

**LONGWOOD UNIVERSITY**  
**BOARD OF VISITORS**  
**June 10, 2019**  
**Minutes**

\*\*\*\*\* DRAFT \*\*\*\*\*

**Call to Order**

The Longwood University Board of Visitors met on Monday, June 10, 2019 at Primland in Patrick County. The meeting was called to order at 9:05 a.m. by Rector Marianne Radcliff.

Members present:

Mrs. Eileen M. Anderson '83  
Mr. Michael Evans  
Mr. David Hallock  
Mrs. Marianne M. Radcliff '92  
Ms. Pia Trigiani  
Mrs. Nadine Marsh-Carter  
Mrs. Colleen Margiloff '97  
Mr. Steven Gould  
Ms. Katharine McKeown Bond '98  
Mr. Eric Hansen  
Mr. Larry Palmer

Members absent:

Ms. Ricshawn Adkins Roane  
Mrs. Polly Raible '91

Also present:

President W. Taylor Reveley IV  
Dr. Lara Ferguson, Provost and Vice President for Academic Affairs  
Ms. Louise Waller Vice President for Administration and Finance  
Ms. Victoria Kindon, Vice President for Strategic Operations  
Dr. Tim Pierson, Vice President for Student Affairs  
Ms. Courtney Hodges, Vice President for Institutional Advancement  
Ms. Michelle Meadows, Director of Athletics  
Mr. Justin Pope, Vice President and Chief of Staff  
Mrs. Kay Stokes, Executive Assistant  
Mr. Cameron O'Brion, Office of the Attorney General

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

The rector called the meeting to order and asked for a motion to approve the Consent Agenda and the Minutes of the March meeting. Mr. Hallock moved to approve the Consent Agenda and

the minutes as amended to fix three small typos. Mr. Palmer seconded the motion and it was approved unanimously.

### **President's Report:**

President Reveley welcomed the Board and paid tribute to the rector on the occasion of her final meeting as rector, noting that upon her arrival on the Board in 2011 Longwood was at a challenging juncture, and in particular vulnerable for lack of reputation and political strength in Richmond. He said the rector more than anyone by far deserves credit for transforming Longwood's standing across the Commonwealth. The rector noted she had worked with three presidents, 15 vice presidents, and over 30 fellow Board members. She said the board and executive leadership of the university has never been stronger, and thanked all she has worked with.

President Reveley reflected on the last 12 months, when he said any number of events could have thrown Longwood off stride but due to the caliber of Board members and the vice presidents Longwood has continued to move forward. He noted that the year included the dedication of the Farmville Freedom Monument, the opening of Upchurch, a breakout men's basketball season, a \$15 million gift, and less-heralded but consequential accomplishments – for instance the refinancing of Real Estate Foundation debt, locking in lower interest rates; the return to tuition-by-the semester; a new and superior house-keeping arrangement; and the Civitae core curriculum up and running. He said it has been a consequential year that we will all look back on and see it to have made a real difference.

### **Vice Presidents' Reports:**

Ms. Hodges reported approximately 5,000 people will visit Longwood's campus this summer, which serves as an important exposure to a group that might not otherwise be introduced to Longwood, and adds energy to campus. Girls State returns to campus as well, which welcomes not only the executive branch of state government but 12 members of the General Assembly. For Development, fiscal year 2019 included an all-time record gift of \$15 million from Joan Brock '64, but operationally the focus of the office remains on annual giving and introducing new donors to Longwood, and building a culture of philanthropy, so alumni and other friends of the university understand and see their contributions matter. President Reveley noted that philanthropy generally has undergone broad challenges with technology expanding the variety of channels to communicate with people, so all colleges and non-profits are working to adjust and command attention from constituents.

Ms. Bond noted the success of a recent gathering of about 25 Longwood alumni who work at Dominion and Ms. Kindon gave context of the overall work of the Office of Alumni and Career Services.

Ms. Hodges gave an overview of a number of initiatives, including recruiting contributors to a matching donation fund to incentivize new donors for scholarships. She and the Board discussed a range of ideas for possible future initiatives that could drive participation, including athletics

fundraising. She closed by thanking the Board for the opportunity to serve Longwood, and for their support during her time in leadership.

The rector complimented Ms. Hodges on her outstanding work as a colleague, her positivity as an ambassador of the university, and as a leader by example, mother, spouse and friend.

Ms. Kindon gave an overview of multi-year efforts to build an effective infrastructure of admissions in terms of data management and marketing, including the coordinated efforts of admissions and broader university marketing. Those developments have allowed for flexibility and initiative moving forward this cycle, identifying areas of improvement. That flexibility and recently completed market research provide important tools to respond to this year's smaller incoming class. She noted the backdrop of admissions across Virginia and nationally is rapidly evolving. President Reveley noted that much of the same flux that exists in annual giving, such as new modes of communications, also affects admissions. Ms. Kindon said word-of-mouth also remains powerful, and she described efforts underway in that regard, including a pilot initiative to connect alumni in shared church communities.

Mr. Hansen complimented the office on its data infrastructure work and asked a series of questions about the Virginia admissions landscape. Ms. Kindon responded that among the headwinds were that James Madison went to its waitlist an unprecedented third time this fall, and William and Mary went to its waitlist, which is extremely unusual. But she said ultimately the way for Longwood to thrive is to identify and recruit the kinds of student who will thrive at Longwood and want to be there, rather than responding to what other institutions do and year-to-year vacillations.

There was wide-ranging discussion regarding the demographic trends in the Commonwealth and admissions strategies going forward. Ms. Kindon reported on recent market research, which confirms one challenge is that a growing proportion of students plan to attend college closer to home. There was also a wide-ranging discussion regarding trends in the teaching profession and career development tracks in education that impact Longwood, and strategies for helping widen the pipeline for minority students, particularly into teaching and law enforcement majors and career tracks. Ms. Radcliff commended Ms. Kindon for her work in transforming Longwood and professionalizing it in ways that will pay off for decades and beyond. Ms. Kindon responded she was honored to work at a place with such deep underlying strength, and to be undertaking the hard work to ensure that strength persists.

Dr. Fergeson began her report by noting it has been a profound year, and it was noteworthy and powerful that the year opened with the dedication of the Farmville Freedom Monument on High Street and closed with Skip Griffin's commencement address. She commended Ms. Radcliff's leadership in forging Longwood's connection with the Moton Museum, and in apologizing for Longwood's past actions and inactions during the civil rights era. She noted that many institutions have looked into their civil rights history but very few have apologized. She noted the remarkable fact that Oliver Hill's great grandson and Henry Marsh's grandson will be attending Longwood in the fall.

Dr. Fergeson gave a detailed update on the Brock Experience program. She provided a more detailed report on the Colorado River experience, including its itinerary and the 30 or so experts and constituents students met with over the course of following the river 2,000 miles from its headwaters to the Mexican border. She gave an overview of efforts to build a pipeline of faculty to take on developing and teaching future Brock courses. She provided an update on a successful first year of implementation of the Civitae core curriculum, providing some details regarding how assessment and evaluation have been built into the foundation of the curriculum implementation. She provided some survey findings from students, and next steps in the development of Civitae courses.

Dr. Fergeson reported to the Board that CAEP, the Council for the Accreditation of Educator Preparation, has accredited Longwood through 2026. She gave an overview of recent changes to the organizational structure of Longwood's various teacher preparation programs. Longwood continues to work to be a leading institution to address the statewide teacher shortage. Amazon and other tech companies will require a workforce that can only be created by a strong K-12 system. She also discussed initiatives related to transfers, early childhood education, and other areas of partnership with the community college system, along with the development of Longwood's planned Pre-K-through-3 degree, which will include special education, the only such degree program in the state. She gave special thanks to the efforts of David Shoenthal and others in making sure Longwood is much better prepared for the upcoming university re-affirmation of accreditation process. Tim Pierson echoed that the culture of assessment is vastly improved across campus and commended the partnership with Academic Affairs.

In response to a question from Mr. Hansen, Dr. Fergeson gave an update and overview regarding the new marketing partnership for the MBA program, detailing structure and goals for the arrangement. The hope is to ramp enrollment from the current level of 27 to 80 in a period of initial growth. She emphasized the importance of maintaining the Longwood experience of "everyone knowing your name" even if there is growth in the program. The College of Business and Economics will also be focused on better marketing the 4-plus-1 MBA program.

Responding to a question from Ms. Margiloff regarding marketing of the Brock Experiences, Dr. Fergeson and Ms. Kindon reported on various efforts and noted that the courses have waiting lists. Dr. Fergeson said the fact that it is generally juniors who are taking Brock courses will be helpful in spreading word of mouth, now that a full program is underway.

Ms. Radcliff remarked on the extraordinary scope of talent Dr. Fergeson's job requires in connecting the Board, the administration and the faculty, saying she has done an outstanding job. She said Dr. Fergeson has earned extraordinary respect across the university in a challenging role, and her commitment to Moton and Longwood and Farmville's civil rights history has been extremely meaningful. Ms. Radcliff said she has trusted and benefited greatly from Dr. Fergeson's wisdom and experience throughout her tenure on the Board.

Michelle Meadows began by thanking the Board for their confidence in her on the occasion of her first Board meeting as director of athletics. She said she has come to love Longwood dearly and will work tirelessly to advance the university with integrity. Overall, Longwood's 2018-19

athletics year has been exemplary. Longwood enjoyed 30 conference player of the week awards, 34 All Conference recognitions, one conference Player of the Year, one Freshman of the Year, two coaches of the Year, eight All-Tournament selections and one Tournament MVP. Softball secured its fifth Big South championship in seven years, and Coach Reilly was coach of the year. Women's lacrosse, picked to finish fifth in the conference, finished in the regular season second, with a 5-1 conference record.

Academically, the department's GPA stood at 3.14 in the fall and 3.12 in the spring, the highest spring GPA recorded to date. Eleven of 14 programs recorded above a 3.0, two student-athletes were recognized as academic all-district, and Kate Spradlin '19 of women's basketball was co-winner of the Sally Barksdale Hargrett Prize at Commencement, alongside with Zach Morgan '19, a former men's soccer player. Student-athletes accounted for 80 Dean's List selections and 20 President's List honorees.

Lancer Giving Madness resulted in a 31-percent increase year-over-year, and annual giving increased 24 percent this past year to more than \$227,000. Most is sport-specific giving, but some is scholarship related. Social media communications also continues to grow and thrive. She also commended the department's student-athlete enhancement team, and its efforts across the board in terms of mental health, academic support and other important dimensions of the student-athlete experience. She also expressed her excitement regarding the announcement of the gift for the Joan Perry Brock Center. President Reveley echoed that it has been Longwood's best-year ever in athletics.

Ms. Radcliff spoke about Ms. Meadows many contributions to the university over her career, and recalled her valuable service on the presidential search committee, emphasizing how well she represented staff during that process, with calmness, rationality and trustworthiness. Ms. Radcliff said Ms. Meadows' leadership is a great gift to the university, and she is deeply grateful that she has made her career at Longwood. Ms. Meadows said she arrived 14 years at a very young age, but has loved that Longwood is willing to invest in people and see them grow, and thanked the rector for being among those who had supported her.

Dr. Pierson said he was proud of Longwood's overall response to the student concerns about communications this past winter and he is proud of the steps that were taken to listen to feedback and act on it. He discussed some efforts underway to structure his division more effectively while fulfilling its mission, and to instill in every Student Affairs employee a broader set of responsibilities within that mission. He said this mirrors a broader and highly productive conversation taking place across the vice presidential divisions on how to put the overall goals of the university first in budget planning and division of labor.

Dr. Pierson gave an overview of the issue under consideration of responding to student requests to allow students to rush fraternities and sororities during the first semester. Ms. Radcliff and Ms. Anderson expressed concerns about such a change, echoed by other Board members, and Dr. Pierson said he shared such concerns but was committed to a thorough process of evaluation. He also commended the Relay for Life for raising \$92,000, even though the event took place just one day before Longwood's Day of Giving. He thanked the Board for helping make Longwood

the rich and nurturing culture it is today, calling it the best of the four universities where he has worked.

Ms. Radcliff said “Tim is just Longwood.” She noted how important her own experience as an active student in her own life and career, and said he should be exceptionally proud of how many lives he has impacted during his 25 years at the university.

The Board broke for lunch 12:55 and reconvened at 1:30. Primland’s General Manager, Steve Helms ’84, joined the Board over lunch to welcome them and express his pride in welcoming the Board of the Alma Mater to Primland.

### **Operating and Capital Budgets**

President Reveley gave a brief overview of the operational and capital budget proposals and commended Louise Waller on extraordinary service to Longwood leading the office of Administration and Finance, including navigating the budget process. Accomplishments this year include returning to by-the-semester tuition and freezing tuition. The demographic challenge of the Commonwealth is a serious long-term concern, but overall the increase in state funding appropriated for this coming year will enable Longwood to balance out the revenue impact of a smaller freshman class.

Ms. Waller thanked the Board for its confidence during a “wild and wonderful” first year and said she is also proud of the budget, noting both the moral impact of banded tuition as well as the increased stability it will provide. She is proud of the merit salary increase pool for faculty and staff, funding Civitae and of broader efforts to ensure the university has “dry powder” for strategic initiatives. Increased state funding and an improved contract with Aramark have also been helpful and will drive future investment into dining services, including improvements to the dining hall. She gave an overview of other variables in the budget and answered questions. She noted that the slight decrease in public safety expenditure shown in the budget is due to anticipated savings from shared dispatch center services with the town of Farmville, but there is no disinvestment in public safety. There was a discussion among Ms. Waller, Ms. Kindon and Board members regarding how the university allocates and budgets student financial aid. There was some discussion regarding how to better communicate to Longwood constituents that new buildings are funded in a variety of ways but generally student tuition dollars are not paying for the buildings under construction on campus. Ms. Waller noted the university’s debt ratio figures lie well within state guidelines, with debt service on a number of projects falling off in the coming year, though some being added to pay for necessary work on the Wheeler steam tunnels.

Regarding the capital budget, she gave an overview of the maintenance reserve funding mechanism and current projects, noting how essential this state funding is for the campus and university’s finances. Overall she reported Longwood has approximately \$230 million in capital projects currently in various phases of development, so the capital planning staff is extremely busy and engaged. She provided a status update of the capital projects currently underway.

The rector asked for a motion to approve the operating and capital budgets. Mrs. Anderson so moved, Mr. Evans seconded and the motion was approved unanimously. Mr. Hansen thanked and commended Ms. Waller for the presentation of the budget.

Ms. Radcliff recalled her first meetings with Ms. Waller and commended her outstanding communication skills, goodwill and can-do attitude in a series of roles at Longwood. She emphasized how effectively she has worked with people and entities beyond Longwood, and said how proud she is of everything she has accomplished. Ms. Bond commended Ms. Radcliff for her encouragement and support “giving the best and brightest Longwood people a voice.”

### **Strategic Plan**

President Reveley gave an overview of the essential characteristics of a successful strategic plan, and the importance of distilling it to a page, and an overview of the campus-wide process that has produced the draft now presented to the Board. At a time of genuine and serious challenges for American institutions broadly and higher education in particular, Longwood benefits greatly from an effective board with common purpose and a healthy free flow of ideas. He said the residential liberal arts model is what the country urgently needs; Longwood has been making it work and reinforcing its commitment to this type of education. The broad idea captured in the new plan is that over time, Longwood was not a place where prospective students and families dreamed of attending. Nurturing that effervescent enthusiasm is of urgent importance to build on. After discussion, Mr. Hallock commended the vision reflected in the draft. He moved that the Board adopt the Strategic Plan, Ms. Bond seconded and the motion was approved unanimously.

### **Annual Elections**

President Reveley read a resolution expressing gratitude and appreciation to Ms. Radcliff for her extraordinary service to Longwood during her eight years as Board member and two turns as rector. (The resolution is included as Appendix 1). The Resolution was approved by acclamation.

President Reveley spoke for several minutes about Ms. Radcliff’s leadership, her mark on Longwood’s people, identity and campus, including her essential role in the securing funding for the succession of capital projects now underway. He noted especially her instrumental role in ensuring the new admission building received Commonwealth funding and shared that the Board of Visitors wished to name the building in her honor when it opens in the fall. He also noted that her close colleagues and fellow Board members have raised close to \$1 million for the university during her time on the Board.

He said that he felt, as perhaps the closest to an alumnus Longwood has had as president, that future generations will record these past eight years as deeply consequential for Longwood, thanks to her. He also thanked her for taking a chance six years ago and giving a 38-year-old the opportunity to serve as president. A number of vice presidents and Board members thanked Ms. Radcliff for aspects of her service.

President Reveley asked Mr. Hallock, chair of the nominating committee, to report to the Board. Mr. Hallock said the nominating committee recommended the following slate of officers for the 2019-20 year: Mr. Hansen as rector, Ms. Trigiani as vice rector, Mr. Evans as secretary, and Ms.

Anderson as member-at-large. Ms. Radcliff moved that the slate be approved, Ms. Bond seconded and the motion was approved unanimously.

Mr. Hansen thanked the Board and said he was grateful for their support in undertaking the role of rector.

### **Executive Session**

After a short break, the Board reconvened, Mr. Gould having departed. Ms. Radcliff asked for a motion to go into closed session under Section 2.2-3711(A)(1) in order to discuss personnel matters. Ms. Trigiani so moved, Mr. Evans seconded and the motion was approved unanimously.

A motion was offered by Ms. Radcliff to return to open session. The motion was seconded by Mr. Evans and approved by the Board. In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Ms. Radcliff moved to certify that the discussion in Closed Session was in accordance with the Code of Virginia. Ms. Bond seconded. All members then in attendance voted to confirm: Mrs. Anderson, Mrs. Bond, Mr. Evans, Mr. Hallock, Mrs. Radcliff, Ms. Margiloff, Mrs. Marsh-Carter, Ms. Trigiani, Mr. Hansen, and Mr. Palmer.

Mrs. Radcliff closed the meeting by expressing her deep thanks to President Reveley for his work on behalf of Longwood and the many lives that have been transformed as a result. "I know there are many big things you can do, but this is a great thing you've chosen to do."

### **Adjournment**

There being no further business, the meeting was adjourned at 5 p.m. Board members met for cocktails and dinners at the hotel.