director of Student Conduct and Integrity and 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. Complainant and/or respondent may each select an advisor to accompany them during the investigation process.

3. 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.

4. 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.

5. Criminal investigations, separate from the process outlined in this policy, shall be conducted by the Longwood Police, 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.

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

7. Informal Procedures

Some complaints can be resolved through informal mediation between the parties. The Director of Student Conduct and Integrity and 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 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 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.

8. Formal Procedures

a. Once the university has received notice of sexual discrimination, sexual harassment, sexual misconduct, sexual assault, sexual violence, intimate partner 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. 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.
f. 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 board members and all aforementioned participants are introduced.
   c. Participants state any questions they have concerning rights or procedures.
   d. The statement of charges is presented.
   e. The respondent enters a plea of responsible, not responsible or no plea.
   f. 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.
   g. 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.
   h. 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.
   i. 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.
   j. After all of the evidence has been introduced, the parties will be excused from the room so that the board may deliberate.
   k. 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.
   l. 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 sanctions.

3. Both the respondent and complainant will be informed within five working days, in writing, of the outcome of the complaint and the appeal (if an appeal is filed).

Composition of the University Hearing Board

1. A five member University Hearing Board will be appointed on a per-case basis from a pool of trained members: 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 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 (staff).

3. 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 Director of Student Conduct and Integrity and 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.

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

5. 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 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 Director of Student Conduct and Integrity and University Title IX Coordinator or designee.

5. The appeal hearing will be held within five working days of the receipt of the appeal. Both parties will receive notice of the time and place of the appeal hearing.

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

7. Both parties will be informed in writing of the outcome of the appeal within five working days of the hearing.

Composition of the University Appeals Board

1. A three member University Appeals Board will be appointed on a per-case basis from a pool of trained members: 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 (staff).

3. 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 Director of Student Conduct and Integrity 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.

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

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

<u>Rights of the Complainant</u>

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 have access to existing campus counseling and support services.
4. The right to interim services to prevent reoccurrence of the behavior.
5. The right to freedom from retaliation by the respondent (or supporters of the respondent).
6. The right to submit a statement of how the misconduct has impacted the educational, living and/or working environment of the complainant.
7. 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.
8. The right to be informed of the ability to request changes in academic, employment and living situations.
9. The right to request a single appeal of the outcome of the University Hearing Board's decision.

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.
3. The right to have access to existing campus counseling and support services.
4. The right to freedom from retaliation by the complainant (or supporters of the complainant).
5. The right to notice of allegations and the opportunity to testify.
6. The right to be presumed not responsible unless shown responsible by a preponderance of the evidence.
7. The right to a timely hearing.
8. 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.
9. The right to request a single appeal of the outcome of the University Hearing Board's decision.

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):

1. A requirement not to repeat or continue the conduct.
2. Reprimand.
3. Reassignment.
4. Suspension.
5. Termination of employment.
6. Expulsion.

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.

Six-Year Plans - Part I (2013): 2014-16 through 2018-20
Longwood University
ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2014-2020)," please provide title to identify strategies (for the three biennia of this six-year period) associated with each objective of the *"Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." Please use this title to identify a more detailed description of the strategy in the separate Word document*.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2014-2020)												
	Biennium 2014-2016 (7/1/14-6/30/16)											Biennium 2016-2018 (7/1/16-6/30/18)	Biennium 2018-2020 (7/1/18-6/30/20)
	Strategies (Short Title)	TJ21 Objectives	Cost: Incremental, Savings, Reallocation	2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)		Strategies	Strategies
				Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase		
1	Improve Retention and Graduation Rates	E5	Incremental:	$1,000,000	$1,000,000	$0	$0			$1,000,000	$1,000,000		
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
2	Enhance Student Success Program	E5	Incremental:	$142,810	$142,810	$285,621	$285,621			$142,810	$142,810	Continue funding to support Student Success Program.	Continue funding to support Student Success Program.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Implement the Quality Enhancement Plan (QEP)	E12	Incremental:	$0	$0	$200,000	$200,000	$196,000	$196,000	$210,000	$210,000	Continue to support Quality Enhancement Plan.	Continue to support Quality Enhancement Plan.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Implement a New Degree Audit System	E3	Incremental:	$0	$0	$0	$0						
			Savings:	$0	$0	$0	$0						
			Reallocation:	$125,000	$0	$0	$0						
	Review and Revise General Education Requirements	E3	Incremental:	$0	$0	$0	$0					Begin review and revision of General Education requirements.	
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
5	5-Year (4+1) Masters in Math/Science Secondary Teaching	E4, E6	Incremental:	$210,000	$210,000	$210,000	$210,000			$210,000	$210,000	Continue 5-Year Masters in Math/Science Secondary Teaching. Planning for this program began in 2013-2014; the first class will start in Fall 2014.	Continue 5-Year Masters in Math/Science Secondary Teaching.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Explore the Development of New Health Profession Degrees	D, E6	Incremental:	$0	$0	$0	$0						
			Savings:	$0	$0	$0	$0						
			Reallocation:	$30,000	$0	$0	$0						
7	Develop a RN to BSN Program	D, E6	Incremental:	$0	$0	$124,548	$124,548			$124,548	$124,548	Building on our BS in Nursing Program, the University will develop a RN to BSN Program to begin in 2015-2016.	Continue RN to BSN Program.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Hire Essential Staff for Expanding BS in Nursing Program	E6	Incremental:	$104,804	$104,804	$104,804	$104,804			$104,804	$104,804	Continue funding of BS in Nursing Program positions required by student enrollment growth.	Continue funding of BS in Nursing Program positions required by student enrollment growth.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
6	Expand the Cyber Security Initiative	E6	Incremental:	$130,000	$130,000	$130,000	$130,000			$130,000	$130,000	Continue funding to support the Center for Cyber Security.	Continue funding to support the Center for Cyber Security.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Implement the Center for Excellence in Environmental Education (CE^3) Initiative	D, E6	Incremental:	$0	$0	$119,488	$119,488			$119,488	$119,488	Continue Center for Excellence in Environmental Education Initiative. Implementation will begin in 2015.	Continue Center for Excellence in Environmental Education Initiative.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$112,524	$0	$112,524	$0			$112,524			
	Expand Undergraduate Research in the Sciences	E6	Incremental:	$0	$0	$0	$0					Expand support of undergraduate research in the sciences.	Continue to support expansion of undergraduate research in the sciences.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
3	Additional Faculty Positions	E1	Incremental:	$176,952	$176,952	$353,904	$353,904	$195,069	$195,069	$353,905	$353,905	Continue funding of additional four faculty positions. Hire two additional faculty in 2016-18.	Continue funding of additional six faculty positions. Hire two additional positions in 2018-2020.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Admissions Counselors	E1	Incremental:	$30,264	$30,264	$60,528	$60,528			$30,264	$30,264	Continue support of admissions counselors.	Continue support of admissions counselors.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Explore Offering Dual Enrollment Pre-Education Courses	D, E3	Incremental:	$0	$0	$0	$0					Explore Offering Dual Enrollment Pre-Education Courses.	
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Develop Cooperative Agreement with SVCC	C	Incremental:	$0	$0	$0	$0						
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Develop Off-Site Programs and Clinical Placements	D, E1	Incremental:	$0	$0	$0	$0					Continue to support the addition of degree program offerings in underserved remote rural areas.	Continue to support the addition of degree program offerings in underserved remote rural areas.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$75,000	$0			$75,000			
	Develop a Collaborative Early Childhood Inclusive Program	D, E1	Incremental:	$88,476	$88,476	$88,476	$88,476			$88,476	$88,476	Continue Collaborative Early Childhood Inclusive Program. Hire a second faculty member.	Continue Collaborative Early Childhood Inclusive Program.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Develop a MS Degree in Social Work	D, E1	Incremental:	$0	$0	$94,488	$94,488			$94,488	$94,488	Continue MS Degree in Social Work.	Continue MS Degree in Social Work. Hire an additional faculty member.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Initiate a Graphic Design Animation and Simulation Program	D, E6	Incremental:	$188,976	$188,976	$188,976	$188,976			$188,976	$188,976	Continue Graphic Design Animation and Simulation Program.	Continue Graphic Design Animation and Simulation Program.

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Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2014-2020)											
	Biennium 2014-2016 (7/1/14-6/30/16)										Biennium 2016-2018 (7/1/16-6/30/18)	Biennium 2018-2020 (7/1/18-6/30/20)
	Strategies (Short Title)	TJ21 Objectives	Cost: Incremental, Savings, Reallocation	2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)		Strategies	Strategies
				Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase		
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Expand Faculty Resources in Therapeutic Recreation	E6	Incremental:	$94,488	$94,488	$94,488	$94,488	$96,861	$96,861	$96,861	$96,861	Continue funding of additional faculty position required to expand Therapeutic Recreation Program.	Continue funding of additional faculty position required to expand Therapeutic Recreation Program.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Optimal Year-Round Use of Facilities and Resources	B, E3	Incremental:	$0	$0	$0	$0					Expand J-Term.	Expand J-Term.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$15,000	$0	$15,000	$0			$15,000			
	Development of Instructional Resource-Sharing with Other Institutions in the Commonwealth	C, E8	Incremental:	$0	$0	$0	$0					Develop a Collaborative Research Program with other institutions. A director will be hired in 2016-18 to oversee and coordinate the operation of the collaborative program.	Continue Collaborative Research Program with other institutions.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Increase Technology-Enhanced Instruction, Including Course Redesign, Online Instruction, and Resource Sharing Among Institutions	E10	Incremental:	$90,000	$90,000	$125,000	$125,000			$90,000	$90,000	Continue funding distance learning initiatives.	Continue funding distance learning initiatives.
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Increased Research, Including Regional and Public-Private Collaboration	E8	Incremental:	$55,000	$55,000	$240,049	$240,049			$55,000	$55,000		
			Savings:	$0	$0	$0	$0						
			Reallocation:	$0	$0	$0	$0						
	Total 2014-2016 Costs												
			Incremental (Included in Financial Plan line 61)	$2,311,770	$2,311,770	$2,420,370	$2,420,370	$487,930	$487,930	$3,039,620	$3,039,620		
			Savings	$0	$0	$0	$0	$0	$0	$0	$0		
			Reallocation	$282,524	$0	$202,524	$0	$0	$0	$202,524	$0		

Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need
2014-2016 Biennium
(Assuming No Additional General Fund)

	Items	2014-2015 Amount	2014-2015 Amount Within Tuition Increase	2015-2016 Amount	2015-2016 Amount Within Tuition Increase	2014-2015 (Revised) Amount	2014-2015 (Revised) Amount Within Tuition Increase	2015-2016 (Revised) Amount	2015-2016 (Revised) Amount Within Tuition Increase
	Total Incremental Cost from Academic Plan[3]	$2,311,770	$2,311,770	$2,420,370	$2,420,370	$487,930	$487,930	$3,039,620	$3,039,620
	Increase Faculty Salaries[1]	$0	$0	$0	$0				
	Faculty Salary Increase Rate[2]	0.00%	0.00%	0.00%	0.00%				
	Increase number of Full-Time Faculty (FTE)[4]	8.00	8.00	13.00	13.00	3.00	3.00	13.00	13.00
	Increase number of Administrative Professional (FTE)[4]	3.00	3.00	7.00	7.00	1.00	1.00	5.00	5.00
	Increase number of Classified Staff -Other(FTE)[4]	0.00	0.00	0.00	0.00				
8	O&M for New Facilities ($)	$79,763	$79,763	$106,350	$106,350			$106,350	$106,350
	O&M for New Facilities (FTE)	1.00	1.00	1.00	1.00			1.00	1.00
	NGF share of state authorized salary increase/bonus	$0	$0	$0	$0				
	NGF share of state health insurance and retirement benefit increases	$350,000	$350,000	$700,000	$700,000	$677,771	$677,771	$1,200,000	$1,200,000
	Additional In-State Student Financial Aid From Tuition Revenue (Honors)	$80,000	$80,000	$80,000	$80,000	$80,000	$80,000	$80,000	$80,000
	Fixed Costs (maintenance contracts, utilities, fuel, etc.)	$400,000	$400,000	$800,000	$800,000	$404,629	$404,629	$800,000	$800,000
4	Faculty Equity, Retention & Promotion Pool; A/P and Classified Equity & Retention Pool[3]	$600,000	$600,000	$1,200,000	$1,200,000			$600,000	$600,000
	Total Additional Funding Need	$3,821,533	$3,821,533	$5,306,720	$5,306,720	$1,650,330	$1,650,330	$5,825,970	$5,825,970

Notes:
(1) If planned, enter the cost of any institution-wide increase.
(2) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
(3) A pool of funds will be established to be used to address salary compression issues, promotion, as well as funds to retain high-quality faculty and staff who have been offered positions outside of the University. Some employees may receive no increase and others will receive varying amounts - these funds will not be given to faculty or staff across-the-board. A salary study was conducted by an outside firm in 2012. Results of this study will be utilized to determine who would be eligible for an increase. This represents the third and fourth years of a multi-year plan to address salary issues.
(4) Position costing reflected in respective Academic strategy within the Academic and Finance Plan Section.

Approval of Candidates for Emeritus Status

ACTION REQUESTED: On behalf of the President, I move that the faculty members 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 members are recommended for this honor.

Ms. Pamela Arkin, Associate Professor of Theatre
Mr. Mark S. Baldridge, Professor of Art
Dr. John S.J. Burke, Professor of Interior Architecture
Mr. Randall W. Edmonson, Professor of Art

September 12, 2014

Longwood University Board of Visitors

Revision 3 to Longwood University Campus Master Plan *Vision 2020*
and
Approval to Acquire Property

This item requests that the Board of Visitors take the following actions:
1. Approve Revision 3 to the Longwood University Campus Master Plan, *Vision 2020*, dated September 12, 2008. This revision changes the location of the New Admissions Office, and removes the Visitor Information Center function from the building.
2. Approve the acquisition of certain properties in order to provide the site for the New Admissions Office.
3. Approve the acquisition of 113 West Third Street, Farmville, Virginia, to support the Longwood Center for the Visual Arts.

Action Item 1: Revision 3 to Longwood University Campus Master Plan *Vision 2020*

ACTION REQUESTED: On behalf of the President, I move that the Board of Visitors approve the following revisions to Longwood's current Campus Master Plan:
1. Page 63 "Recommendations" section – add the following sentence at the end of the existing text: "Revision 3: See pages 81 and 82."
2. Change Figure 65 page 81, and Figure 66 page 82 as follows:
   a. Change the title of project 10 to Admissions Office
   b. Remove the Admissions Office building from the site shown at the southern end of campus
   c. Locate a new building for the Admissions Office on the site at the intersection of High, Buffalo, and Randolph Streets

RATIONALE: The requested revision to the Campus Master Plan changes the location of the New Admissions Office from the concept shown on page 63 (a combined Admissions Office and Visitor Information Center building at a southern campus site) to an Admissions Office building at a site at the intersection of High, Buffalo, and Randolph Streets.

BACKGROUND: The architecture firm of Glave and Holmes was hired to study three potential sites for the location of a New Admissions Office. The architecture of the proposed building, regardless of the site chosen, will reflect the University's mission of academic excellence, leadership, and service. A Palladian-Jeffersonian aesthetic with civic proportions defines the central campus construction, and will be continued in the New Admissions Office.

•Site A "Main Street": The original site for the New Admissions Office, as shown in the current Campus Master Plan.

•Site B "High Street": A site offered by the University for its historic context and proximity to Ruffner Hall.
•Site C "Iler Field": A site offered by the Design Team for its central location on campus.

Each potential site was investigated, and one or more site configuration plans were developed for each site. The conceptual site plan configurations were used to help evaluate the pros and cons of each site from various perspectives, including prospective students, visitors, staff, maintenance personnel, and current students.

A site evaluation matrix was used to organize the various priorities and perspectives of the site selection process. The Design Team met with President Reveley, Dean McMullin, and the Building Committee to input values into the matrix and together identify the best site for the New Admissions Office.

Site B "High Street" was chosen as the preferred site for the New Admissions Office, based on the important criteria of providing a great "wow" factor to the overall visitor experience, the ease of integration with admissions tour routes, lower site costs, and the ability to provide dedicated parking. The conceptual design work to date shows the refined site plan, and proposed floor plans and elevations.

Action Item 2: Approval to Acquire Property for the New Admissions Office

ACTION REQUESTED: On behalf of the President, I move that the Board of Visitors approve Longwood University's acquisition of the properties located at 309 Beech Street, 206 St. George Street, and 203 Randolph Street in the Town of Farmville, Prince Edward County, Virginia.

RATIONALE: Revision 3 to Longwood's current Campus Master Plan *Vision 2020* will change the location of the New Admissions Office to the site at the intersection of High, Buffalo, and Randolph Streets. The University will need to acquire 309 Beech Street, 206 St. George Street, and 203 Randolph Street to construct the new building and parking facility.

BACKGROUND: The current Campus Master Plan designated a site at the south end of campus. As a part of the preliminary planning work, three potential sites for the location of the New Admissions Office were evaluated, Main Street, High Street, and Iler Field. Pros and cons for each site were evaluated from various perspectives, including prospective students, visitors, staff, and maintenance personnel. The Design Team met with President Reveley, Dean McMullin, and the Building Committee to input values into the matrix and together identify the ideal location. The results determined the best site location offered by the University was "High Street" for its historic context, "wow" factor to the overall visitor experience, the ease of integration with admissions tour routes, lower site costs, the ability to provide dedicated parking, and proximity to Ruffner Hall.

Action Item 3: Approval to Acquire Property for the Longwood Center for the Visual Arts

ACTION REQUESTED: On behalf of the President, I move that the Board of Visitors approve Longwood University's acquisition of the property located at 113 West Third Street, in the Town of Farmville, Prince Edward County, Virginia, from the Longwood University Real Estate Foundation.

RATIONALE: Longwood University leases 113 West Third Street, adjacent property to the Longwood Center for the Visual Arts. This property provides additional activity, office, and storage space for the visual arts center. Property acquisition will bring the property under the state property umbrella and the University's building maintenance program.

BACKGROUND: The Longwood University Real Estate Foundation purchased 113 West Third Street in 2009 from Faye R. Puddington, and entered into a lease with the Longwood University Foundation. Longwood University Foundation leased the property to Longwood University for a five year term, October 1, 2009 to June 30, 2014. At the expiration of the lease term, the Real Estate Foundation entered into a lease with the University dated July 1, 2014.

ARTICULATION AGREEMENT
Between
Longwood University
And the
Longwood University Alumni Association

THIS AGREEMENT is made this __ day of _____, 2014, by and between The Board of Visitors of Longwood University (the "Visitors") on behalf of Longwood University (the "University"), and members of the Longwood University Alumni Board representing the Longwood University Alumni Association, a 501 (C) (3) organizations.(the "Association");

W I T N E S S E T H:

WHEREAS, the Association was formed to promote the interest of Longwood University and to maintain among its graduates and former students a spirit of fellowship, service and loyalty; and

WHEREAS, the Visitors and the Association desire to set forth certain terms and conditions of their relationship; and

WHEREAS, the execution of this Agreement has been authorized by resolution of the Board of Visitors of Longwood University (the "Visitors") and the officers and members of the Longwood University Alumni Board (the "Association");

NOW THEREFORE, in consideration of the promises and the mutual covenants and undertakings hereinafter described, the Visitors and the Association hereby agree as follows:

1. **University Commitment**.
   The University acknowledges and is grateful for the vital services performed by the Association in fostering the interests of the University and in encouraging a spirit of fellowship, service and loyalty between alumni and with the University. The Board of Visitors and officers of the University will provide a detailed overview of the University each year to include major priorities for the academic year and review policy and strategy adjustments as they occur.

2. **University Officials as Officers and Members**.
   Article IV, Section 3 of the Association's Constitutions and Article 1, Section 3 of the Association's Bylaws requires that the Associate Vice President for Alumni Relations, an employee of the University, serves as Executive Secretary-Treasurer of the Alumni Association. In recognition of the benefits derived from a close working relationship between the Association and the Visitors, the Association requests, during the term of this contract, that the Rector of the Board of Visitors appoint one Visitor to attend Alumni Board meetings as the Visitors representative to the Alumni Board.

3. **Taxes**.
   The Association shall not use the University taxpayer's identification number or the University's tax-exempt status in connection with purchases/sales, income or other activities by the Association.

4. **License for Use of the University's Name and Symbols**.
For the term of this contract, the University expressly grants the Association a non-exclusive right and license to use the University's name in the name of the Association. The Association agrees to use the University's name and symbols only in an appropriate manner, and in accordance with approved guidelines for the use of University's symbols or trademarks.

5. **Use of University Facilities**.
The Association shall be eligible to use University facilities subject to availability and the policies and procedures of the University applicable to such facilities.

6. **Use of University Services**.
The Association shall be eligible to use the central services provided to the University community, including those services provided by the departments of Dining Services, the Print Shop, Public Safety, Informational Technology Services and Facilities Management.

7. **Term of Agreement**.
This Agreement shall become effective as of the date first above written and shall remain in effect until terminated as provided in paragraph 8.

8. **Termination**.
Either party may terminate this Agreement, for any reason, upon at least one hundred and twenty (120) days prior written notice to the other party.

9. **Amendment**.
This Agreement may not be amended or altered without the written consent of the parties hereto.

10. **Notices**.
Any notices or other communications required or permitted to be sent under this Agreement shall be sufficient if sent by registered mail, postage prepaid, to the address set forth below or such other address as a party may specify in writing:

To the Association:	President Longwood University Alumni Association 201 High Street Farmville, VA 23909-1895
To the Board of Visitors And/or the University:	President Longwood University 201 High Street Farmville, VA 23909

11. **Governing Law**.
This Agreement shall be governed by the laws of the Commonwealth of Virginia.

12. **Counterparts**.
This Agreement may be executed in several counterparts, each of which shall constitute an original, and all of which shall constitute but one and the same instrument.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their authorized officers as of the date first above written.

LONGWOOD UNIVERSITY ASSOCIATION

By: _____ Date: _____
Kathleen Early
President

VISITORS OF LONGWOOD UNIVERSITY

By: _____ Date: _____
Colleen Margiloff
Rector

AMENDED AND RESTATED BYLAWS OF THE LONGWOOD UNIVERSITY FOUNDATION, INC.

PREAMBLE

WHEREAS, Longwood University has a significant history of service to the Commonwealth of Virginia and its citizens, and

WHEREAS, Longwood University seeks the support of private individuals, corporations, private foundations, and other organizations, to enhance the process of higher education, and

WHEREAS, the Longwood University Foundation, Inc., was established to support the purposes, goals and aspirations of Longwood University, and

WHEREAS, the Longwood University Foundation, Inc., was created under the laws of the Commonwealth of Virginia to serve Longwood University as an organization to foster the image of the institution and through its actions enhance the academic, social, and physical growth of the University, and

WHEREAS, the Longwood University Foundation, Inc., assists the University in the raising, investing and distributing of funds to support various University programs,

THEREFORE, BE IT RESOLVED THAT the Longwood University Foundation, Inc., as an autonomous chartered Virginia corporation, publishes these Amended and Restated Bylaws (these "Bylaws") to direct the operation and function of the organization and to ensure that all expenditures be in accordance with the objectives of the Foundation.

ARTICLE I. - OFFICE

The principal office of the Longwood University Foundation, Inc. (the "Foundation") will be located in Farmville, Prince Edward County, Virginia.

ARTICLE II. - SEAL

The Corporate Seal of the Foundation will consist of two concentric circles, around the inner edge of which will be engraved the words, "Longwood University Foundation, Inc., Farmville, Virginia," and across the center thereof the word "seal" and "1959."

ARTICLE III. - BOARD OF DIRECTORS

Section 1. General Power

The management of the Foundation and its property is vested in its Board. The Board of Directors will have full power, except as prohibited by the terms of any instrument of gift, devise, bequest, or

other transfer, at its sole discretion, to change the form of any investment and, for that or other purposes of the Foundation, to dispose of any securities or other property held by the Corporation.

Section 2. Number

The Board of Directors of the Foundation will consist of no more than thirty-seven (37) individuals, as determined from time to time by the Board of Directors, each serving as either an Ex Officio Director or a Public Director. Additional persons may be designated as "director emeritus" or "advisory director."

Section 3. Ex Officio Directors

There will be seven (7) Ex Officio Directors, five non-voting and two voting.

The non-voting Ex Officio Directors will be (i) the President of Longwood University; (ii) the Vice President for University Advancement of Longwood University; (iii) the ~~Chief Financial Officer~~ ***Executive Director*** of the Foundation; (iv) the President of the Longwood University Alumni Association, unless another individual is designated by the Longwood University Alumni Association to fill such Ex Officio seat; and (v) the treasurer of the Student Government Association of Longwood University, unless another individual is designated by the Student Government Association of Longwood University to fill such Ex Officio seat.

The voting Ex-Officio Directors will be (i) the Rector of the Board of Visitors of Longwood University and (ii) an additional member of the Board of Visitors appointed by the Board of Visitors as Official Liaison to the Foundation.

Section 4. Public Directors

There will be no more than thirty (30) Public Directors who will be elected to fill staggered terms. There will be three classes of Public Directors with a maximum of ten (10) Directors in each Class as provided in the Foundation's Articles of Incorporation. The Public Directors shall, at all times, include at least two (2) individuals who are alumni of Longwood University and one (1) member of the Faculty of Longwood University.

All Public Directors will be elected at meetings of the Board from nominations presented by the Nominating Committee. Public Directors may be elected at the annual meeting for a term of three (3) years or to fill a vacancy.

No Public Director shall serve more than nine (9) consecutive years or three (3) consecutive full or partial terms, whichever is fewer. After a three (3) year interruption, a Public Director will be eligible for consideration for reappointment.

Section 5. Director Emeritus

By vote of a majority of the voting members of the Board of Directors and recommendation of the Nominating Committee, any "Public Director" having served a minimum of one year as a Director, may be elected to the status of "Director Emeritus". Directors Emeritus may attend all meetings at their own expense and participate in discussions, but shall have no voting privileges. The term of a Director Emeritus will be for life.

Section 6. Advisory Director
Upon recommendation of the Executive Committee and vote of a majority of the voting members of the Board, an individual may be elected to the position of Advisory Director. Advisory Directors may attend all meetings and participate in discussions, but shall have no voting privileges. Advisory Directors will be elected to a specified term.

Section 7. Resignation or Removal of Directors
Any Director may resign at any time by giving written notice to the President or the Secretary of the Foundation. Such resignation, which may or may not be made contingent upon formal acceptance by the Board or the occurrence of any other event, shall take effect on the date of receipt or at any later time or the later occurrence of any other event specified in the notice. Any Director may be removed from the Board, with or without cause, at any time with the affirmative vote of two-thirds of the then actual number of voting members of the Board at a meeting of the Board called for the purpose of removing the Director. Notice of such meeting must state that the purpose or one of the purposes, of the meeting is to consider and vote on the removal of the Director.

Section 8. Meeting Attendance and Responsibilities of Public Directors
Absence from two regular Board of Directors and committee meetings in any consecutive two year period may be cause for removal as a Public Director. The Executive Committee will review participation records annually and take such action as it deems appropriate. The Public Directors are expected to fulfill the Commitments and Responsibilities as contained in the Foundation Manual.

Section 9. Vacancies
Any vacancy occurring among the Public Directors due to death, resignation, removal, or an increase in the authorized number of Directors, may be filled by the affirmative vote of a majority of the remaining voting Directors, even if such number constitutes less than a quorum. In the event a vacancy occurs, the Nominating Committee shall select and recommend a candidate for replacement. A Public Director elected to fill a vacancy will be elected for any unexpired portion of the term of the vacated Director.

The continuation of a vacancy in an ex-officio position or a public position will not be deemed to be a default in the terms of the Articles of Incorporation or in the terms of these Bylaws, and the Board will have full authority to continue to operate.

ARTICLE IV. - MEETINGS

Section 1. Regular Meetings
The annual meeting of the Board of Directors of the Foundation shall be held the first Friday after Memorial Day or such other date and at a time as may be approved by the President of the Foundation. A written notice of the annual meeting shall be mailed to the directors at least fourteen (14) days before the date of the meeting. The Board shall hold other regular meetings on such date and at such intervals as may be designated by the President of the Foundation or resolution of the Board. Every effort will be made to set meeting dates one year in advance. Notice stating the time and place of regular meetings will be distributed to each Director at least

fourteen (14) days prior to each meeting. Notwithstanding the foregoing, the President or the Board by a majority of voting members present may cancel or postpone a scheduled meeting with notice distributed to each Director at least two (2) days prior to such meeting.

Section 2. Special Meetings
Special meetings of the Directors may be called by the President of the Foundation or by petition submitted in writing to the President and signed by at least five (5) Directors. Directors shall be given at least ten (10) days' notice of a special meeting, stating the time and place of the meeting and the matters of business to be conducted. Business to be transacted at any special meetings of the Board shall be limited to the matters set forth in the notice of the meeting.

Section 3. Manner of Acting
The act of a majority of the voting members of the Board present at a meeting at which a quorum is present will be an act of the Board unless a greater number is required by these Bylaws or by law.

Section 4. Quorum
A majority of the voting members of the Board of Directors in office at the beginning of a meeting will constitute a quorum for the transaction of business. However, less than a majority of the members of the Board may adjourn a meeting after determination of an alternate date for a meeting of the Board and notification of the Directors.

Section 5. Informal Action
Any action that may be taken at a meeting of the Board or a Committee thereof may be taken without a meeting if the action is taken by all voting members of the Board or such Committee and such action is evidenced by one or more written consents stating the action taken, signed by each voting member either before or after the action is taken, and included in the minutes of the Board or Committee.

Section 6. Tax Exemption Status
Directors shall not exercise their powers in any manner that would disqualify the Foundation as an organization described in Section 501(c) (3) of the Internal Revenue Code of 1986 (the "Code") exempt from federal income tax under Section 501(a) of the Code or disqualify any gift as a deductible charitable contribution in computing any federal income or transfer tax of the donor or the donor's estate.

ARTICLE V. - OFFICERS

Section 1. Officers
The officers of the Foundation shall be: a President, a Vice President, a***n*** ~~Chief Financial Officer~~ ***Executive Director***, a Secretary, a Treasurer, an Assistant Treasurer, a Chief Operating Officer, a Parliamentarian, and such other executive officers and subordinate officers as may be determined necessary and appropriate by the Board of Directors. No one employed by the University may serve as President, Vice President, or ~~Chief Financial Officer~~ ***Executive Director*** of the Foundation. One individual may hold multiple offices, other than the office of President or Vice President.

Section 2. Term of Office
Except as otherwise provided in these Bylaws, officers shall be elected annually by the Board of Directors for a term of one (1) year. Each officer is subject to removal with or without cause by the affirmative vote of a majority of voting Directors at any meeting at which a quorum is present. Such removal will be without prejudice to any contract rights of the officer removed. The President and Vice President will be elected from the voting members of the Board every other year at the annual meeting for a term of two (2) years beginning at the conclusion of the annual meeting and will hold office until their successors are elected. The President and Vice President each are eligible to serve a maximum of four (4) years.

Section 3. Remuneration
No officer or Director may employ anyone at the expense of the Foundation without approval of at least three fourths of the voting Directors present at a regular or special meeting of the Board. The Directors will determine the remuneration to be paid to anyone so employed. Vacancies in any position already authorized may be filled, but the Directors will determine the remuneration to be paid.

Section 4. The President
It will be the duty of the President of the Foundation to preside at all meetings of the Board of Directors and the Executive Committee. The President or designee will serve as the official spokesperson for the Foundation. All officers will report directly to the President of the Foundation in all matters pertaining to the handling of the affairs of the Foundation.

Section 5. Vice President
In the absence of the President of the Foundation, the Vice President will act on the President's behalf at any meeting of the Board or of the Executive Committee. In the absence of both the President and the Vice President, the President will designate a presiding officer from the Executive Committee.

Section 6. ~~Chief Financial Officer~~ *Executive Director*
The ~~Chief Financial Officer~~ ***Executive Director*** will serve as Secretary and Treasurer of the Foundation. The ~~Chief Financial Officer~~ ***Executive Director*** will be responsible for all corporate and financial operations of the Foundation and will report directly to the Foundation President and the Executive Committee in all matters pertaining to the handling of the financial affairs of the Foundation. In the event of a vacancy in the position of ~~Chief Financial Officer~~ ***Executive Director***, the Executive Committee may appoint an Interim Secretary/Treasurer to serve in that capacity until the position is filled.

Section 7. Secretary
The Secretary will keep the records of the Corporation and books of account. The secretary will have the custody of the seal of the Corporation, will issue, sign, and seal, together with the President or the Vice President, all instruments of writing that have been approved by the Board or appropriate committee. The Secretary will perform such other duties as may be prescribed by the Board of Directors and as are incident to the office of Secretary of a corporation operating under the laws of the Commonwealth of Virginia.

Section 8. Treasurer
The Treasurer will keep the accounts of the Foundation, prepare checks to pay all legitimate expenses of the Foundation authorized by the Board, and shall perform all acts incident to the office of Treasurer of a corporation operating under the laws of the Commonwealth of Virginia. The accounts will be subject to inspection at any time by the Directors, members of the ~~Finance~~ ***Investment*** Committee, the President of the University, or the Chief Operating Officer. At their meetings, the Treasurer will report to the Board and the Executive Committee regarding the financial condition of the Foundation. Additionally, the Treasurer will provide reports whenever requested by the Chief Operating Officer and the President of the University. The Treasurer will submit an annual financial statement to the Board of Directors. All funds of the Foundation will be deposited in institutions selected by the Directors. Checks may be signed by anyone authorized by the Board. The Treasurer, employees, and Directors involved in the handling of funds will be bonded for an amount of coverage to be reviewed annually by the Audit Committee and approved by the Board of Directors, the premium for which will be borne by the Foundation.

Section 9. Assistant Treasurer
The Assistant Treasurer will be a Public Director who is a member of the ~~Finance~~ ***Investment*** Committee of the Foundation and appointed as Assistant Treasurer by the President. The Assistant Treasurer will generally, but not necessarily, be the individual then serving as Chair of the ~~Finance~~ ***Investment*** Committee. An Assistant Treasurer will function as Treasurer in the absence of the Treasurer.

Section 10. Chief Operating Officer
The Vice-President for University Advancement of Longwood University will serve as Chief Operating Officer of the Foundation and will be responsible for fund raising activities and administrative functions associated with the Foundation.

Section 11. Parliamentarian
The Chair of the Structure Function Committee, or other designee of the Structure Function Committee, will serve as the Parliamentarian. The Parliamentarian will be responsible for seeing that all meetings are conducted strictly in accordance with the Articles of Incorporation, Bylaws, and the latest edition of *Robert's Rules of Order.*

Section 12. Vacancies
A vacancy in any elected office may be filled by a majority vote of a quorum of the Board for the unexpired term. In the event of a vacancy in the office of Chief Operating Officer, the President of Longwood University, or his designee, may undertake the rights and responsibilities of the Vice President for University Advancement set forth in these Bylaws.

Section 13. Delegation of Duties
The Board for any reason may delegate the powers or duties of any officer to any other officer or Director.

ARTICLE VI. - COMMITTEES

Section 1. Standing and Ad Hoc Committees

The Board shall maintain the following Standing Committees: (i) Executive Committee, (ii) ~~Finance~~ ***Investment*** Committee, (iii) Audit Committee, (iv) Nominating Committee, (v) Budget Committee, (vi) Structure Function Committee, and (vii) Stewardship Committee. The President of the Foundation will appoint annually members of the Board of Directors to serve on each Standing Committee, subject to approval by the Board. The President may authorize additional Ad Hoc Committees as deemed necessary, subject to Board approval of the duties, functions, and membership of each such Ad Hoc Committee. Except as specifically provided in these Bylaws, the President of the Foundation, the President of the University, the Chief Operating Officer, and ~~Chief Financial Officer~~ ***Executive Director*** of the Foundation will be ex-officio non-voting members of all Standing and Ad Hoc Committees. Voting members of each Standing and Ad Hoc Committee shall be a voting member of the Board of Directors and serve at the pleasure of the President with the approval of the Board. Each Standing and Ad Hoc Committee shall elect a Chair from among the voting members of such Committee or Subcommittee.

Section 2. Executive Committee

The Executive Committee will be the administrative body of the Foundation. The voting members of the Executive Committee will include the Chairs of the Standing Committees and one (1) additional Public Director, the President of the Foundation, the Vice President of the Foundation, and the Rector of the Board of Visitors of Longwood University (unless the Board of Visitors of Longwood University has designated another individual to serve as a Director of the Foundation, in which event such designee shall serve on the Executive Committee). The President of Longwood University, the Chief Operating Officer of the Foundation, and the ~~Chief Financial Officer~~ ***Executive Director*** of the Foundation will serve ex-officio on the Committee without voting rights.

The Executive Committee will be empowered to perform any administrative duties on behalf of the Board of Directors to conserve, protect, and disburse funds of the Foundation in matters requiring action of the Board before its next regular or special meeting. Any action taken at an Executive Committee meeting will be reported to the Board by the President of the Foundation within twenty-one (21) days. The ~~Chief Financial Officer~~ ***Executive Director***, in the capacity as Secretary, will take all minutes of Executive Committee meetings.

Section 3. ~~Finance~~ *Investment* Committee

The ~~Finance~~ ***Investment*** Committee will include at least three (3) Directors serving as voting members. The Chair of the ~~Finance~~ ***Investment*** Committee may serve as the Assistant Treasurer and on the Gift Review Committee as necessary. The ~~Finance~~ ***Investment*** Committee shall assist the Board in its oversight responsibilities relating to fiscal management of the Foundation's cash and investment assets, investment policy, spending policy, and investment review. The ~~Finance~~ ***Investment*** Committee's responsibilities and duties are contained in its standard operating procedure, as they may be revised from time to time by the Board.

Section 3a. Gift Review Subcommittee

The Gift Review Subcommittee will consist of the Chairman of the ~~Finance~~ ***Investment*** Committee and two additional Public Directors. In addition, the Chief Operating Officer, and the ~~Chief Financial Officer~~ ***Executive Director*** of the Foundation will serve ex-officio on the Subcommittee without voting rights and one or two University representatives may be appointed by the President of Longwood University to advise the Subcommittee on a consulting, non-voting basis. The Gift Review Subcommittee shall assist the Board in evaluating proposed gift agreements, including evaluation and acceptance of non-cash gifts. The Subcommittee's responsibilities and duties are contained in the Planned Gift Policy, as such policy may be revised from time to time by the Board.

Section 4. Audit Committee

The Audit Committee will include at least three (3) Directors serving as voting members. The Audit Committee will select an independent auditor, receive the audit report, and report the findings to the Board. The Committee will review annually the amount of bond coverage of all persons involved in handling funds and will recommend the amount of coverage to be approved. The Committee's responsibilities and duties are contained in its Standard Operating Procedure, as revised from time to time by the Board.

Section 5. Nominating Committee

The voting members of the Nominating Committee will consist of the Chairs of all other Standing Committees, the Rector of Longwood University, and another member of the Board of Visitors of Longwood University serving as a voting Ex-officio Director. The Chief Operating Officer of the Foundation, the ~~Chief Financial Officer~~ ***Executive Director*** of the Foundation, and the President of the University shall serve as Ex-Officio non-voting members of the Committee. The Nominating Committee will nominate from the eligible Directors a President, a Vice President, and one (1) member of the Executive Committee. The Chair of the Nominating Committee will present the slate of nominees at the annual meeting of the Board for election by the Board. Additional nominations may be made from the floor.

The Nominating Committee will also select nominees for Public Directors and Directors Emeritus and present the slate at the annual meeting of the Board to be voted upon by the Board. The slate of nominees will be sent to the members of the Board at the same time as the annual meeting notice.

The Nominating Committee may bring nominations to fill vacancies at any regular or special meeting. The names of such nominees will be sent to the members of the Board at the same time as the notice of the meeting at which such nomination will be considered.

The Faculty member nominated to fill the seat on the Board to be held by a member of the Longwood University faculty shall be recommended to the Nominating Committee by the Executive Committee of the Longwood Faculty Senate.

The Nominating Committee's responsibilities and duties are contained in its Standard Operating Procedure, as revised from time to time by the Board.

Section 6. Budget Committee
The Budget Committee will include at least three (3) Directors serving as voting members. The Budget Committee will consult with University officials and recommend an annual budget to the Board. The Budget Committee periodically will review all expenditures. The Budget Committee's responsibilities and duties are contained in its Standard Operating Procedure, as revised from time to time by the Board.

Section 7. Structure Function Committee
The Structure Function Committee will include at least three (3) Directors serving as voting members. Annually, it will be the duty of the Structure Function Committee to review the Bylaws, all standing policies, and procedures of the Foundation. The Chair will serve as Parliamentarian of the Board. The Structure Function Committee responsibilities and duties are contained in its Standard Operating Procedure.

Section 8. Stewardship Committee
The Stewardship Committee will include at least three (3) Directors serving as voting members. The Stewardship Committee will develop strategies and initiatives to assist the Board in raising funds. The Stewardship Committee will develop strategies and initiatives that enable the Board to participate in stewardship work within the advancement function. The Stewardship Committee will recommend ways to honor donors who provided unrestricted funds through their wills. The Stewardship Committee's responsibilities and duties are contained in its Standard Operating Procedure, as revised from time to time by the Board.

> **Section 8a. Scholarship Subcommittee**
> The Scholarship Subcommittee will include at least three (3) Directors serving as voting members. Notwithstanding the provisions of Section 1 of this Article VI, no Longwood University official or employee shall serve on the Scholarship Subcommittee. The Scholarship Subcommittee will meet at least annually. The Scholarship Subcommittee's responsibilities and duties are contained in the Stewardship Committee Standard Operating Procedure, as revised from time to time by the Board.

Section 9. Vacancies
Any committee vacancy shall be filled for the unexpired portion of the term in the same manner in which the original appointment to such committee is made.

Section 10. Meeting, Notice and Quorum
Meetings of any committee may be called by the President of the Foundation, the Chairman of the committee, or a majority of the committee's voting members. Each committee shall meet as often as is necessary to perform its duties except where the frequency of meetings is specified in these Bylaws. Notice may be given at any time and in any manner reasonably designed to inform the members of the time and place of the meeting. Unless otherwise provided in a resolution of the Board designating a committee, a majority of the voting members of any committee shall constitute a quorum for the transaction of business of such committee.

Section 11. Rules

Each committee will adopt a standard operating procedure for its own management in accordance with these Bylaws and the standard operating procedures adopted by the Board. Any Committee standard operating procedure must be approved by a vote of the Board of Directors.

Section 12. Minutes
Minutes of all committee meetings will be taken and then filed with the Foundation Secretary.

Section 13. Qualifications
Non-voting Ex-officio Directors may be appointed to committees and will remain non-voting members of any committees to which they are appointed.

Section 14. Additional Consultants.
The President may invite, on an ad hoc basis, additional individuals with special expertise in relevant areas to meet with and advise any committee. Such consultants shall not be counted in determining the existence of a quorum or allowed to vote.

ARTICLE VII. - FINANCES

Section 1. Use of Income
All gifts to the Foundation or other income not otherwise designated by the donor will go into the general fund of the Foundation and will be used exclusively for the benefit of Longwood University in accordance with the general purposes of the Foundation. The Foundation may receive, manage, invest, and disburse conditional gifts only if such gifts are for the exclusive benefit of Longwood University.

The phrase "exclusive use and benefit of Longwood University" will include gifts for the benefit of any separate or independent organization which is supportive of, or affiliated with, the University or its programs and functions, provided that such organization is (a) organized exclusively for charitable, scientific, or educational purposes and for the exclusive use and benefit of Longwood University, and (b) qualified as an organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law). The Board may from time to time provide procedures for the establishment of special or designated funds to be administered by the Board under the conditions of their creation in accordance with the Articles of Incorporation.

Section 2. Contributions and Disbursements
All contributions received by the Foundation will be deposited by the Treasurer in a special account or accounts in such banks, trust companies, or other depositories as the Board may select. All contributions to and disbursements from the Foundation will be recorded by the Treasurer, and such records will be subject to inspection at any reasonable time, upon request, by any Director.

Section 3. Budget
A statement of proposed operating income and expenditures for the following year will be prepared by the ~~Chief Financial Officer~~ ***Executive Director*** and submitted to the Board annually. When approved by the Board, budgeted items will be the only expenditures authorized for the

Foundation, subject to subsequent amendments by the Board and the provisions of Section 4 below.

Section 4. Administration of the Budget
The Treasurer is authorized to make commitments for budgeted operating expenses. All payments for items should be made only when a withdrawal form and expenditure verification is approved by the Chief Operating Officer or the ~~Chief Financial Officer~~ ***Executive Director***.

Section 5. Checks, Drafts, and Other Financial Instruments
All checks, drafts, or orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Foundation will be signed by approved officers or agents of the Foundation. Absent other direction or authorization by the Board, an instrument will be signed by the Chief Operating Officer or an Assistant Treasurer.

Section 6. The Fiscal Year
The fiscal year of the Foundation will be July 1 to June 30, but may be altered by resolution of the Board.

Section 7. Bank Accounts
Bank accounts will be opened only by authority of the Executive Committee.

ARTICLE VIII. - EXECUTION OF CONTRACTS, DEEDS, AND TRANSFERS AND REPRESENTATION WITH REFERENCE TO SECURITIES

Section 1. Execution of Contracts and Deeds
Except as otherwise provided by resolution of the Board, all contracts, deeds, mortgages, pledges, transfers, and other written instruments binding upon the Foundation and approved by the Board or appropriate committee, will be executed on behalf of the Foundation by the President or the Vice President, and the corporate seal shall will be affixed and attested by the Secretary.

Section 2. Voting Securities Owned by the Foundation
Unless otherwise provided by resolution of the Board, the President and ~~Chief Financial Officer~~ ***Executive Director***, or either of them, will have full authority to attend, act, and vote on behalf of the Foundation at any meetings of stockholders, bondholders, or other security holders of any corporation, trust, or association in which the Foundation may hold securities. At any such meeting, the President and ~~Chief Financial Officer~~ ***Executive Director***, or either of them, will possess all of the rights and powers incident to the ownership of such securities, which as owner the Foundation might have possessed if present, including the authority to delegate such authority to a proxy. The Board may, by resolution, confer the same authority upon any other person or persons.

ARTICLE IX. - CONFLICT OF INTEREST, REVIEW OF CERTAIN TRANSACTIONS, AND MISCELLANEOUS PROVISIONS

Section 1. Conflict of Interest
Any Director or officer must abstain from votes and discussions on any matter in which the Director or officer may have a conflict of interest. The abstention will be made on the record immediately following such motion or discussion and will be recorded in the official minutes of the meeting. The same procedures will apply to any Directors participation on any committee action or vote.

Section 2. Review of Certain Transactions
Prior to the Foundation entering into any compensation agreement, contract for goods or services, or any other transaction with any person who was, at any time during the five-year period preceding the transaction, in a position to exercise substantial influence over the affairs of the organization (a "disqualified person"), the Board of Directors will take the following precautions to ensure that the transaction is reasonable for purposes of Section 4958 of the Internal Revenue Code of 1986, as amended:

a) The Board of Directors or committee must review and approve the transaction prior to its acceptance;
b) The Board of Directors, or committee designated by the Board approving the transaction must be composed entirely of individuals unrelated to, and not under the control of, the disqualified person or persons involved in the transaction;
c) The Board of Directors will obtain and rely upon a "comparability study" indicating that the proposed transaction is reasonable when compared with those of comparable organizations, goods, or services rendered, taking into account the location and the geographic availability of similar resources; and
d) The Board of Directors will set forth in the resolution approving the transaction the basis for its determination that the compensation is reasonable. This resolution will be filed by the Secretary in the Minutes book of the Foundation.

Section 3. Procedures and Policies
The Board and any Committee may from time to time adopt, amend, revise, and replace rules of procedure or policies which shall be consistent with these Bylaws.

Section 4. Waiver of Notice.
Whenever any notice is required to be given under the provisions of the Virginia Nonstock Corporation Act, under the Articles of Incorporation of the Foundation or under these Bylaws, a waiver thereof in writing signed by the person entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice where such waiver is permitted by applicable law. All such waivers shall be filed with the corporate records, or be a part of the minutes of the relevant meeting.

ARTICLE X. - EFFECTIVE DATE

These Bylaws will become effective upon their approval by the Board or as of such later date as the Board may specify.

ARTICLE XI. - AMENDMENTS

Section 1. Notice
These Bylaws may be amended or repealed, and new Bylaws may be adopted, by a majority of the voting Directors present at any regular or special meeting at which there is a quorum, provided at least thirty (30) days written notice is given of the intent to amend or repeal the Bylaws or to adopt new Bylaws at such meeting. Proposed amendments or changes in Bylaws must accompany the notice of intention to amend or change.

Section 2. Articles of Incorporation
No amendment may be made to avoid limitations imposed by the Articles of Incorporation.

Section 3. Board of Visitors
The Board of Visitors of Longwood University will receive at least thirty (30) days written notice of any intent to amend or repeal the Bylaws or to adopt new Bylaws at any such meeting. Proposed changes must accompany such written notice.

ARTICLE XII. - DISSOLUTION

In the event of the dissolution of the Foundation, the Board of Directors will cause the assets of the corporation to be distributed as follows:

a) All liabilities of the Foundation will be paid or adequate provision will be made for payment;

b) Assets held by the Foundation upon a condition which occurs by reason of the dissolution will be returned or conveyed in accordance with such requirements; and

c) All remaining assets of the Foundation will be conveyed to the Board of Visitors of Longwood University or its successor. A successor organization will qualify as an exempt organization under Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law). If its successor does not qualify, the remaining assets will be conveyed to some other organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes that qualify it as an exempt organization or organizations under Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law).

ADOPTED - June 28, 1985
REVISED - May 16, 1986
REVISED AND ADOPTED - March 23, 1990
REVISED AND ADOPTED - September 6, 1991
REVISED AND ADOPTED - February 21, 1992
REVISED AND ADOPTED - May 14, 1993
REVISED AND ADOPTED - May 19, 1995
REVISED AND ADOPTED - November 10, 1995
REVISED AND ADOPTED - March 29, 1996

REVISED AND ADOPTED - May 17, 1996
REVISED AND ADOPTED - October 31, 1997
REVISED AND ADOPTED – February 19, 1999
REVISED AND ADOPTED – May 19, 2000
REVISED AND ADOPTED - September 21, 2001
Name change to University July 1, 2002
REVISED AND ADOPTED – May 5, 2005
REVISED AND ADOPTED – February 6, 2009
REVISED AND ADOPTED – September 17, 2010
AMENDED, RESTATED and ADOPTED – September 28, 2012

5

Academic Affairs

Ken Perkins, Vice President & Provost

Highlights

- Largest honors first-year class enrolled
- Interviews scheduled for Director of Student Research (Quality Enhancement Plan)
- Virginia Kinman joins Academic Affairs as Assistant V.P. for Compliance and Accreditation
- Nursing seeks to move from provisional to full accreditation and to offer the R.N. to B.S.N program
- Personal Finance dual enrollment course grows and so does the enrollment for Teacher Education in Martinsville
- Second marathon reading of Milton's *Paradise Lost* will be this fall (*Moby Dick* may be next)

The Academic Affairs division has been busy with the usual work that comes with the beginning of the semester. And, this was the smoothest opening of an academic year in recent memory.

The Academic Core Curriculum Committee, tasked with leading the revision of Longwood's general education curriculum, has held five meetings to solicit feedback about the current general education goals. Their goal for the 2014-15 academic year is the creation of learning outcomes and goals and possible options or structures for general education.

The applicant pool for the Director of Student Research, the key position in Longwood's R.E.A.L. Inquiry initiative, has yielded three highly qualified individuals that will be interviewed in September.

Forty-two new full-time faculty were recruited this past year. These include replacements for retirees, new tenure-track positions, new lecturers, replacements for resignations and non-renewal of contracts. The qualifications of these new faculty are impressive.

Cormier Honors College

The Cormier Honors College for Citizen Scholars welcomed to campus its largest incoming class of 58 new first-year students. For four days, those new Lancers participated in the Honors

Leadership Retreat, an annual event facilitated this year by 45 upper-class Honors students. Among other activities in the very full agenda, all 100+ mentors and first-year students visited the Robert Russa Moton Museum, participated in an academic exploration at Yogaville, and enjoyed ghost stories with the Rotunda with Dr. Jordan.

Honors students studied in many interesting locations this summer, including Thailand, Nepal, Ecuador, Spain, Croatia, and Yellowstone National Park.

In addition to the work of our students, the Honors Faculty Learning Community members worked this summer to develop a vision for the next step in the evolution of the Honors College, one that refocuses students on the Citizen Scholar identity and responsibilities. Learning Community members traveled to conferences focused on critical thinking, civic engagement, and e-portfolios, and they brought back critical insights to help shape the efforts moving forward.

Cook-Cole College of Arts and Sciences

The Department of Nursing is scheduled for an accreditation visit that could result in a status change from provisional to full accreditation. The program is also seeking final approval from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for an Registered Nurse to Bachelors of Science in Nursing (RN to BSN) program to begin this spring. This program is for individuals who have Associate's Degrees and who are Registered Nurses and who wish to complete the requirements for a bachelor's degree through Longwood University. There has been considerable demand from the locality and region for Longwood's nursing program to provide this offering.

The English and Modern Languages Department positioned Longwood to be selected to host the 2015 annual conference of Children's Literature Association in Richmond, VA. The Children's Literature Association (ChLA) is a non-profit, international association of scholars, critics, professors, students, librarians, teachers and institutions dedicated to the academic study of children's and young adult literature and culture. This highly prestigious international conference will allow Longwood to showcase both students and faculty as well as provide opportunities for professional development and student research. Dr. Jennifer Miskec is leading this effort.

The Biology and Environmental Sciences Department will host this fall, in partnership with the National Geographic Society, the Virginia Geographic Alliance. This is a statewide partnership between college professors and K-12 teachers dedicated to improving geographic awareness and skills. Dr. Ed Kinman is leading this project.

The Music Department will be establishing an extra-curricular string ensemble as part of a continued partnership with the Richmond Symphony Orchestra that will involve performers from campus and the community. The ensemble will be directed by professional violinist Jeanette Jang of the Richmond Symphony Orchestra. Noteworthy also is that Longwood's Dr. Chris Swanson was recently appointed to conduct the Lynchburg Symphony for this coming year.

The Psychology Department is in the initial phases of creating a Neuroscience minor. This will likely be an interdisciplinary effort and has the potential to attract strong students and to compliment several majors across the College and the University.

The Communication Studies Department this fall will be utilizing a state-of-the-art television facility in newly-renovated French Hall. The two-story studio will feature a connected master control room as well as a dedicated computer lab and 8 editing suites, making it possible for recorded or live broadcasting and improved student media content. This will allow our faculty to provide increased hands-on learning opportunities for students and a chance to consider exciting changes in curriculum, furthering its reputation as a growing and cutting-edge program in the state. This facility leverages a strong relationship between academics and institutional technology.

College of Business and Economics

The Hybrid-Online MBA Program experienced its highest enrollment to date with its annual on-campus residency where 30 students worked with faculty this past July, 2014. Enrollment continues to climb in the MBA since US News and World Report ranked Longwood's Online MBA as #62 in the country. This program is ranked higher than those of Pepperdine and George Washington University, and other prestigious institutions.

The Cyber Security minor began two years ago now has 85 students enrolled. Enrollment growth is expected to continue to climb over the next several years, and the business school is in an active search for a new faculty member in this technical field. Longwood is the leading state institution in this field.

The Hybrid-Online Personal Finance Dual Enrollment program, headed by Dr. Bennie Waller, had 90 high school students from around the state participating in the program and on campus for the residency portion of the program this past July, 2014. With 13 counties signed up it is expected that enrollment in this unique program will climb to 250 to 300 high school students in the summer of 2015. This is an outstanding strategic pathway for admissions to introduce our gorgeous campus to potential Longwood students and to drive our college enrollment objectives. These high school students are candidates for admission in every academic college at Longwood.

All of Longwood's Business School students (Undergraduate and MBA) are trained in Leadership Ethics and Values via The 7 Habits of Highly Effective People program throughout their time at Longwood. Furthermore, the SNVC Institute for Leadership and Innovation, housed in the business school, was influential in the implementation of the 7 Habits based process (called "The Leader In Me") in the Prince Edward County Elementary School and Middle School. The elementary school has recently reported the first significant decline in behavioral incidents over the past year. The Prince Edward County academic leadership has indicated that "The Leader In Me" is an intervention that will continue to impact positively their mission to improve the school system for students and the community.

College of Education and Human Services

The Social Work program is planning to develop a Masters of Social Work degree program that would be offered both on campus and in Emporia and Martinsville.

The Department of Health, Athletic Training, and Kinesiology (HARK) has begun the "Building Standards Based Health and Physical Education Units" with Prince Edward County Public School middle school teachers. HARK also continues to integrate physical education in core subjects such as painting U. S. maps on play grounds in Prince Edward and Charlotte counties.

The Speech Hearing and Learning Services (SHLS) center will begin providing audiology services as soon as an audiologist can be hired. This new position was funded primarily by a grant from the Jesse Ball du Pont Foundation.

The Institute for Teaching Through Technology and Innovative Practices (ITTIP) is arguably the most productive outreach unit for extending STEM (science, technology, engineering, and mathematics) professional development and education to Southside Virginia. During the 2013/2014 academic year, this unit served 342 educators throughout Southside Virginia through 17 fully funded professional development programs focused on STEM innovative pedagogical practices.

College of Graduate and Professional Studies

Fall graduate enrollment is up and still climbing at the time of this report from 410 last year at this time to 479.

The off campus undergraduate initiative in Emporia and Martinsville is off to a strong start with two new program directors. There is a record number of Liberal Studies Elementary Education majors in Martinsville. The additional offering of the Bachelors in Social Work (starting in the spring) at Martinsville and Emporia appears to be a good fit for these sites.
The Digital Education Collaborative (a support unit aimed at helping faculty and students use instructional technology) supported nearly 1900 requests last year with a 95% satisfaction rating of meet or exceeds expectations. Last year, 56 courses were reviewed using Quality Matters to begin the process of nationally benchmarking Longwood hybrid and online course offerings. Professional Studies has successfully launched Longwood University Extended (LUx), offering classes to high school students, both online and face-to-face. LUx will become the platform for an increasing number of continuing studies courses. The Board of Visitors' recent approval of a Professional Studies tuition rate greatly enabled future continuing and professional education course offerings.

Greenwood Library

Greenwood Library has undergone two small but distinctive projects: creating a high-tech instruction space and an "old school" reading room.

A portion of the former Multimedia Lab has been updated into a new Instruction Lab. The new space on the first floor is now optimized for either lecture or guided individual work, for class demonstrations or hands-on work among smaller groups of students. The new space features two large-screen monitors for easy viewing of instructional materials, and furniture that can easily be configured for a variety of class settings. When not in use for Library Instruction sessions, the space will remain open for student use.

A visit upstairs to Room 210 is a walk back in time, so to speak: chalkboards, wood and leather furniture, lamps, old books (no computers). The new Humanities Reading Room has the feel of a traditional library from days past. Room 210 once held Governors School classes and most recently was an open group study space. The decision to transform it into a Humanities Reading Room came primarily as a response to many requests for more quiet study space, as well as a need to find appropriate space for materials previously hidden away in the basement.

International Affairs

The International Affairs office has recruited or assisted in the recruitment of 35 new international students, including 19 new undergraduates (four years ago Longwood had 4 new undergraduates). Recruitment in Asia, Europe and South America are off to a promising start with visits to several countries by the three international recruiters. In total, there are 58 international students on campus representing 20 countries. Substantial growth in an international population takes anywhere from 5-10 years. The target number is 50 undergraduates within 5 years, which would be year eight of our internationalization plan begun in 2011.

Over the past summer, seven STEM (Science, Technology, Engineering, and Mathematics) students sponsored by the Brazilian government participated in Longwood's English as a Second Language (ESL) program. Two of them have matriculated for the fall and will stay a second year.

Regarding study abroad, this spring, we had faculty led programs in Croatia, Spain/Portugal, Thailand, Costa Rica, Ecuador. We also had 5 students participating in other summer abroad programs (Cuba, France, South Africa, Italy, and Ireland). As a faculty development initiative, 10 members traveled to Ecuador and 3 faculty and one staff member participated in international faculty development seminars in Denmark, Prague and Berlin.

Longwood Center for the Visual Arts (LCVA)

The LCVA is concluding a lengthy period of leadership and staffing transition. A new director, Mrs. Rachel Ivers, joined the organization in late June, and the four remaining vacant positions are expected to be filled by the end of October.

The LCVA recently completed a campaign to support an endowment for a School Programs Educator position. Initially supported by the Jesse Ball du Pont Foundation, the endowment strengthens LCVA's outreach capacity, such as:

- LCVA's ART Kids photography class (currently serving 10-15 at-risk students in Prince Edward), which now includes Cumberland Elementary School (an additional class of 10-15 students);

- *Have Art, Will Travel: The Riches of China* , which grew to serve 10 counties and 1000 students;

- *Have Art, Will Travel: The Wonders of Africa*, which was developed and is being tested for third graders. The full program is expected to launch in 2015;

- School tours, which expanded to provide arts access to approximately 2000 students.

LCVA also reaffirmed its commitment to community arts education through the development of an arts instruction program at Buckingham Preschool. It is supported in part by a grant from the Bama Works Fund of Dave Matthews Band in the Charlottesville Area Community Foundation (CACF).

LCVA will begin assuming operation of the Folk Art Society of America in early 2015 with the transfer of its archives and membership, followed by operational oversight of FASA's annual conference and magazine in 2016. This is a strategic move by the LCVA and could, over time, raise its profile significantly.

Starting this fall, LCVA is revitalizing its Main Street/Third Street presence to better reflect its mission of barrier-free access to the arts. In addition to removing potentially unwelcoming existing design elements, the art center is also collaborating with faculty and students in the art department to explore developing a space similar to that in the Rhode Island School of Design and the Pennsylvania Academy of Arts so that art work by students and alumni can be sold.

Hull Springs Farm

On August 28 a ceremony was held to dedicate the Anne Carter Robins Mallory room as well as a ribbon cutting for the Wetlands Mitigation Bank. The Mallory Room was funded through a donation from the Anne Carter Robins and Walter R. Robins, Jr. Foundation, which is managed by Mrs. Rita M. Smith. The room allows for conference and meeting space and is the result of renovation work on the former 6-bay garage attached to the Big House. The former conference room has been returned to its original use as a master bedroom.

As Longwood begins its master planning process, Hull Springs will be included as an integral part of the University. With more faculty members engaged in research and enrichment opportunities at Hull Springs, extended stay facilities are critical to its future success. Interviews have been concluded for the vacant position of Educational Programming and Facilities Manager for Hull Springs Farm.

Office of Assessment and Institutional Research (OAIR)

Much of what the OAIR does may seem less than exciting when compared to initiatives in other areas across academic affairs. However, this office handles all external reports and surveys, interfaces with the State Council for Higher Education for Virginia (SCHEV), produces numerous internal reports for a large number of constituencies, and coordinates the vast realm of assessment of academic programs. Recently, it headed Longwood's responses to several large data requests from the Joint Legislative Audit and Review Commission (JLARC). Most importantly, it has been instrumental in facilitating the development of a "culture of assessment" across the University.

In addition to organizing, since 2011, an assessment conference for Longwood, this past August the OAIR hosted its first "Academic Leadership Institute." Deans, associate and assistant deans, and department chairs discussed concerns, challenges, and opportunities posed by assessment.

Center for Faculty Enrichment (CAFÉ)

CAFÉ hosted the 2nd annual Longwood Teaching and Learning Institute in May 2014. There were over 100 participants from seven different institutions in Virginia. The 2015 Teaching and Learning Institute will focus on Student Research in support of Longwood's R.E.A.L. Inquiry program.

In progress are the following initiatives:

- Development of an "expertise" database which will be an important resource for faculty research and teaching collaboration. The database will provide information on individual faculty expertise in pedagogy and research.

- Establishment of a faculty development "first year" program for new faculty which will include a revamped new faculty orientation; a new faculty blog (to include information/resources related to moving and living in Farmville, curriculum design, etc.) accessible immediately after hire date; Jr. Faculty Teaching and Research program; breakfast chats; and timely workshops on advising, promotion and tenure, and work-life balance.

- Creation of a peer-to-peer teaching consultation program—faculty can request to meet with a consultant. The consultation will begin with an "intake" of faculty concerns/goals. The consultant will observe, record, and analyze one or more classroom sessions, and will provide feedback.

Office of Compliance and Accreditation

Virginia Kinman is now the Assistant Vice President for Accreditation and Compliance within Academic Affairs. She will be responsible for reports to SCHEV and SACSCOC and will

collaborate with programs and units to identify, develop and document data needed for accreditation and program review.

The Response Report regarding the single recommendation from the Report of the Reaffirmation Committee was submitted to SACSCOC on August 14. This report will be reviewed at the December annual meeting by the SACSCOC Committee on Compliance and Reports prior to the official vote on Longwood's ten-year reaffirmation. We are confident the evidence of evaluation of part-time faculty will be accepted and will result in a positive vote with no required follow-up reporting.

6

Administration & Finance

Ken Copeland, Vice President

Highlights

- Agency Risk Management and Internal Control Survey (ARMICS) Successfully Conducted
- Contract Awarded for New Residence Hall Construction through Real Estate Foundation
- Title IX Training for Staff and Faculty Conducted in July – More Sessions To Follow This Fall

The Board of Visitors' approval of 2014/2015 tuition and fees and subsequent approval of the University's Operating Plan began a busy summer for the entire Administration and Finance area.

After a great deal of testing, tuition and fee rate tables were rebuilt to accommodate changes approved by the Board of Visitors, and fall billing statements were produced successfully. A new reconciliation process was also implemented to ensure that course fees are accurately assessed.

An Agency Risk Management and Internal Control (ARMICS) survey was conducted with the assistance of our Small Business Development Center (SBDC), yielding 283 responses from faculty and staff. Using the data collected in this survey, ARMICS test work is being conducted in preparation for the University's September 30 state certification deadline.

Our colleagues in Information Technology continue to work alongside Administration and Finance and with all of our merchants to obtain compliance with Payment Card Industry Data Security Standards (PCI DSS). We plan to certify compliance before the end of calendar year 2014.

Financial Reporting has been busy with required Department of Accounts (DOA) submissions and gathering data required to complete the University's FY 2014 financial statements. The Auditor of Public Accounts (APA) will commence fieldwork for our annual financial statement audit later this year.

Also, all state agencies have begun an integration process to move from CARS (Commonwealth Accounting and Reporting System) to CARDINAL. Currently, our BANNER Financial Accounting System interfaces with CARS, which was originally

implemented in Virginia in the 1970's. As CARS is phased out, Longwood, along with all other state agencies, will have to transition to the new system and the go live date is February 2016. VDOT and DOA have already successfully made the transition. Both CARS and CARDINAL will be used from February through June of 2016 and beginning in July 2016 CARS will be totally phased out.

Earlier this summer, representatives from the Real Estate Foundation and Capital Planning and Construction retained the services of the construction firm WM Jordan, to join the Architecture team of Little and Franck & Lohsen and help develop the new residence halls by ARC. The plan contemplates two residence halls that will provide approximately 200 beds for campus. The project is anticipated to break-ground in early spring 2015 and is on schedule to be completed by summer of 2016.

In April, LUREF broke ground on a 2,400 square foot facility at Lancer Park that will support Environmental Education and will enable greater collaboration between students doing research at Lancer Park and at Hull Springs Farm. The facility will be complete in September.

The Lancer Card Center has been busy printing ID cards, managing meal plans and loading Lancer CA$H deposits. Last year, we took in almost $500,000 in Lancer CA$H deposits. We are well on our way to meeting, or surpassing, this total this year. Our goal is to make it as easy and convenient for students to make purchases while attending Longwood. For that reason, we continue to add locations. Recently, we have added Parking Services so students can purchase their parking decal with Lancer CA$H. We have also just added Rite Aid and Macado's as part of our off-campus program.

Another new service we are adding this year is attendance tracking. We have installed attendance readers in three classrooms in Hiner. Students can swipe their Lancer Cards when they enter the classroom and we can provide reports showing who attended class and what time they swiped in. We can also enhance these reports and include details such as major, class, and email. We are hoping that this is successful and we can find more areas that can use this technology.

Our Human Resources office continues to do a stellar job with training/orientation of our employees. Seven Title IX training sessions were offered in July and more sessions are planned for September, primarily for our academic faculty members. Training for supervisors in our facilities areas was offered in May and June and we've recently conducted new faculty orientation for over 40 new full time and adjunct faculty members.

Student Employment Services has been busy, doing all necessary tasks to employ between 600 and 700 student employees. They've also worked closely with our Financial Aid office to ensure proper reporting of Federal Work Study payments to our students who participate in Federal Work Study as part of their financial aid package.

Other highlights pertaining to our HR services include:

- VRS seminars on campus for employees in June
- Benefits Fair scheduled for September 25th
- Flu shot clinics to be held in the fall
- Health benefits open enrollment held in May
- Annual Staff Awards held in May
- Service Awards Banquet will be held on February 13th
- Continuing review of classified positions and compensation

Our Materiel Management staff continues to provide great service to the campus community. Through the summer months, they've assisted with numerous office relocations and with cleaning out the Cunningham's residence halls. Several noteworthy contracts have also been successfully negotiated, to include a new campus master plan contract with Cooper Roberston & Partners, a new insurance brokerage contract for the Real Estate Foundation with Rutherfoord and an ongoing solicitation for marketing services that will be awarded in early to mid-September.

All offices within the Administration and Finance area work well and closely together and we continue to look for new and better ways to serve our faculty, staff, and students.

Attachments:

1. July Financial Statement
2. Auxiliary Cash Report

LONGWOOD UNIVERSITY
Statement of Revenues and Expenditures
For Period Ending July 31, 2014

	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		34,670,138		3,686,967	10.63%	1,780,337	5.52%
Fees	1,296,876	(30,000)	1,266,876	1	396,993	31.34%	337,779	17.68%
State General Fund Appropriation	26,479,817	(826,826)	25,652,991		4,337,311	16.91%	4,083,596	16.78%
Other Sources	290,500		290,500	2	90,598	31.19%	28,893	12.06%
Federal Work Study	50,000	-	50,000		-	0.00%		0.00%
TOTAL REVENUES	62,787,331	(856,826)	61,930,505		8,511,869	13.74%	6,230,605	10.60%
EXPENDITURES:								
Instruction	31,000,671	(584,058)	30,416,613		3,698,818	12.16%	2,996,196	10.39%
Public Service	548,574	-	548,574		58,148	10.60%	45,434	8.97%
Academic Support	10,539,028	20,340	10,559,368		732,914	6.94%	839,516	8.19%
Student Services	4,491,285	9,453	4,500,738		527,071	11.71%	452,031	10.70%
Institutional Support	10,033,635	196,250	10,229,885		1,479,077	14.46%	1,343,427	14.39%
Operation and Maintenance of Plant	6,574,139	(557,375)	6,016,764		738,384	12.27%	688,170	11.76%
Salary Savings	(400,000)	-	(400,000)		(107,043)	26.76%	(4,950)	0.00%
			-					
TOTAL EXPENDITURES	62,787,331	(915,390)	61,871,941	3	7,127,369	11.52%	6,359,824	10.85%
Revenues Over/(Under) Expenditures	-		58,564		1,384,501		(129,219)	
AUXILIARY ENTERPRISE								
REVENUES:								
Housing Fee and Sales	19,535,244	85,000	19,620,244		3,185,536	16.24%	1,783,402	9.59%
Dining Fee and Sales	9,321,757		9,321,757		1,056,269	11.33%	514,239	5.97%
Comprehensive Fee/Other	21,333,784	(7,198)	21,326,586		2,570,768	12.05%	2,151,166	10.54%
Federal Work Study	154,300	-	154,300		-	0.00%		0.00%
TOTAL REVENUES	50,345,085	77,802	50,422,887		6,812,573	13.51%	4,448,807	9.31%
EXPENDITURES:								
Housing Services	19,026,153	92,743	19,118,896		870,253	4.55%	708,817	3.85%
Dining Services	8,746,702	-	8,746,702		3,122	0.04%	39,947	0.51%
Athletics	8,463,002	14,861	8,477,863		664,653	7.84%	549,413	6.60%
Other Services	11,103,636	(137)	11,103,499		1,217,776	10.97%	1,101,075	10.67%
Salary Savings	-	-	-		(24,634)	0.00%		0.00%
TOTAL EXPENDITURES	47,339,493	107,467	47,446,960	4	2,731,170	5.76%	2,399,252	5.34%
Revenues Over/(Under) Expenditures	3,005,592		2,975,927		4,081,403		2,049,555	

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

One-time surplus available for reallocation
Anticipated addition to reserves

7

Commonwealth Relations

Brenda Atkins, Vice President

Highlights

- State Revenue Forecast
- Advancement focuses on annual giving
- Conference and Event Services celebrates 40th Year of Virginia Girls State at Longwood

Governmental Affairs

On August 15, Governor McAuliffe addressed the Senate Finance Committee and the House Appropriations Committee. The Governor recapped some of the highlights of his first seven months in office. Unfortunately, not all the news was good. For the first time, Virginia's general fund revenues declined without being in a recession. Federal sequestration has affected Virginia disproportionately. During the last fiscal year, the U.S. payroll employment grew 1.7 percent as the national economy continues to recover; however, employment in Virginia grew by only 0.4 percent. This sharp decline has caused a reforecast of employment growth for 2015 from 1.5 percent to 0.7 percent. Total general fund revenues and transfers declined $437.8 million, or 0.9 percent in last fiscal year, falling short of the official forecast which was for 1.6 percent growth; thus, the revenue forecast has also been reforecast. With the decline in revenue now projected for 2015 to be approximately $881 million, state agencies, including institutions of higher education, have been asked to begin planning for possible reductions in general fund allocations.

On another front, in June, staff members from the Joint Legislative Audit and Review Commission (JLARC) were on campus and met with the President and Vice Presidents to discuss JLARC's upcoming report in October. Additionally, the JLARC group also met with several areas on campus to discuss additional topics and to ensure clarification.

University Advancement

On July 1, Courtney Hodges was announced as the new Associate Vice President of University Advancement. Courtney is approaching her 10th year at Longwood and has served a variety of roles within University Advancement. Courtney will lead the unit in engaging University colleges, schools, programs, and enhance the culture of philanthropy. University Advancement

strives to maintain cooperative working relationships with faculty, coaches, and campus departments whose cooperation is essential to effective outreach and fundraising.

The Annual Giving program executed several successful appeals to engage and steward the alumni, parents, and friends of Longwood. At close of the fiscal year, University Advancement targeted over 6,500 alumni including the reunion classes of 1965-67, to receive a mailers requesting gifts to support Longwood. Each of the communication pieces also included an electronic component, which was shared with over 10,000 alumni, parents and friends. Looking forward, University Advancement is committed to building our annual giving program into a solid foundation for our advancement department – by developing a culture of stewardship among alumni and by engaging as many as possible to become annual fund donors – in order to help secure Longwood University's mission and future. This effort kicks off this fall with a comprehensive annual giving campaign focusing specifically on recapturing lapsed donors.

With the changes in University Advancement this past year and the renewed emphasis on annual giving, the University has contracted with Royall & Company Advancement Services to assist in running a fall campaign. This is the same company that has been working with the Admissions Office this past year. They will assist with strategic direction and segmentation and analysis of Longwood's alumni giving history, including establishment of baseline metrics for measuring and reporting on fundraising indicators. This statistical data will be critical to the University moving forward.

New this fall, University Advancement will partner with RuffaloCODY to provide automation software for our phonathon program, Lancer Line. Securing automation software for our phonathon program has been a goal for many years. This software will increase contact rates, allow us to reach more people with less students calling, increase funds raised, provide real-time credit card processing, as well as provide us with better statistical analysis reporting. Implementation is currently underway in Stevens and calling will start on October 6.

With reunions on the horizon, University Advancement continues to build our reunion giving program. For the spring, challenge gifts have been secured to encourage alumni participation within Longwood's milestone reunions.

Stewardship is key to University Advancement's mission. This summer, our annual giving office worked alongside our public relations office to produce a fun video that embeds the Longwood experience and expresses Longwood's gratitude. The video was emailed in August to over 3,100 donors with positive reception. In fact, this video inspired a $5,000 gift as well as accolades from our alumni on social media outlets. As of August 22, the video had an open rate of 45 percent with more than 500 views. The link to the video is: http://www.longwood.edu/advancement/thankyou.htm.

Over the summer, University Advancement launched the Discovery Initiative. Ten Longwood students were hired to interview alumni living in their hometowns: Richmond, Tidewater, and Northern Virginia. These students conducted nearly 40 interviews with alumni ranging from the classes of 1960 to 2013. Alumni who were contacted had given a gift to Longwood at in the past; however, had become recently disengaged. Nearly 51 percent of alumni interviewed have been

back to campus within the last five years. A majority were either here for a reunion or just to visit. The majority were surprised to learn that Virginia provides less than 24 percent of our budget. The Longwood spirit was alive and well in these alumni as 100 percent of those interviewed stated they were proud to be a Lancer. The data gathered will help the University moving forward.

Advancement Services has also been busy this summer with the purchase of software to assist with data imports. ImportOmatic is an import utility specifically for Raiser's Edge (the Alumni/Development database) designed to streamline and standardize the import process. This will save time, as well as eliminate data inefficiencies. Specific areas of use will be importing Longwood graduates, parents for entering freshmen and transfers, and information from our new automated phonathon program.

The Office of Corporate and Foundation Relations (CFR) ended the 2014 fiscal year with $1,771,237 in contributions. This is up from $851,883 from the previous year. CFR has had a good beginning to the 2015 fiscal year. In the first month of the fiscal year, corporate and foundation gifts totaled $81,499. This is up from $12,047 for the same month last year in corporate and foundation giving. Primarily, the increase is due to a gift from the Jessie Ball duPont Fund for the Speech, Hearing and Learning Center which will enable an audiologist to be hired, thus helping to fill a void since there are no audiologists in Southside Virginia. Not only will this enhance student learning opportunities, but it will also help Longwood to better serve the community. The audiologist will teach and offer services to the region. The revenue generated from billable services will support the position in the future. We were also notified that Dominion has awarded the College of Business and Economics a grant of $15,000 (not represented in the total) for the Center for Financial Responsibility.

We have also wrapped up the Jessie Ball duPont Fund endowment challenge for the LCVA's school program educator position. The endowment in cash and investments now stands at $310,000 and pledges have been secured for an additional $52,000. Meaning, we have surpassed our goal of $350,000 by September 1. We propose the endowment fund be named for Jacqueline Jardine Wall (1916-2007) who was a founder of the LCVA and who began the LCVA's school programs, was a stalwart leader and volunteer, and who taught at Longwood's campus school. She inspired generations including the success of her son, Angus, (Academy Award winner for "The Social Network" and "The Girl with the Dragon Tattoo") and Vince Gilligan (creator, head writer and executive producer of "Breaking Bad," co-creator of "The Lone Gunmen," and a writer and producer for "The X-Files").

The agreements for transfer of operations and assets of the Folk Art Society of America are now complete. The Folk Art Society of America is a national, educational not-for-profit organization which promotes the appreciation and study of contemporary folk art. This transfer includes an educational journal, a membership of more than 450, a national conference, a collection of archives and rare books, and an endowment. It will bring national presence to Longwood and opportunities for students and faculty across academic disciplines including but not limited to history, psychology, art, and education. The transfer of operations will take place over the next two years.

Johnson Bowles, Associate Vice President for Corporate and Foundation Relations, will be leaving Longwood to become the Vice President for Advancement at Warren Wilson College in Asheville, North Carolina. She has served Longwood since 2000. She was director of the Longwood Center for the Visual Arts from 2000-12. In 2012-13, she represented Longwood as an American Council on Education (ACE) fellow. ACE is the premier leadership program in higher education.

Conference and Event Services

The Conference and Event Services departments have been extremely busy scheduling 3,655 events in the last year and 25 conferences that were held during the academic year and the summer. Total gross revenue generated for Longwood University and its resource suppliers from the calendar year 2014 conferences to date is $692,410.69 with one more conference scheduled for this fall.

The summer conferences included the 40th year of Virginia Girls State at Longwood and the 20th year of YADAPP at Longwood. Between these two conferences we had 1,172 high school students on campus each for a week. We are very excited to announce 13 young ladies from the summer 2013 Girls State program are incoming freshman this year!

In honor of the 40th year for Virginia Girls State at Longwood University the American Legion Auxiliary Department of Virginia presented a plaque to Darlene Bratcher, Director of Conference and Event Services. The plaque was for sincere appreciation for 40 years of dedicated service and support to Virginia Girls State.

2014 also marked the 13th year of the Virginia Department of Education's Summer Institute for School Nurses at Longwood. These nurses love Longwood so much they frequently bring their sons and daughters to visit Longwood when looking at potential colleges and universities. Since 2008 we have had three of these students come to Longwood and earn their undergraduate degrees. We welcomed two more this fall! To have five students from a conference whose attendees are all adult professionals is a record we are very proud to have.

Longwood University Unrestricted Giving History

Fiscal Year	Longwood Fund & Parents Fund	Operating Accounts*	Total
1996	$203,140.80	$39,196.61	$242,337.41
1997	$215,514.81	$28,979.84	$244,494.65
1998	$296,497.84	$57,092.13	$353,589.97
1999	$335,575.00	$30,246.55	$365,821.55
2000	$393,545.04	$88,985.00	$482,530.04
2001	$495,403.73	$122,547.01	$617,950.74
2002	$486,531.58	$101,857.34	$588,388.92
2003	$530,482.73	$104,271.19	$634,753.92
2004	$547,971.52	$183,055.85	$731,027.37
2005	$578,265.11	$230,938.30	$809,203.41
2006	$538,163.99	$308,586.30	$846,750.29
2007	$566,241.93	$268,371.06	$834,612.99
2008	$659,114.51	$282,446.68	$941,561.19
2009	$492,903.84	$269,719.66	$762,623.50
2010	$491,379.34	$252,604.52	$743,983.86
2011	$489,471.56	$269,058.38	$758,529.94
2012	$406,512.09	$208,483.56	$614,995.65
2013	$383,501.67	$168,886.95	$552,388.62
2014	$347,072.18	$176,007.23	$523,079.41

*Unrestricted Operating Accounts:

College of Business & Economics
College of Education & Health and Human Services
Cook-Cole College of Arts & Sciences
Cormier Honors College
College of Graduate & Continuing Studies
Greenwood Library Operating Fund
Lancer Athletics Operating Fund
Longwood Center for the Visual Arts Operating Fund

Longwood University Total Giving History

Fiscal Year	Total Cash	Total Cash & GIK	Form 990: Contributions & Grants
1996	$1,139,997.36	$1,252,398.42	$1,245,239
1997	$1,558,793.81	$1,605,663.58	$1,593,319
1998	$4,523,155.20	$4,738,566.21	$4,708,123
1999	$1,565,983.56	$1,631,365.87	$1,831,576
2000	$1,978,093.96	$2,430,236.82	$7,924,958
2001	$4,664,498.93	$6,045,244.83	$4,421,326
2002	$4,708,099.53	$4,915,628.23	$4,015,855
2003	$4,009,354.80	$4,165,529.32	$3,163,952
2004	$3,107,662.50	$3,174,596.61	$1,785,005
2005	$2,932,449.26	$3,103,742.95	$2,619,624
2006	$3,109,371.22	$3,476,792.69	$3,357,761
2007	$2,657,360.43	$3,164,679.30	$5,370,160
2008	$2,741,177.62	$3,503,438.72	$4,804,615
2009	$2,273,453.95	$2,549,162.14	$2,566,325
2010	$4,913,388.32	$5,247,029.64	$4,175,406
2011	$5,538,744.46	$6,126,804.27	$5,437,236
2012	$2,562,474.22	$3,323,552.89	$3,426,872
2013	$6,085,191.95	$6,687,246.68	$8,374,068
2014*	$4,622,329.37	$4,673,606.94	not available

Longwood 6-year Trends for Alumni Participation and Total Giving

Year	# of Alumni Donors	Alumni Participation Rate	Total Cash Gifts from ALL Donors	Total Donors (Alumni & Friends)
FY2014	2,575	9.46*	$4,673,607	3,962
FY2013	3,133	10.58	$6,687,246	4,304
FY2012	3,293	11.44	$3,323,552	4,486
FY2011	3,465	12.16	$6,128,888	4,969
FY2010	3,948	14.26	$5,247,029	5,471
FY2009	3,664	13.54	$2,549,162	4,838

*In fiscal year 2014, Longwood began tracking alumni participation based on the formula currently used by US News & World Report.
Alumni donors are defined as undergraduate (bachelors) graduates.
Historically, alumni had been defined to include: undergraduate (bachelors), graduate (masters) degree graduates, and alumni non-degree that wish to be considered alumni.

Formula on US News & World Report website:
http://www.usnews.com/education/best-colleges/articles/2013/09/09/best-colleges-ranking-criteria-and-weights

8

Intercollegiate Athletics

Troy Austin, Director of Athletics

Highlights

- New faces in key roles
- IPED data for student-athletes
- Longwood Athletics Benefit Celebration

Longwood Athletics had an active summer in recruiting personnel to fill important roles within the Department. Highlighting this point were three key hires: Mr. Ryan Mau, Baseball Head Coach, Mr. Christopher Cook, Assistant Vice President for Athletics Communications, and Mr. Trey Eggleston, Director of Athletics Development.

Mr. Eggleston is a returning Farmville native who previously served as the Director of Advancement for the Virginia Interfaith Center for Public Policy, a statewide, non-profit organization. After receiving his bachelors, he attended the Center for Sport Leadership at Virginia Commonwealth University, earning a Master of Education degree. During this time, Mr. Eggleston assisted the Richmond Athletics Development team with multiple fundraising projects. Mr. Eggleston has a strong understanding of fundraising analytics, which will foster the growth of the athletics annual fundraising efforts, in-line with President Reveley's goal to elevate constituent participation.

In late July, Mr. Mau was named the fourth head coach of the tradition-rich Longwood Baseball program. Mr. Mau has 12 years of collegiate coaching experience, most recently serving as assistant coach at the United States Naval Academy for the past four seasons, where he cemented his reputation as one of the best recruiters in Division I baseball. In 2011, he developed a Navy pitching staff that posted a school record in strikeouts (423) and featured conference Rookie of the Year and Louisville Slugger Freshman All-American, Taylor Cato. That same year the Navy Midshipmen won the regular season title and tournament championship in the Patriot League. Mr. Mau's other coaching stops include the Virginia Military Institute, Marist College and Charleston Southern University. He graduated from the College of Charleston and played for two seasons in the Florida Marlins organization and independent baseball before beginning his coaching career.

Mr. Cook came to Longwood following seven years in the Duke University sports information office where he served as an Assistant Sports Information Director. At Duke, Cook was the secondary contact for men's basketball and the ACC Coastal Division Champion Duke football team. He also handled media relations duties for the fencing and rowing teams for seven years and was the primary contact for the baseball and volleyball programs for five years. Cook was the editor of the Duke Football Gameday Program and the Duke Athletics Annual Report. In 2013, Cook was part of a Duke sports information staff that received a "Super 11 Award" from the Football Writers Association of America for being one of the top 11 football sports information operations in the country. He also received recognition from the American Volleyball Coaches Association as the East Region's recipient of the Grant Burger Media Award in 2009 and 2010.

IPEDS Data

Longwood athletes continue to graduate at higher rates than the student body as a whole, according to data reported to IPEDS (Integrated Postsecondary Education Data System). Our most recent cohort (the 2007-2008 entering class) reported our highest-ever six-year graduation rate for student athletes of 73%. This compares to a six-year IPEDs graduation rate of 63% for the full student body entering that year. The IPEDs four-year graduation rate for student-athletes matched its high of 68%, and the NCAA Graduation Success Rate, a broader measure of academic success, also reported an all-time high of 84%.

Longwood Athletics Benefit Celebration

Longwood Athletics and the Lancer Club are holding a second edition of the highly successful Longwood Athletics Benefit Celebration (LABC) again this fall, October 24th in Richmond. The first event, held in 2012, saw more than 300 alumni and supporters come together and raise more than $25,000. This year, we have set our sights higher in an effort to bring in at least 400 people and raise $80,000, with a net of $50,000. Our goal is to raise $25,000 to endow an athletics scholarship, with the rest of the funds raised providing unrestricted support for Athletics.

The LABC is a strategic effort to put into practice the Department's mission of enhancing school spirit and advancing the profile of Longwood. Richmond was selected as the event location, being home to 30% of Longwood's alumni and with an even greater percentage residing within a two-hour radius of the Capital city. The LABC offers a mechanism to engage the Longwood alumni network, provides a unique marketing opportunity to key constituencies, and allows people to be virtually engaged (even if they cannot be physically present). Nearly 2,000 alumni and supporters received hard copy marketing materials, and more than 13,000 alumni and parents will be reached through electronic communications in the coming weeks.

Student Affairs

Tim Pierson, Vice President for Student Affairs

Highlights

- Impact of Implementing Requirements of Title IX
- Housing Capacity Stretched
- Student Engagement Unit Kicks into Action
- Student Learning: Focus for Staff Development

There is no time on Campus that is more exciting and vibrant than the opening of a new academic year. Longwood's 176th year opens with a new high enrollment and with a greater demand for the residential experience than ever. New requirements issued by the Department of Education for Title IX are being embraced as Longwood strives to create a healthy campus culture—one where all are treated with respect and dignity. Studies tell us that student engagement and involvement are at the very heart of successful retention efforts. Thus, an administrative area has been created to lead this effort. In addition, Student Affairs staff will focus their staff development efforts on one of the fundamental professional competencies defined by the American College Personnel Association as Student Learning and Development.

Student Conduct and Integrity, University Title IX

For the Office of Student Conduct and Integrity, an overall decrease in disciplinary cases of 7% was seen when compared to the 2012-2013 academic year. During the 2013-2014 academic year, 257 cases were heard, 24 students were suspended, and 2 students were expelled. Specifically delineated by violations, conduct cases decreased by 1% (from 202 to 199) and honor cases decreased by 21% (from 73 to 58).

Title IX violation inquiries and/or investigations involving student allegations of sexual harassment, sexual misconduct, intimate partner violence, stalking, and retaliation rose dramatically. A total of 35 inquiries and/or investigations were coordinated through the office. This represents a massive increase over the 2 investigations that were coordinated during the 2012-2013 academic year. Two investigations have already been completed for the 2014-2015 academic year; both cases were reported during the summer sessions.

In order to more effectively and proactively remediate these types of incidents, several changes have been made to assist those who have been affected by gender-based misconduct to more quickly and efficiently report misconduct, and access the resources available to them on Longwood's campus and in the surrounding community. Most notably, the Sexual Misconduct policy has been updated to include faculty and staff and to reflect the most recent guidelines published by the Department of Educations' Office of Civil Rights. Mandatory training initiatives, including in-person education for all new students and an online education program for all students, both new and returning, has been implemented. A Campus Advocate program has been developed and will be implemented for Fall 2014. Additionally, all faculty and staff are being trained on Title IX issues and instructed as to their reporting obligations as Responsible Employees.

Changes have also occurred to the office structure as a direct result of legal obligations for Title IX. The Director of Student Conduct and Integrity was named as the University Title IX Coordinator. Due to the additional responsibilities required of that appointment, an Assistant Director of Student Conduct and Integrity position was created to assist with Title IX efforts as well as maintain an appropriate level of service and staffing for student disciplinary proceedings.

Dean of Students Team

Residential and Commuter Life

The Residence Life team focused attention on the training of 120 student staff in various positions with preparation for Fall Training and Leadership Workshop and the Introduction to Residential Learning course. They also welcomed a new Residence Education Coordinator, Brittany Mabry. Three interns from other universities completed requirements for their graduate programs.

The largest housing shortage in decades has been successfully managed. It is important to note that 198 students are in transitional spaces. Additionally, 95 rooms at Longwood Village were converted to double occupancy (impacting 380 students) and 38 rooms were converted to triple rooms in Arc (impacting 114 students). There is no doubt that this is impacting service to students; however, prior planning, good communication and the management of the issues have helped to curb the complaints and the impact. Preparation for fall opening was paramount for the summer and included the re-opening of Stubbs and closing of the Cunninghams.

The Director of Commuter Life, Jen Cox, provides Longwood University updates at Town Council meetings and maintains regular contact with the Town Manager, the mayor, and the clerk. RCL has added student staff that will provide coverage to the Commuter Lounge and provide programming specific to the commuters. The first event was the New Lancer Day Welcome Back Dessert for new commuters which had nearly 100% participation.

Disability Resources

Prior to the first day of classes, the Office of Disability Resources had approximately 85 students who initiated the process of registering with them. This is a slight increase from 75 at this time last fall. The most frequent requests for accommodations continue to be for those with learning

disabilities and attention deficits. However, the number of students with visual and hearing impairments has increased this year.

Student Engagement Unit

University Center and Student Activities
Several projects are underway to update the Lankford Student Union, including a space audit, reorganization and repainting of spaces, and reupholstering furniture.

Lancer Productions (LP) has a variety of programs to meet the needs and interests of the student body. Their advisor, a dedicated, full-time professional, has begun an extensive review of all the programs and services provided.

Citizen Leadership and Social Justice Education
The Citizen Leadership and Social Justice Education (CLSJE) area is now fully staffed. This area has been streamlining programming to eliminate duplicative programs and services, strengthen existing programs, create dynamic new learning modules, and institute some new initiatives that include greater collaboration with our campus partners and faculty.

CLSJE continues to evaluate and revise the Joan of Arc Leadership program, Longwood University's centerpiece program to develop citizen leaders, by raising the standards and expectations at each program level. The learning outcomes are strengthened by being more clearly defined and theory based. Increasing the diversity and inclusion of leadership programs by focusing on increasing the numbers of males and historically underrepresented groups through a curriculum that addresses social justice, diversity, and service learning is a primary focus moving forward.

Lastly, CLSJE is working to create more experiential learning opportunities for students by establishing several cultural immersion learning excursions, a spiritual immersion in October, and a Native American immersion in March, which will incorporate diversity/inclusion education as well as service learning.

Fraternity and Sorority Life
Multiple Longwood chapters won significant awards this summer including Chapter of the Year for their national organizations. Stubbs Residence Hall re-opening has excited students and is an opportunity to create some powerful connections in that community.

Wellness Unit

Campus Recreation
Collaborative programming based on the seven dimensions of wellness will be the programmatic focus for Campus Recreation this year. Program highlights will be the 4th annual Alternative Late Night Halloween event, the new Lean Lancer incentive program, and working closely with Residential Life and the Real Estate Foundation to improve fitness facilities and increase wellness programming at the off-campus housing areas at Lancer Park and Longwood Village.

Counseling Center
The Counseling Center welcomes Dr. Amanda McKinney as Staff Psychologist and three graduate interns to the department this fall. They will continue to focus on individual counseling, group counseling, crisis intervention, and outreach programming.

Student Health and Wellness Center
The Health Center underwent a major transition this summer and hired four staff to temporary assignments through the academic year. Evaluations are currently taking place about the direction of the department and what is needed to meet the needs of Longwood University as we grow and move forward. The goal for the evaluation process is to have a plan in place by January 2015 with full implementation for FY2016.

Longwood University Golf Course
The golf course enjoyed a steady summer punctuated with the addition of new weekly events focused on providing value and programming for current users and a new membership drive geared toward the recruitment of new players. Continued focus of the role and purpose of the golf course and the university's needs for the course continue to be evaluated.

Police Department

The Longwood University Police Department continues its progress on obtaining State Accreditation from the Virginia Law Enforcement Professional Standards Commission (VLEPSC), with a target date of January 2015. The department has completed 75% of overall compliance components.

LUPD is in the process of a reorganization which will allow for a supervisor to be on each shift assuring adequate command and leadership during events or incidents. The reorganization will also allow for an increase in the number of officers from two to three.

Mrs. Lucy Carter Smith has joined the office as the Emergency Management Coordinator. Longwood University Emergency Operations Plan (EOP) and the Continuity of Operations Plan (COOP) will be updated. Emergency preparedness training and exercise programs will be developed.

A Virginia Alcohol and Beverage Control Grant has been awarded that will allow the department to obtain materials for Training for Intervention Procedures (TIPS). The goal of having 500 students attend focused training on strategies for creating safe, responsible, and socially enjoyable campus environments has been established.

Review of Crime Statistics

Executive Summary
Clery Act Crime Statistics
2011, 2012, and 2013

The three years examined for this summary show a consistent pattern of statistics over the three year span. There was a dramatic drop in liquor law violations from the disciplinary actions from 2010 until the present time. We contribute that to the alcohol awareness programs that the Police Department performs each year and the hard work of the Resident Assistants and Desk Aides of Residential & Commuter Life, as well as Greek Life as they assisted in addressing alcohol issues.

The Longwood University Police Department is continuing its education programs in alcohol awareness and in Rape Aggression Defense (RAD) classes which help in reducing the number of alcohol and sexual assault offenses on and around campus.

Due to the increase in complaints of drug sales in the areas of the Town of Farmville, Longwood University, Prince Edward County, Cumberland County, and Buckingham County, each of these agencies, along with the Virginia State Police, developed a Regional Drug Task Force which resulted in an increase of 34 drug related cases for Longwood Police in 2013.

The Clery Act has seen new revisions this year after President Obama signed the "Violence Against Women Act" in March 2013. They have established three (3) new hate crimes as of May of 2013 which include domestic violence, dating violence, and stalking. The Department of Education instructed all higher education institutions to make a "good faith" effort for 2013 in classifying these new crimes. You will see that we had a total of six (6) hate crimes for dating violence and stalking in 2013. The Department of Education is still working on the final "language" for these crimes and anticipates that it should be published in November of 2014. There will also be additional changes coming from the Department of Education and the President's Task Force on Sexual Assaults on Campus.

Note: The Clery Act requires institutions to disclose statistics for reported crimes that occur: (1) on campus, (2) on public property within or immediately adjacent to the campus, and (3) in or on noncampus buildings or property that your institution owns or controls. "Controlled by" means that your institution rents, leases or has some other type of written agreement (including an informal one, such as a letter or an e-mail) for a building or property, or a portion of a building or property. Even if there is no payment involved in the transaction, under Clery, a written agreement for use of space gives your institution control of that space for the time period specified in the agreement.

Annual Safety and Security Report
Crime & Disciplinary Statistics for 2013

	Criminal Offenses Number of Offenses per Calendar Year		
	2011	**2012**	**2013**
Occurred On Campus			
Murder/Non-Negligent Manslaughter	0	0	0
Forcible Sex Offenses (including forcible rape)	2	0	0
Non-Forcible sex Offenses	0	0	0
Robbery	1	0	0
Aggravated Assault	0	0	1
Burglary	5	2	10
Motor vehicle Theft	1	0	5
Arson	0	0	1
Negligent Manslaughter	0	0	0
Entering Auto	6	0	0
Occurred in Residence Halls			
Murder/Non-Negligent Manslaughter	0	0	0
Forcible Sex Offenses (including forcible rape)	2	0	0
Non-Forcible sex Offenses	0	0	0
Robbery	0	0	0
Aggravated Assault	0	0	1
Burglary	1	0	6
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Negligent Manslaughter	0	0	0
Occurred in Noncampus Buildings			
Murder/Non-Negligent Manslaughter	0	0	0
Forcible Sex Offenses (including forcible rape)	0	0	0
Non-Forcible Sex Offenses	0	0	0
Robbery	0	0	0
Aggravated Assault	0	0	0
Burglary	1	0	1
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Negligent Manslaughter	0	0	0
Occurred on Public Property			
Murder/Non-Negligent Manslaughter	0	0	0
Forcible Sex Offenses (including forcible rape)	0	2	0
Non-Forcible Sex Offenses	0	0	0
Robbery	0	1	0
Aggravated Assault	0	0	0
Burglary	0	0	0
Motor Vehicle Theft	0	2	0
Arson	0	0	1
Negligent Manslaughter	0	0	0

	Number of Arrests and Disciplinary incidents per Calendar Year		
	2011	2012	2013
Occurred On Campus			
Liquor Law Violations	29	26	6
Drug Law Violations	10	9	13
Illegal Weapons Possessions	0	0	0
Occurred in Residence Halls			
Liquor Law Violations	10	6	16
Drug law violations	6	5	10
Illegal weapons possessions	0	0	0
On-Campus Disciplinary Actions			
Liquor Law Violations	107	111	115
Drug Law Violations	4	26	23
Illegal Weapons Possessions	0	1	1
Occurred in Noncampus Buildings			
Liquor Law Violations	0	3	3
Drug Law Violations	0	1	3
Illegal Weapons Possessions	0	0	1
Noncampus Disciplinary Actions			
Liquor Law Violations	0	0	14
Drug Law Violations	0	0	2
Illegal Weapons Possessions	0	0	0
Occurred on Public Property			
Liquor Law Violations	21	22	18
Drug Law Violations	6	11	32
Illegal Weapons Possessions	0	0	0
Public Property Disciplinary Actions			
Liquor Law Violations	11	15	27
Drug Law Violations	4	5	4
Illegal Weapons Possessions	0	0	1

*Yearly totals of residential facilities and campuses supplied by Longwood University Police.

**Yearly totals for public property supplied by Longwood University Police, Farmville Police, and Prince Edward Sheriff's Department.

***Statistics were requested from the following police departments:

Bowie, ID Police; Conway, SC Police; Danville, VA Police; Emporia, VA Police; Farmville, VA Police; Florence, SC Police; Greenwood, SC Police; Greenville County Sheriff's Department; Hanover, NH Police; Knoxville, TN Police; Lynchburg, VA Police; Martin, TN Police; Martinsville, VA Police; Miami, FL Police; Pensacola, FL Police; Petersburg Police; Philadelphia, PA Police Prince Edward Sheriff's Department; South Boston Police Department; Toledo, OH Police; University Park, PA Police; Wallace, NC Police; Westmoreland County Sheriff's Department; Williamsburg, VA Police; Wilmington, NC Police

Additional Information:

The Campus Security Act requires that reportable crimes be broken down into four categories: on campus, non-campus, public property, and student residences. The term "campus" means any building or property owned or controlled by an institution of higher education within the same reasonably contiguous geographic area of the institution and used by the institution in direct support of, or in a manner related to, the institution's educational purposes, including residences, halls, and property within the same reasonably contiguous geographic area of the institution that is owned by the institution, but controlled by another person, is used by students, and supports institutional purposes (such as a food or other retail vendor). The term "non-campus" means any building or property owned or controlled by a student organization recognized by the institution and any building or property (other than a branch campus) owned or controlled by an institution of higher education that is used in direct support of, or in relation to, the institution's educational purposes, is used by students, and is not within the same reasonable contiguous geographic area of the institution. The term "public property" means all public property—including thoroughfares, streets, sidewalks, and parking facilities—that is within the campus, or immediately adjacent to and accessible from the campus. Previously, on campus, non-campus, and student residences were reported as a single crime statistic for a given crime. Crimes that occurred off campus property were not previously reportable. An enumerated crime that occurs on property immediately adjacent to or within an area up to the far curbing of any street adjacent to campus property is now reported under the "public property" category. ***Recent reconsideration and guidance from the FBI regarding the specific criteria for the classification of burglaries has influenced the number of offenses reported since 2010.***

Annual Safety and Security Report
Crime & Disciplinary Statistics for 2013

	Criminal Offenses Number of Offenses per Calendar Year		
	2011	**2012**	**2013**
Study Abroad Program			
Murder/Non-Negligent Manslaughter	0	0	0
Forcible Sex Offenses (including forcible rape)	0	0	0
Non-Forcible Sex Offenses	0	0	0
Robbery	0	0	0
Aggravated Assault	0	0	0
Burglary	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Negligent Manslaughter	0	0	0

Information was requested from the following police departments, but no reply or no information was received:
Arenal Police
Assi Police
Athens Greece Police
Bangkok Police
Berlin Police
Bologna Police
Cadbury England Police
Cordoba Police
Delphi Greece Police
Dominican Republic Police
Granada Police
Greek Police
Ireland National Police
Kanchanaburi Thailand Police
Karbi Police
London England Police
Madrid City Police
Ministry of Interior Ecuador
Monteverde Police
Perugia Police
Potsdam Police
San Carlos Costa Rica Police
San Jose Costa Rica Police
Sanklaburi Police
Siena Police
Sorrento Police
Wiltshire England Police
Winchester England Police
York England Police
Valencia Spain Police

Hate Crimes: Hate Crimes statistics are separated by type of prejudice, but the numbers for each specific crime category are included in the overall statistics reported each year.

2013	Race	Gender	Religion	Sexual Orientation	Ethnicity	Disability
Murder	0	0	0	0	0	0
Manslaughter	0	0	0	0	0	0
Sex Assault (Forcible) (Non -Forcible)	0	0	0	0	0	0
Arson	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0
Simple Battery	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Burglary	0	0	0	0	0	0
Auto Theft	0	0	0	0	0	0
Criminal Trespass	0	0	0	0	0	0
Larceny	0	0	0	0	0	0
Intimidation	0	0	0	0	0	0
Property Destruction	0	0	0	0	0	0
Domestic Violence	0	0	0	0	0	0
Dating Violence	0	5	0	0	0	0
Stalking	0	1	0	0	0	0

2012	Race	Gender	Religion	Sexual Orientation	Ethnicity	Disability
Murder	0	0	0	0	0	0
Manslaughter	0	0	0	0	0	0
Sex Assault (Forcible) (Non-Forcible)	0	0	0	0	0	0
Arson	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0
Simple Battery	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Burglary	0	0	0	0	0	0
Auto Theft	0	0	0	0	0	0
Criminal Trespass	0	0	0	0	0	0
Larceny	0	0	0	0	0	0
Intimidation	0	0	0	0	0	0
Property Destruction	0	0	0	0	0	0

2011	Race	Gender	Religion	Sexual Orientation	Ethnicity	Disability
Murder	0	0	0	0	0	0
Manslaughter	0	0	0	0	0	0
Sex Assault (Forcible) (Non-Forcible)	0	0	0	0	0	0
Arson	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0
Simple Battery	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Burglary	0	0	0	0	0	0

Review of Conduct and Honor Board Statistics

Longwood University
2013-2014 Campus Disciplinary Statistics
Executive Summary

Definitions

A "case" is a hearing for each individual student and may include multiple charges.

A "charge" is the alleged violation or violations any one student or group is assigned in a case. For example, a student or group can be charged with violations of the alcohol, noise, and visitation policies in a single case.

For clarity, all percentages have been rounded to the nearest integers.

Highlights

During the 2013-2014 academic year, the level of activity in the Longwood Disciplinary System decreased from the previous year. Conduct cases decreased by 3 (1% from 202 to 199). Honor cases decreased by 15 (21% from 73 to 58).

Below are additional details and other findings of special interest:

1. The total number of students charged with violations (257) represents approximately 5% of the population.

2. Men accounted for 47% (27) of the honor cases and 60% (120) of the conduct cases.

3. Of the 58 honor cases and 199 conduct cases filed, 91% (53) of honor cases and 89% (177) of conduct cases were found responsible.

4. Twenty-four (24) students were suspended from Longwood, compared to twenty (20) students suspended in 2012-2013. Twelve (12) were suspended by the Conduct Board, nine (9) were suspended by an Administrative Hearing Officer, and four (4) were suspended by the Honor Board. Two (2) students were expelled from Longwood, compared to four (4) students expelled in 2012-2013. One student (1) was expelled by the Honor Board, and one (1) student was expelled by an Administrative Hearing Officer.

5. Combining honor and conduct cases, off-campus incidents for which students were charged increased by 20 (38% from 53 to 73).

6. Honor incidents occurred in the following locations: residence halls (33%), off campus (33%), classrooms (24%), on campus, outside buildings (5%), and nonacademic buildings (5%).

7. Freshman accounted for the highest number of honor violators (47%), followed by sophomores (26%), juniors (19%) and seniors (8%).

8. Conduct incidents occurred in the following locations: residence halls (66%), off campus (27%), on campus, outside buildings (6%), and nonacademic buildings (1%).

9. Freshmen accounted for the highest number of conduct violators (60%), followed by sophomores (20%), juniors (15%), and seniors (5%).

10. One hundred and eighty-seven (187) students were charged with violations of the alcohol policy including alcohol possession and alcohol paraphernalia. Following are the percentages of these students by class standing: freshmen (60%), sophomores (22%), juniors (13%), and seniors (5%).

11. One hundred and thirty-nine (139) students were found responsible for alcohol violations, comprising 3% of the overall student population. See page three (3) of the Campus Disciplinary Statistics for comparative data for the past six (6) years.

12. Thirty-six (36) students were charged with violations of the drug policy including drug possession and drug paraphernalia. Following are the percentages of these students by class standing: freshmen (47%), juniors (31%), sophomores (11%), and seniors (11%).

13. Nineteen (19) students were found responsible for drug violations comprising <1% of the overall student population. See page three (3) of the Campus Disciplinary Statistics for comparative data for the past six (6) years.

14. Of the 257 honor and conduct cases filed, twenty-eight (28) appealed. Nine (9) of the appeals were upheld, seventeen (17) were upheld with modifications, and two (2) were overturned.

15. Ten percent (10%) of honor and conduct cases resulted in suspension or expulsion while ninety (90%) were given educationally-based sanctions.

16. There are eight honor cases (8) and twelve conduct cases (12) pending for the Fall 2014 semester.

Student Conduct and Integrity
2013-2014 Statistics

HONOR CASES				
TOTAL NUMBER OF CASES	**58**		**SANCTION**	
Males	27		Not Responsible	5
Females	31		Expulsion	2
Groups	0		Disciplinary Suspension	3
			Disciplinary Probation	33
CLASS			Admonition	18
Freshman	27		Educational Assignment	47
Sophomore	15		Community Service	4
Junior	11		First Round	10
Senior	5		Last Call	8
VIOLATION			**APPEALS**	
Alcohol	22		Upheld	0
Academic Cheating	14		Upheld w/ Changes	7
Plagiarism	14		Overturned	0
Stealing	12			
Lying or Falsifying Information	11			
Noise	8			
Fire Code	6			
Drug Possession	4			
Drug Paraphernalia	2			
Abuse to Persons	1			
False ID	1			
Trespassing	1			
Failure to Comply	1			
Guests	1			
Residence Hall	1			
Drug Distribution	1			
Endangering Another's/One's Own Physical Well-Being	1			
Identification	1			
VIOLATION LOCATION				
Off Campus	19			
Frazer	7			
Ruffner	6			
Cunningham	6			
Grainger	4			
On Campus, outside bldg	3			
Bedford	2			
Cox	2			
Lancer Park	2			
Chichester	1			
Hull	1			
Lancer Café	2			
Wheeler	1			
Curry	1			
Lankford Student Union	1			
VIOLATION REFERRED BY				
Faculty	23			
Police	21			
Staff	14			

Student Conduct and Integrity
Comparative Review by Academic Year

Honor Cases	**2008-2009**	**2009-2010**	**2010-2011**	**2011-2012**	**2013-2013**	**2013-2014**
Total Cases	100	67	44	80	73	58
Percentage Found Responsible	84%	94%	95%	65%	83%	91%
Percentage of Student Body	2%	1%	1%	1%	1%	1%
Conduct Cases	**2008-2009**	**2009-2010**	**2010-2011**	**2011-2012**	**2013-2013**	**2013-2014**
Total Cases	309	311	229	246	202	199
Percentage Found Responsible	78%	91%	82%	88%	83%	89%
Percentage of Student Body	5%	6%	4%	4%	3%	4%
Alcohol Cases Found Responsible	**2008-2009**	**2009-2010**	**2010-2011**	**2011-2012**	**2013-2013**	**2013-2014**
Total Cases - Responsible	213	222	128	173	136	139
Percentage of Student Body	4%	5%	3%	4%	3%	3%
Drugs Cases Found Responsible	**2008-2009**	**2009-2010**	**2010-2011**	**2011-2012**	**2013-2013**	**2013-2014**
Total Cases - Responsible	8	22	11	29	20	19
Percentage of Student Body	<1%	<1%	<1%	<1%	<1%	<1%

Report on Student Housing

CURRENT OCCUPANCY

As of August 15, 2014, 3204 students are assigned to main campus residence halls, Lancer Park, Longwood Landings, and Longwood Village.

Category	Fall 2012	Fall 2013	Fall 2014
Continuing Students	1885	1887	1945†
New First Time Freshmen	1032	1096	1101
New Transfer Students	102	152	137
Readmitted Students	18	29	21
Total Residents	**3037**	**3164**	**3204**
On-Campus Residents	2097	1787	1719
Longwood Landings	404	404	407
Lancer Park	258	696	710
Longwood Village	278	277	368

CLASS DISTRIBUTION

Freshmen	1162
Sophomores	969
Juniors	593
Seniors	474
Exchange	6
Total	**3204**

GENDER DISTRIBUTION

Females	2118
% Female	66.1
Males	1086
% Males	33.9
Total	**3204**

† Fall 2014 includes 6 international exchange students

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Facilities Management and Real Property

Richard Bratcher, Vice President

Highlights

- French and Stubbs Halls re-open after significant renovations
- Demolition of Cunningham Residence Halls to begin
- Work commences on Longwood's next Master Plan

Longwood's new academic year commenced, as always, with successful student move-in, start of classes, and other traditional fall events. Facilities Management and Real Property personnel contributed significantly to the preparation for, and conduct of, these signature endeavors.

Longwood's capital projects continue to move forward nicely. Two major renovation projects have reached completion, and three other projects are under construction. Several more projects are well into the design phase.

<u>French and Stubbs Halls Re-open</u>

Two of Longwood's most distinctive buildings re-opened this fall after complete renovations.

French Hall, which has served Longwood's students since the 1920s, has been converted into a modern facility that houses Longwood's Information Technology Services, the Office of Assessment and Institutional Research, and a radio and television education facility for the Department of Communication Studies. The renovation project left the historic exterior of this building largely intact, and re-created the original High Street Lobby, including the 90 year-old salvaged floors. A new portico and entrance have been created on the south side of the building. This entrance opens onto a plaza and greenway that will be a pedestrian way connecting Brock Commons to the eastern edge of campus with improved access to South Main Street.

Stubbs Hall, completed in 1966, is the third of the 1960s-vintage residence halls on the western campus border. Besides housing nearly 190 students, Stubbs is also a key component of Longwood's Greek life community, with 10 sorority chapter rooms and a large meeting room. Since 2006, Longwood has renovated its two neighbors, Wheeler and Cox Residence Halls. The

renovation of Stubbs Hall commenced in May 2013, and Stubbs now supports Longwood students with twenty-first century standards.

Cunningham Residence Halls and Upchurch University Center

Demolition of the Cunningham Residence Halls is expected to commence in mid-September, and to be completed by the end of December 2014. Longwood's new student union building, the Norman H. and Elsie Stossel Upchurch University Center, which is currently in design phase, will be constructed on the Cunninghams site.

Sophomore Residence Hall

A significant element of Longwood's vision is to retain its residential character. The closure of French and the Cunninghams has reduced the on-campus housing capability to fewer than 1,600 students; enrollment growth is also adding to the pressure on Longwood's housing inventory. New residence halls, capable of housing at least 200 students, will be required by the beginning of the 2016-17 academic year.

As decided upon last year, the most effective strategy to meet this requirement is to have the Longwood University Real Estate Foundation build the 200-bed facility on Longwood property. The Architecture team of Franck & Lohsen and Little, and the construction firm W.M. Jordan Company, have been selected to design and construct the facility. Design and early construction planning have commenced, with a preliminary schedule that contemplates breaking ground in early Spring 2015 and a completion target of Summer 2016.

Capital Project Status

Project	Project Start	Current Status	Projected Completion
University Technology Center (French)	August 2008	Close-out Phase	Spring 2015
Stubbs Renovation	September 2012	Close-out Phase	Fall 2014
Maugans Alumni Center	March 2012	Construction Phase	Spring 2015
Willett HVAC	September 2012	Construction Phase	Fall 2015
Sophomore Residence Hall	September 2013	Design Phase	Summer 2016
Student Success Center	August 2012	Design Phase	Spring 2017
Additional Biomass Boiler	August 2013	Design Phase	Summer 2017
Upchurch University Center (Student Union)	August 2008	Design Phase	Fall 2017
New Academic Building	July 2013	Design Phase	Summer 2018
New Admissions Office	July 2013	Design Phase	Summer 2018

Campus Impact Report

The following construction projects occurring during the 2014 - 2015 academic year will have numerous impacts on campus operations:

- Construction of the Maugans Alumni Center began in March, 2014.
- Willett Hall closed after the 2014 graduation to replace the building's heating, ventilation, and air conditioning (HVAC) system.
- The Dorrill Dining Hall roof replacement project will begin in early Fall.
- The Cunningham Residence Halls have closed. Asbestos abatement and demolition will begin in September.
- Construction of the new Sophomore Residence Hall is estimated to start in Spring 2015.
- Construction of the Student Success Center is estimated to start in Spring or Summer 2015.

University construction projects are evaluated by the Campus Impact Committee and its subcommittees. Once the concerns are identified the subcommittees develop and help implement solutions for any negative impacts.

New Admissions Office

The architecture firm Glave and Holmes was hired to study three potential sites for a new building for the Admissions Office. As part of the preliminary planning work, they evaluated three potential building sites on campus: the site designated in Longwood's current Campus Master Plan (south campus), a site on Iler field, and a site near High Street. Conceptual site configurations were developed, and were used to help evaluate the pros and cons of each site from various perspectives, including prospective students, visitors, staff, and maintenance personnel.

A site evaluation matrix was used to organize the various priorities and perspectives of the site selection process. The Design Team met with President Reveley, Dean McMullin, and the Building Committee to input values into the matrix and together identify the best site for the New Admissions Office. The High Street site was chosen as the preferred site, based on the important criteria of providing a great "wow" factor to the overall visitor experience, the ease of integration with admissions tour routes, lower site costs, and the ability to provide dedicated parking.

Since Longwood's current Campus Master Plan designates the south campus site as the location of the New Admissions Office, the plan must be formally revised. A request to do so will be presented to the Board for action, as well as a request to acquire the necessary property.

Request to Acquire 113 West Third Street

Longwood University leases 113 West Third Street, adjacent property to the Longwood Center for the Visual Arts. The property provides additional activity, office, and storage space for the visual arts center. Acquiring this property will bring it under the state property umbrella and the University's building maintenance program. A request to do so will be presented to the Board for action.

The University Master Plan for 2025

The architecture and urban design firm Cooper, Robertson & Partners of New York City was selected to produce Longwood's University Master Plan for 2025. The first of four phases – Analysis and Discovery – has commenced. Under the direction of Longwood's Master Plan Steering Committee, the succeeding three phases – Options, Preferred Plan, and Final Master Plan – will be developed over a period of approximately 14 months.

11

Strategic Operations

Victoria Kindon, Vice President and CIO

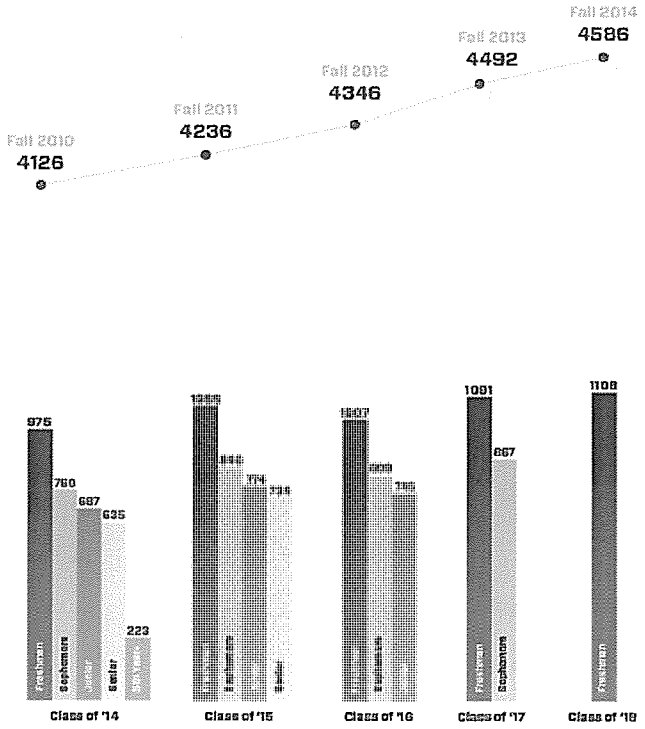
Highlights

- Applications for admission at record high
- Record-breaking shares on Longwood's Facebook page
- Biggest alumni weekend coming in October

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.

Enrollment, Retention and Class Progression

Achieving our enrollment, retention and class progression goals requires strengthening our data analysis and reporting capabilities. This chart is an example of the type of data presentation we will be able to generate and distribute to decision makers.



Enrollment Management and Student Success

New Program Launched to Support Students as Sophomores

Enrollment Management and Student Success launched "1840 Experience," a new yearlong support program for sophomores designed to extend the first-year transition experience into the unique transition needs of sophomore students. The first event was a welcome back picnic that dovetailed with The G.A.M.E. and pep rally event during New Lancer Days. "1840" is a collaboration among many campus partners focusing on academic success, degree and major plans, campus traditions, stress management, the sophomore slump and more.

Admissions Update

Undergraduate applications for fall 2014 were 5 percent higher than the next-largest undergraduate pool of applicants (which was 4,402 in 2010).

FRESHMEN	For Fall 2013	For Fall 2014	YOY Comparison
Applications	4290	4595	+ 6.64%
Acceptances	3299	3344	+ 1.35%
Enrollment	1091	1108	+1.56%

TRANSFERS	For Fall 2013	For Fall 2014	YOY Comparison
Applications	557	577	+ 3.47%
Acceptances	371	342	- 8.48%
Enrollment	220	215	- 2.33%

*The chart on page 1 and this table report prior-year figures as submitted to the federal IPEDs data system. Those figures include some exclusions that cannot yet be calculated for 2014.

University Marketing and Communications

Merging Academic Research with Cultural Trends: "Game of Thrones."

Our team worked with Dr. Steven Isaac on an essay drawing parallels between an episode of the popular television show "Game of Thrones" and medieval history. The essay and takeaways were strategically pitched to multiple media outlets and published by some of the most popular online publications, including *The Huffington Post*, *The Wall Street Journal*, *The Atlantic* and *The Daily Beast*. The article on longwood.edu received a record-breaking number of visits (~18,000 in five days) and shares on Facebook (~13,000).

Coach Gee Takes to the Airwaves

Longwood men's basketball Head Coach Jayson Gee will hold a weekly 10-minute segment on the ESPN radio affiliate in Richmond—ESPN 950 AM. Beginning the week before the season and continuing through postseason, Gee will interview with host Burton on the "Hardly Workin'

with Greg Burton" drive-time program that runs from 3-6 p.m. Establishing this relationship with the largest, most relevant regional radio station is a significant step toward getting Longwood's name alongside more established Division I programs in Virginia, including the University of Virginia and University of Richmond, which also hold weekly call-ins with Burton.

Shining the Spotlight on College Affordability

President Taylor Reveley IV's op-ed on college affordability and the significance of higher education as the foundation of democracy was featured in the *Richmond Times-Dispatch* on Tuesday, Aug. 19.

Information Technology Services (ITS)

Opportunity for Reassessment

Victoria Kindon and the ITS leadership team have been examining the university's future information technology needs and begun planning for how we would be best positioned to meet those needs in the months and years ahead.

New Data Center

The new Data Center in the French Building moved into production operations in July following extensive power, heating, and cooling tests. More than 90 percent of all software application servers are operating in a virtualized environment. The few remaining physical application servers are scheduled for conversion to virtual in the near future. Server virtualization has significantly shortened service delivery times, expanded operational reliability/monitoring and increased our flexibility in responding to changing needs.

Alumni Relations

Biggest Alumni Weekend Coming in October

The big weekend for Alumni Relations this fall will be October 18, when we host the Stubbs Open House and the Decade of the 2000s Reunion, and the Office of Diversity and Inclusion hosts the Black Alumni Weekend. Online contests are being held weekly to engage the social sorority alumnae, and the sorority with the most alumnae engaging in the contests will be announced October 18. This weekend should be the biggest alumni weekend since the reopening of Ruffner in 2005.

Alumni Networking Socials This Summer

Alumni Relations partnered with the College of Business and Economics for a social in Roanoke for both alumni attending a conference for Virginia business school teachers and alumni living in the Roanoke area. Staffing of the event was handled by faculty members and administrators from the CBE. Alumni Relations also partnered with the College of Education and Human Services for an "afternoon out" for teachers in Virginia Beach and surrounding areas.

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Strategic Plan

Background Procedural Information

"Strategy" is an Ancient Greek military term, deriving from the word for "general." Strategic planning in the modern sense is a recent phenomenon, which first took root in the business world and has become mainstream just in the past generation. It is an art still in evolution, especially in academia.

Strategic plans in academia --- and perhaps in many sectors of the modern world --- are notorious for gathering dust. They are long and unwieldy; they focus in vast detail on means and not ends . . . even though in a world of flux and competition the means to achieve ends should be a matter of constant adjustment and change. It makes little sense to call all of the plays before the game begins.

Throughout the past year, President Reveley has led the University community in discussion and deliberation concerning Longwood's strategic direction. In many sectors of American life, there is an expectation that strategy should be formulated and implemented almost immediately. In the "shared governance" model of academia (one of academia's strengths), there is an expectation of substantive consideration of strategy over time by the many facets and constituencies of an institution.

In the process of Longwood's discussions, the Board of Visitors and President chose to use the inherent structure of the University to advance considerations, rather than appoint a special-purpose strategic planning committee. In that regard, following preliminary discussion among the Board and the University's administration in the summer and fall, President Reveley began a series of deliberation sessions over the winter and spring with different areas and organizations of the University, including:

-Faculty Senate

-Deans Council

-Student Government Association

-Staff Advisory Council

-Parents Association

-University Planning Council

-University Foundation Board of Directors

-Alumni Association

-Each Vice-Presidential Administrative Area

At the close of the 2013-14 academic year, the substance of these deliberations was distilled to a concise and purposeful one-page draft strategic plan. The BOV reviewed and discussed the draft plan this past June, expressing a spirit of consensus. Over the summer, the draft plan was distributed to the entire campus community for further thoughts. The proposed plan in final version, included here on the following page, has been freshly edited for emphasis and clarity. The substance is, and has been, a matter of consensus in the University community.

The plan deliberately focuses on what Longwood most needs to do to make great progress --- as distinct from what the University already does well, and certainly needs to keep doing.

Following adoption of the proposed strategic plan, Board briefing materials going forward will be organized to focus on strategic priorities. Initial work (hard and complex work) is already underway to establish quantitative baselines for the various major metrics contemplated. And the University of course is already pursuing tactics animated by this plan, most notably --- focused on the paramount importance of retention and graduation --- the intense effort to set for this year the lowest increase of tuition and fees by any Virginia public university in more than a decade. Implementation of the strategic plan in general will be led by cross-departmental working groups of Vice Presidents, with active involvement by the BOV. The strategic priority of Renewing General Education is naturally a faculty-led endeavor.

LONGWOOD UNIVERSITY

175 1839-2014

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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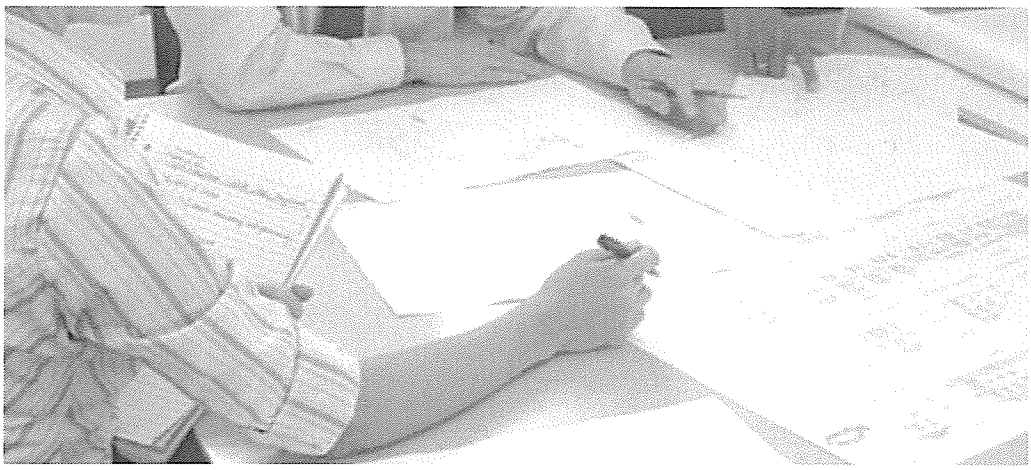


Approach

Cooper, Robertson & Partners is an architecture and urban design firm based in New York City which provides design, programming, and development services to institutions, public agencies, private landowners, and property development clients.

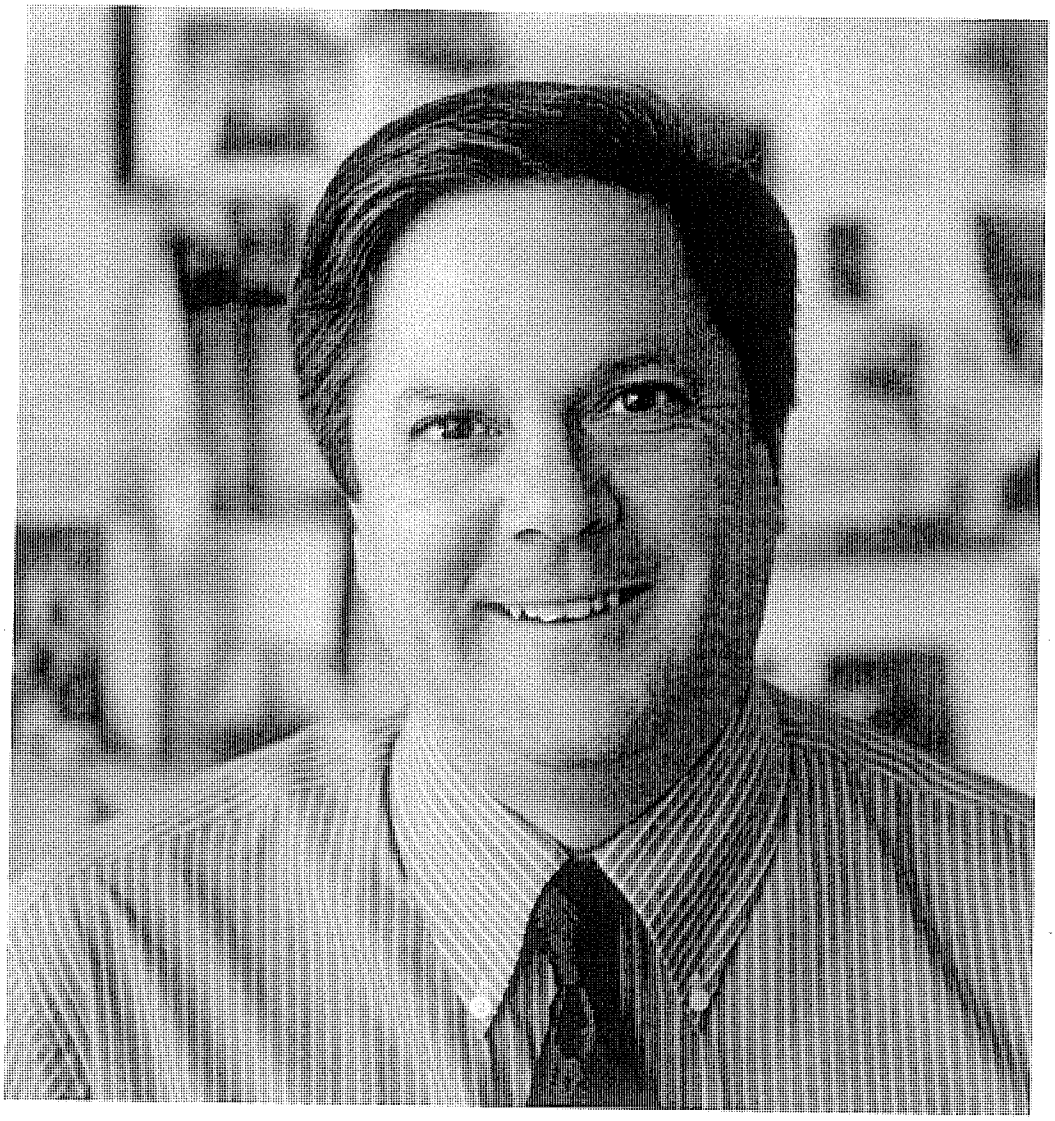
Founded in 1979 on the core conviction that architecture and urban design are inextricably linked, the firm has steadily grown from a company of six people to its current size of seventy designers and support personnel engaged in the execution of major urban design and architectural commissions worldwide.

Rather than being guided by abstract theories or a predetermined style, we tailor each project to its individual site, the immediate and regional surroundings, its cultural roots, and to its program, schedule, and cost requirements. We have found this approach to be as appropriate to the single-family house as to the largest urban design projects. No building or design component is seen as separate from its immediate landscape and overall environment. This approach naturally ensures that sustainability is an organic and fundamental aspect of all our work. A traditional approach to design is inherently "green."

Our approach to design for schools and universities, for instance, is both sustainable and carefully tailored to student and teacher needs. Learn about our Design for Learning studio and its evidence-based approach by clicking here.

- Home›
- Approach

311 West 43rd Street • New York, NY 10036 • 212.247.1717 • info@cooperrobertson.com



John Kirk, AIA

Partner

Since 1989, John has served as lead designer for specialty buildings, private residences, and garden follies, including Stone Mill and the Garden Cafe at the New York Botanical Garden; the Inn at Perry Cabin; Club Houses in Ohio and Florida; and private homes in Southampton, Charlottesville, Santo Domingo, and Jamaica. John led the design of Show Houses for Southern Accents Magazine in both WaterSound Beach and WindMark Beach, Florida which have received awards for Excellence in Design from the Southeast Builders Conference and Builder's Magazine. Prior to joining the firm, John practiced for several years in Atlanta and later became an Associate Professor of Design at the University of Virginia. He received his Bachelor of Science degree from the Georgia Institute of Technology, a Master of Architecture degree from the University of Virginia, and studied at the Ecole des Beaux Arts in Paris, France. Currently he is directing projects in New York, West Virginia, North Carolina, and South Carolina.

Select Projects

March 14, 2014

Cathryn B. Mobley
Commonwealth of Virginia
Longwood University, Materiel Management
201 High Street, Bristow Hall, Room 218
Farmville, Virginia 23909

Dear Ms. Mobley,

Cooper, Robertson & Partners are delighted to submit our response to your Request for Proposals for the development of Longwood University's master plan for 2025 and beyond. We thank you in advance for your careful consideration of our qualifications.

The Request for Proposals you have crafted is among the most thorough, thoughtful, informative and extraordinarily well written documents we have seen. It is dense with background on every aspect of Longwood, insightful in its observations, and global in its vision – determined to integrate not only Longwood's satellite properties and the town of Farmville, but is even more far reaching in its aspiration to connect Longwood to Virginia's metropolitan communities and the Commonwealth at-large. In a word, it is urbane in its thinking and its reach – all of which we applaud; all of which speaks to the core of what we at Cooper, Robertson & Partners believe in most and commit ourselves to in all of our work.

Having toured Longwood University's grounds and its attendant properties, two things are immediately clear: as a physical setting, 1) Longwood has great bones; and 2) Longwood has a great deal of unrealized potential.

The campus is lovely, with a manageable and readily navigable organization supported by a backdrop of handsome buildings and lush Virginia flora that combine to give Longwood its exceptional character. The interventions Longwood has undertaken overtime have been mostly positive, in balance, toward sustaining that character. Brock Commons, for example, is a great success, particularly as judged by the degree to which students use it as not only as a pedestrian thoroughfare, but also as a "place" to connect to the University community and be a part of a larger whole. Wheeler Mall (and east to Brock Commons) is also very successful as an outdoor room because of the scale and quality of the buildings that frame it, the proportion of the space, and the landscape that is the binding ingredient.

There are places on campus that could benefit from thoughtful master plan improvements. While tucking parking under Brock Commons and making it a bridge is clever on the one hand, its implementation has the effect of bifurcating the campus at the ground plane and undermining normative student pedestrian traffic east-west on Redford Street. It appears to be a functional vehicular hub for cars and buses but unfriendly for students afoot, not so nice to look at, and is,

therefore, an opportunity for improvement. We can be very helpful addressing those kinds of issues. Longwood's grounds have significant character and topography – and that is an asset to be capitalized upon at every opportunity, which will unleash a wealth of possibilities. This requires thinking in section and three dimensions, not just in plan. This requires thinking like a designer and an architect, in addition to a planner. This requires the type of thinking we do every day, as second nature, and the sensitivity we have brought to varied architectural assignments at the University of Virginia (my alma mater), University of North Carolina Chapel Hill, College of Charleston, and many others, as well as planning work for the campuses similar in scale to Longwood that we have featured in this submission.

Longwood's architectural legacy *should* be preserved: it has the benefit of a good stock of handsome buildings designed, largely, in a common architectural language that reinforces its legible fabric. The historic origin of Longwood is on High Street, as are many of its most attractive buildings, but those buildings front High Street with their backs to the larger University setting that has developed to the south. The geographic, social and cultural center of Longwood is now on Brock Commons; and the epicenter seems to be Dorrill Dining Hall and the Student Union. That must be recognized in any future planning for, or improvements to, the grounds; perhaps as potential site for a great new building. More is required than the use of brick, columns and arched windows to maintain and enhance Longwood's architectural legacy. For us, this assignment is as much about establishing a framework for growth as it is establishing a design conscience for the architecture that results from growth.

We have assembled for this assignment our most seasoned talents and minds in both campus master planning and traditional architecture. I will be the Partner-in-Charge, leading the effort on your behalf, working closely with Brian Shea, a thirty-year veteran in campus planning and one of our most gifted designers, along with project manager Atara Margolies and project planner Jeremy Taylor, who will collaborate with Brian and me on this effort – a strong group of top-notch professionals who enjoy working together with university clients to envision the future of campuses across the country. We have also assembled an equally strong team of collaborators and consultants, most of whom we have worked with successfully in the past on similar assignments. Each of us is appreciative of this opportunity and eager to be chosen so we can go to work helping Longwood University achieve its vision by preserving and enhancing the strength of the University as a setting, while expanding it to embrace a larger regional boundary, adding to its beauty and making it a destination for talented faculty, an aspiring student body and returning alumni.

Sincerely yours,

John R. Kirk

John Kirk, AIA
Partner

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THE CHRONICLE OF HIGHER EDUCATION
Students

June 6, 2014

Why Colleges Are on the Hook for Sexual Assault

By Robin Wilson

When Congress passed the gender-equity law known as Title IX more than 40 years ago, no one expected it to make colleges responsible for handling sexual assault.

Title IX was enacted in 1972 without controversy or even much debate, a "stealth law" aimed at helping women get through the doors of higher education, says Bernice R. Sandler, a longtime activist who is now a senior fellow at the Women's Research and Education Institute. But the law is now being interpreted to require colleges to investigate and resolve students' reports of rape, determining whether their classmates are responsible for assault and, if so, what the punishment should be. That is the case whether or not an alleged victim decides to report the incident to the police.

If colleges don't handle such reports promptly and fairly, they may be blamed for violating the rights of alleged victims and creating a hostile environment for learning, according to the U.S. Department of Education, which is charged with enforcing the law. In April the agency got specific about compliance in a 52-point Q&A, telling colleges how to conduct an investigation, including interviewing witnesses, examining evidence, and taking "interim measures to protect the complainant."

"Title IX is a pebble in a pond," says Brett A. Sokolow, president of the National Center for Higher Education Risk Management, a consulting and law firm that advises colleges. "Its influence is ever increasing outward in concentric circles."

Campuses are clearly grappling with the weight of their responsibility as they come under pressure from activists, as well as the White House. Many self-identified survivors of sexual

assault are pressing colleges to step up their response to sexual violence. And the Obama administration recently released stringent new guidelines to help colleges combat assault —including tips for students on how to file complaints against institutions they believe fall short. The Education Department is now investigating 61 colleges and universities for possible violations of Title IX related to alleged sexual violence.

How effective campuses will be in carrying out their broader role under Title IX is not yet clear, says Peter F. Lake, director of the Center for Excellence in Higher Education Law and Policy at Stetson University. "Is this vision of making Title IX effective in these cases going to work?" he asks. Expectations are still evolving, he says, but "we are being forced into developing a college court system, and we haven't really had that before."

Decisions Set Precedents

So how did a law originally meant to prevent gender discrimination morph into one being used to combat rape?

Expanding the reach of the gender-equity law happened gradually, in large part through precedents set by court cases, starting in the early 1980s. Students sued schools and colleges for allegedly mishandling complaints of harassment and assault; rulings established sexual harassment as a form of discrimination, with assault the most severe form. Therefore, victims of rape could be considered subjects of discrimination under Title IX.

← 1 2 3 4 5 6 →

Why Are Colleges in the Business of Handling Rape Cases?

It started with **Title IX** of the Education Amendments of 1972.

The law barred discrimination on the basis of gender in educational programs that receive federal money. And over the years, court rulings shaped what counts as discrimination.

While there was no watershed case establishing sexual assault as a form of gender discrimination, a federal court ruled on student-

on-student sexual assault in a case involving Yale University in 2003. "There is no question that a rape," the ruling held, "constitutes severe and objectively offensive sexual harassment."

As a result of the early cases, campuses began instituting formal procedures in the 1980s that allowed students to file complaints about sexual harassment and assault. Many undergraduates, however, said colleges often minimized such complaints, botched investigations, and ultimately failed to protect young women from the men they said had assaulted them.

It wasn't until 2011, experts say, when the Education Department's Office for Civil Rights released a "Dear Colleague" letter, that campuses began taking their role more seriously.

"The sexual harassment of students, including sexual violence, interferes with students' right to receive an education free from discrimination," the letter states. It is up to colleges and universities, it says, "to take immediate and effective steps to end sexual harassment and sexual violence." The letter also stressed that colleges should adhere to a standard of proof the department first set in 2002—a standard many had ignored—that told campuses to determine responsibility based on the preponderance of the evidence (i.e., more likely than not), a standard used in civil cases, as opposed to the higher standard of "beyond a reasonable doubt" required for a criminal conviction.

"This was a dawn of a new awakening," says Saundra K. Schuster, a lawyer with the risk-management firm. The letter, she says, put campuses on notice that they must handle students' complaints against fellow students in a uniform way, with the goals of investigating the allegation, remediating its impact on the victim, stopping the behavior, and preventing it from recurring.

Since then, a few investigations by the Education Department have resulted in high-profile settlements—with the University of Montana at Missoula, for example, and Tufts University —imposing many rigid requirements on those institutions, with implications for others. Hire a consultant on equity issues, for instance. Develop a confidential tracking system for reports of sexual misconduct. Conduct regular surveys to gauge the campus

climate.

Still, many question why colleges—not the police or courts—seem to have the primary responsibility for dealing with a crime as serious as rape.

First, say higher-education experts, colleges have always had disciplinary systems in place to deal with student misconduct. "Partying, substance abuse, sex," says S. Daniel Carter, director of the 32 National Campus Safety Initiative of the VTV Family Outreach Foundation, an advocacy group representing survivors and victims of the mass shooting at Virginia Tech in 2007. "These are the same things college students have engaged in for hundreds of years," he says. "When they cross certain lines, campuses have long stepped in to both educate and protect, by undertaking disciplinary action." Parents who pay tens of thousands of dollars in tuition each year also expect campuses to help keep their children safe.

In addition to their responsibility to impose discipline, says Mr. Carter, colleges now have the primary role in responding to reports of sexual assault because no one else will. The criminal-justice system, he says, often opts not to follow through with complaints. Establishing consent or guilt in an encounter between two people in which details are often made murky by alcohol can be difficult, and prosecutors are often reluctant to pursue cases they can't win.

"While a criminal investigation is initiated at the discretion of law-enforcement authorities," the Education Department says in its recent Q&A, "a Title IX investigation is not discretionary; a school has a duty under Title IX to resolve complaints." The department recommends that institutions "notify complainants of the right to file a criminal complaint" and "not dissuade" them from doing so, but clarifies that "Title IX does not require a school to report alleged incidents of sexual violence to law enforcement."

Students who have reported incidents to their colleges often say the criminal-justice system seems daunting. Many instead seek justice on their campuses, and some activists have lobbied administrators to expel any student found responsible for sexual

assault. Adds Mr. Carter: "Colleges can offer a quite attractive alternative to the criminal-justice process, with a lower burden of truth, a less public process, and a greater chance of actually having something done that protects women."

'Going to Take Time'

How campuses handle sexual assault might evolve as drunken-driving laws did, says Mr. Lake, at Stetson. "It used to be you could drive drunk in lots of places," he says, "and get away with it."

But public pressure and legislation changed that. "Tactics, training, and techniques to address drunk driving are now ubiquitous," says Mr. Lake. It took 25 years, he says, but "it is now uniformly enforced."

Campuses' responsibility to respond to sexual assault is also about "society redefining a public-health issue," he says. "It is going to take time for colleges to catch up to the epidemic of sexual assault."

Ann Olivarius, for one, is impatient. In 1977 she and four other female students sued Yale University in one of the first sexual-harassment cases to use Title IX. Harassment of students by professors, the ruling helped determine, is a form of discrimination.

At the time, Ms. Olivarius was a senior at Yale who ran the undergraduate women's caucus and had been asked by the Yale Corporation to draft a report on the status of women at the university. As part of the suit, *Alexander v. Yale,* she argued that the university's lack of procedures for students to report sexual harassment meant she had to intervene on behalf of alleged victims. In that role, she said, she was threatened by professors whose names she forwarded to the Yale administration after students reported them. And Yale, Ms. Olivarius argued, had failed to protect her. The case prompted Yale and other institutions to establish the first procedures for students to file formal complaints about harassment and assault.

Nearly 35 years later, Ms. Olivarius is a lawyer with her own firm, in London and New York, which represents victims of sexual

assault in higher education. Colleges are still struggling, she says, with how to protect young women.

"Why is it so hard for an educational institution to police itself?" Ms. Olivarius asks. "If it were GM or McDonald's that had made no real progress in fixing a serious product defect that's been illegal for three decades, people would rightly be angry. Universities charge students tuition, they realize this is a recurring issue, yet despite having the best and brightest minds, they seem immobilized."

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Internal Audit

Ella Maokhamphiou, Director of Internal Audit

Upon arriving on campus, one of my first tasks was to perform a University wide risk assessment to determine where the potential risks lie within the University. This survey process lent itself to aid in the development of a proposed four year audit plan. The audit plan will be used to guide us each year in the audits we will perform. If the University environment changes or the Board or Management expresses concerns, we can modify the plan to ensure we provide timely coverage for areas of concern. A description of the risk assessment process, its findings, and the audit plan are included in this report.

Another order of business was bringing on board a new IT auditor as that position has been vacant since October 2013. I am pleased to announce we have made our selection and pending the HR process, this individual should start by the end of September. At that time our office will resume performing audits of information technology systems and processes at the University.

My future goals for the office are varied. I am in the process of ensuring we are moving forward with the audit practice and implementing an automated workpaper system that will allow us ease in documenting and reviewing all of our work performed. This will ensure a standardized more efficient process, in addition to reducing the amount of paper we use. I also want to maintain the positive working relationship Internal Audit has developed with University Departments. I want to ensure that our reports are useful to Management as well. I have already made modifications to the look and feel of reports that are produced by our Department to help ensure they are a useful tool.

I look forward to working with the Board, Management, and everyone at the University to continue to provide top quality audit services to the University environment.

Update on Internal Audit and Institutional Compliance Activity

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 (Formerly Diversity & Inclusion and Leadership & Service Learning)	Planning Stages	5%
Current Audits		
Risk Based		
Banner Finance	On Hold – Pending hire of IT Auditor	0%
Information Technology – General Controls	On Hold – Pending hire of IT Auditor	0%
Information Technology – Lancer Card	On Hold – Pending hire of IT Auditor	0%
Environmental Health & Safety	Not Started	0%
Student Government Association	Not Started	0%
Facilities – Motor Pool	Not Started	0%
Post Office	Not Started	0%
Annual Audits		
Risk Assessment	Complete	100%
NCAA Compliance	Not Started	0%
Quarterly Audits		
Follow-Ups	In Progress	5%
Special Projects		
Hotline Calls	1 Substantiated Case	

Risk Assessment Process

In accordance with the Institute of Internal Auditors, *Standards for the Professional Practice of Internal Auditing*, our audits are based on a risk assessment process. The process utilized at the University is both on-going, through meetings with University Management, and a periodic University wide questionnaire. The University wide questionnaire was utilized to obtain a better understanding of where the risks reside within the University and as a tool in preparing a proposed four year audit plan.

Internal Audit identified over 100 auditable areas and notified each manager through e-mail of the existence and the importance of the risk assessment survey. The Departments that did not respond will be ranked as a high, medium, or low risk based on the auditors best judgment. Below is a summary by Vice President of the areas/programs surveyed and responses received.

Vice President	Number Surveyed	Number Responses	Response Percentage
Academic Affairs	43	19	44%
Administration & Finance	20	17	85%
Commonwealth Relations	3	3	100%
Facilities Management	8	5	62%
Athletics	10	4	40%
Strategic Operations	16	10	62%
Student Affairs	14	14	100%
Overall Total	114	68	59%

Utilizing the COSO model for risk assessment, Internal Audit asked questions from each of the areas below to aid in the determination of risk. Each question was scored and the totals for each category were totaled to develop an overall risk score.

Financial Risk – The risk of financial loss, negative changes in financial position, negative response from external regulators, grantors, etc.

Compliance Risk – The risk that processes and disclosures may not comply with laws and regulations resulting in monetary and non-monetary penalties and increased oversight by regulators.

Reputation Risk – A measure of the potential impact to the University's positive image and credibility.

Operational Risk - The risk of lost productivity, inefficiency, and disruption to services as a result of inadequate or failed internal processes, people and systems, or from external events.

Strategic – The risk of limiting, obstructing, or delaying the achievement of the University's mission and goals.

Based on the results of the survey performed, below are the top 20 Departments that were ranked as a higher risk based on the Departments' answers to the survey.

1. Longwood Police Department
2. Admissions
3. Wellness Unit
    - Campus Recreation
    - Student Health and Wellness
    - Counseling Center
    - Golf Course
4. Lancer Card Center
5. Nursing
6. Facilities Administrative Services
7. Cashiering & Student Accounts
8. University Marketing and Communications
9. Alumni Relations
10. Conference and Event Services
11. Athletics – Training
12. Student Conduct and Integrity
13. Capital Design and Construction
14. Payroll
15. Sociology, Anthropology & Criminal Justice
16. Printing Services
17. University Advancement
18. Applications and Computer Engineering
19. Facilities Operations
20. Materiel Management

Proposed Four Year Audit Plan

The following proposed four year audit plan is based off the results of the risk assessment performed by Internal Audit. In addition to the risk based items on the plan each year, Internal Audit must perform annual audits, quarterly audits, and special projects.

- Annual audits – NCAA compliance review
- Quarterly audits – Updates of outstanding recommendations from previously issued audits
- Special reviews – Management requests or hotline calls received through the Office of the State Inspector General

The year in which each risk based audit is performed can be modified or adjusted each year based on changes within the University environment or through Management request.

FY 2016	**FY 2017**	**FY 2018**	**FY 2019**
Risk Based Audits	*Risk Based Audits*	*Risk Based Audits*	*Risk Based Audits*
Payroll	Advancement	Benefits	Student Conduct and Integrity
Lancer Card	University Police Department	Cashiering & Student Accounts	Admissions
Materiel Management	Accounts Payable	Student Health & Wellness	Budget
Facilities Administration	Facilities Operations	Library	Capital Design & Construction
Nursing	Building Security	Print Services	Athletics – Fundraising
Medicat	Lenel	Help Desk	Boss Cars
Information Security	Banner – Financial Aid	Banner – Accounts Receivable	Banner – HR
Banner – Finance	Applications and Computer Engineering	Collegenet	Kronos
Touchnet	Network Vulnerability Assessment	EZ Facility	Network Vulnerability Assessment
Marketing and Communications	Sociology, Anthropology, and Criminal Justice	Central Receiving/Warehouse	Golf Course
Athletics – Internal Operations	Alumni Relations	Athletics – External Operations	Residential & Commuter Life
Annual Audits	*Annual Audits*	*Annual Audits*	*Annual Audits*
NCAA Compliance Year 1	NCAA Compliance Year 2	NCAA Compliance Year 3	NCAA Compliance Year 4
Update Risk Assessment	Update Risk Assessment	Update Risk Assessment	Full Risk Assessment

FY 2016	FY 2017	FY 2018	FY 2019
Quarterly Audits	*Quarterly Audits*	*Quarterly Audits*	*Quarterly Audits*
Quarterly Follow-ups	Quarterly Follow-ups	Quarterly Follow-ups	Quarterly Follow-ups
Special Projects	*Special Projects*	*Special Projects*	*Special Projects*
Special Reviews	Special Reviews	Special Reviews	Special Reviews
Management Requests	Management Requests	Management Requests	Management Requests