

LONGWOOD UNIVERSITY
BOARD OF VISITORS
March 22, 2019
Minutes

Call to Order

The Longwood University Board of Visitors met on Friday, March 22, 2019 in the Stallard Boardroom. The meeting was called to order at 9:05 a.m. by Rector Marianne Radcliff.

Members present:

Mrs. Marianne Radcliff
Ms. Eileen Anderson
Mr. Michael Evans
Mr. Steven Gould
Ms. Pia Trigiani
Mrs. Colleen Margiloff
Mrs. Ricshawn Adkins Roane
Mrs. Nadine Marsh-Carter
Mrs. Polly Raible
Mr. Larry Palmer
Mr. David Hallock
(Mrs. Katherine Bond joined at midday)

Also present:

President W. Taylor Reveley IV
Dr. Larissa Smith Fergeson, Provost and Vice President for Academic Affairs
Ms. Louise Waller, Interim Vice President for Administration and Finance
Ms. Victoria Kindon, Vice President for Strategic Operations
Ms. Courtney Hodges, Vice President for Institutional Advancement
Dr. Tim Pierson, Vice President for Student Affairs
Ms. Michelle Meadows, Interim Director of Athletics
Mrs. Kay Stokes, Executive Assistant
Ms. Patti Rosenberg, Longwood University Foundation
Dr. Jennifer Apperson, Faculty Representative
Mr. Josh Darst, Student Representative
Mrs. Tammy Jones, Alumni Board
Ms. Lindsey Moran, Staff Representative
Mr. Cameron O’Brion, University Counsel
Mr. Justin Pope, Vice President and Chief of Staff

Rector’s Welcome and Approval of Minutes and Consent Agenda:

The rector welcomed those in attendance and briefly commended the men’s basketball team and the latest issue of Longwood Magazine. The rector asked for a motion to approve the Consent

Agenda, including the minutes of the previous meeting. Mr. Hallock so moved, Mr. Evans seconded and the motion was approved unanimously.

President's Report and Discussion

President Reveley welcomed those in attendance and echoed his excitement over Longwood's win over Southern Miss in the CBI Postseason Basketball Tournament. He said he is proud Longwood has come through an eventful year with continued momentum.

Ms. Hodges gave an overview of the Day of Giving scheduled for the end of March, with a goal of 2500 donors within the 24 hours. She said the event is the most visible event for annual giving and alumni participation. She noted the first Day of Giving's goal was 500 donors. She emphasized the importance of the number of donors over amount of dollars raised. She also commended Emily O'Brion for her outstanding and extremely successful work in this year's General Assembly session. There are 20 different departments actively working to raise money, and 12 sponsors of matching incentives.

Ms. Waller said the university is performing well financially, and budget projections for the remainder of the fiscal year are in line with where the university typically has been at this point in recent years. Revenue is down slightly from the current fiscal year budget, but within a manageable range and is being addressed in conjunction with the other VPs to ensure we finish the fiscal year on track. She also introduced Chip Bowman, who has been extremely helpful providing financial and budget process consulting in her division.

She gave an overview of the new housekeeping arrangement with The Budd Group, which has also served schools including High Point, Presbyterian and Virginia Tech. She said the company's emphasis on staff support and development were extremely important in the decision to choose The Budd Group, and the transition has gone well. She reported that all staff are able to work 40 hours a week (only 30 percent had full-time hours previously), and staff received a raise of at least 20 percent in their hourly rate. She said she was extremely proud of these efforts and the impact they have had on the lives of important community members.

She provided an update on capital projects, reporting brick work will start shortly on the new admissions building, which is on schedule to turn over to the Admissions Office in September. The new academic building experienced some delays due to the weather but is proceeding smoothly. The project should be completed this time next year. The Facilities Annex building project is also proceeding, with an architectural team in place. The Wheeler steam tunnel project will begin in June and take place over seven phases to minimize campus disruption.

Lastly, she said she is thrilled with the news from the General Assembly regarding the Wygal Replacement Building, which is especially exciting to the music faculty and also the capital staff. She gave a brief overview of the timeline of the initial design and planning phases. She thanked Emily O'Brion and Marianne Radcliff for their efforts.

She gave an overview of the work of the Academic Space Planning Improvement projects, working in conjunction with the provost to address the teaching and learning needs of the university into the future.

Regarding the Real Estate Foundation, she reported on the successful refinancing of Longwood housing debt in December, mitigating risk, lowering average interest rates by about 100 basis points, and freeing up working capital. By undertaking a public rather than private placement, the university gained important experience in a capital markets transaction.

More than 100 workers are currently engaged in the Frazer renovation project. She said the project is going extremely well. The Rector thanked her and Victoria Kindon for their ongoing help analyzing and modeling a possible transition, long-contemplated by the Board, to a charge-by-the semester tuition model.

Dr. Fergeson commended the extraordinary hard work of faculty in innovating and reshaping courses in the rollout of the Perspectives level of the Civitae core curriculum. There is unprecedented collaboration among faculty as they work to develop courses around common learning outcomes. She gave examples of some of the new Perspectives-level courses rooted in subjects ranging from climate and environmental science to music and philosophy. She noted Civitae relies on help from across Student Success, including the Registrar's Office and others, and expressed her thanks and pride regarding these efforts.

She also noted the Brock Fellows are shifting their courses into Civitae; for example Melissa Rhoten and Mark Fink will offer their "Stewardship of Public Waterways" Chesapeake Bay course as a Perspectives-level course, and the Yellowstone Course is now part of Civitae as well. The Colorado River Waterways course is full and application numbers look strong for the other courses. She addressed several questions from Mrs. Raible regarding the transition from the current curriculum and the "teach out" of current students who arrived before 2018.

Dr. Fergeson reported the enrollment management team is working across divisions in the university to ensure Longwood's programs attract students. She announced that registerednursing.org recent ranked Longwood's nursing program 6th out of 62 programs. A challenge to growing the program remains the local supply of clinical placements, but efforts are underway under the leadership of Chair Kim Little to be positioned to grow the program. Meanwhile, Longwood has been running 32 faculty searches and issued 17 contracts. She commended in particular the archaeology program under the leadership of Brian Bates, and noted her own excitement regarding a new public historian and a widely published creative writer who will be joining the faculty. President Reveley said it's important to remember Longwood's trajectory is different from much of higher education, with its determination to expand full-time faculty, whose numbers have grown from about 220 to 260 over the last few years. The trend in Virginia and nationally has been more to rely on adjuncts.

She gave an overview of the newly created Teacher Preparation Initiative under the direction of Dr. Gena Southall, which will provide a one-stop-shop for the university's range of teacher preparation programs as well as make them more visible and streamlined. She said Longwood is proud of its four-year teacher preparation programs and wants to promote them. The initiative will also be useful in meeting requirements of the accreditor CAEP (The Council for the Accreditation of Educator Preparation). She gave an overview of recent events, including the extremely successful Moton Banquet, a statewide gathering of nearly 800 math teachers, the

Virginia Forum with about 200 historians and other guests in the Upchurch University Center, and an additional gathering of Social Studies teachers. She thanked Judith Campbell's University Events and Ceremonies office for their close cooperation.

She also gave an overview of recent grant-seeking initiatives, including the grant-funded High School Science Outreach Project, which includes support from the Dominion Higher Education Partnership. Longwood sends students into local high schools for intensive biology research projects with high school students, then brings the high school students to campus to present their research as part of the Spring Symposium for Research and Creative Inquiry, Longwood's research day. Chemistry Professor Sarah Porter has also received Department of Defense funding for a program that brings students to campus during the summer to conduct research. She commended the faculty for their work on helping create a pipeline of students into STEM fields.

Dean of the Library Brent Roberts gave an overview of the NEA "Big Read" event and the chosen title "Burning Bright." Dr. Fergeson highlighted upcoming events including The Dos Passos award on April 4, and the 13th annual Medieval Conference, and the spring research symposium on April 23.

In response to a question from Mrs. Raible, she gave an explanation of the wetlands credit process at Hull Springs Farm.

Ms. Kindon provided an update, starting with Admissions and the work of persuading admitted students to choose Longwood. She gave an overview of a recent event in Richmond that included President Reveley, faculty, staff and others speaking with families and a mix of students, some of whom have deposited and some of whom are still deciding. Upcoming in two weeks is Accepted Students Day, which also includes both deposited and undecided students. She said almost 100 students are registered for the Crash on Campus program for overnight visits. Last year there were about 40.

She also provided details on the division's current market research project, soliciting a range of intelligence on a variety of issues related to market perceptions of Longwood and the reasons students choose to enroll.

She said a major overall issue is the national demographic picture and the plateauing of the traditional college-age population. While Virginia is better positioned than some other states, the overall demographic landscape is challenging, and states losing population will more aggressively recruit Virginia students going forward.

On the Alumni and Career Services front, she gave an overview of recent efforts to connect with alumni who work at particular companies to develop relationships and build participation in internship and career fairs. Registration opens shortly for Alumni Weekend, and there is a new event this year, The Senior Toast, the Friday before Graduation week, that will connect students and alumni and welcome new graduates into the alumni community. Early sign-up numbers have been strong.

On marketing and communications, the 180th birthday photo mosaic, featuring 12,000 pictures, was among the top 10 ever at Longwood in terms of social media engagement.

Ms. Meadows said it has been an exciting few months, highlighted by the strong improvement and foundation for success set in the men's basketball program by Coach Griff Aldrich. Those efforts culminated with a 90-68 win over Southern Miss in the first-round of the CBI, Longwood's first-ever post-season appearance. She thanked the many people on campus who made the event possible. She said participating in the CBI has been a great boon for up-and-coming basketball programs around the country. A highlight of Wednesday was Coach Aldrich's remarks thanking the crowd afterward for their support. Other highlights including the second-highest win total in Longwood's Division I era, the most wins improved among all 55 first-year head coaches, and Coach Aldrich named as a finalist for the Joe B. Hall Award for top first-year head coach in the nation. There has also been a steady increase in regional and national media visibility. This year saw a 41 percent-increase in season-ticket sales and 33 percent in individual ticket sales, and philanthropic support for the program has nearly doubled since March 1. Overall there is a palpable excitement around the program.

The women's basketball program did not see a comparable turnaround in victories under head Coach Rebecca Tillett, but there has been a dramatic shift in culture and expectation, and the student-athletes have responded in a positive manner. Twelve games came down to a single-digits, and she said she heard repeatedly from people around campus they were impressed with the program and its trajectory.

Overall the department had its highest recorded GPA of 3.14, its highest in the 10 years she has recorded data. Ten of 14 teams had above a 3.0, five teams set a record high, and 78 student-athletes were recognized on the president's or dean's list, accounting for one-third of all student athletes. She gave an overview of the start of the spring season, congratulating Kathy Reilly on her 700th win as head coach at Longwood. She noted Kathy is a great leader within the department. She also reported ESPNU plans to televise nationally Sunday's series finale against USC-Upstate.

Fundraising is vital to the success of the program to support student-athletes and facilities. The athletics fundraising staff is now working under Courtney Hodges in Institutional Advancement and will benefit from being part of the university-wide fundraising efforts and resources.

Ms. Radcliff commended Ms. Meadows on the academic record of the department, adding she knows it is something she has been focused on her entire career at Longwood.

Dr. Pierson reported on the campus incident January 27 that prompted student concerns regarding campus safety and emergency communications. He said there has been extensive listening to the students, and detailed review of policies and practices that followed, to be more attentive going forward to communications matters following up on incidents that may prompt public anxiety or concern. He said improvements have been made, and it has been an opportunity for student leadership and engagement around an issue of genuine concern. More broadly, campus involvement and the energy of the various mechanisms of campus governance and campus life is higher than it has ever been.

He said the experience has reinforced for students that by working through established structures they can be heard and get things done. He noted 72 percent respondents to the campus climate

survey indicated they believe Longwood is safe and well-protected by the police. He also noted Longwood's proportion of first-generation students continues to increase.

Ms. Margiloff said there is a difference between intention and perception, but the perception of concern among students and parents was genuine, and the need is real to recognize generational differences due to gun violence in schools that students have grown up with. She said she wanted to acknowledge as a Board member that she is confident the administration has nothing but the best intentions for student safety, but it is important to acknowledge the handling of the January event was not perceived well. She said she is sorry that Longwood got it wrong, and wants students to know the university strives constantly to learn and improve. She commended staff for their work to address shortcomings and concerns.

Dr. Pierson said he and the university have indeed made it clear this incident wasn't handled the way it should have been, and has been a cause for extremely deep reflection. He said efforts to review and improve were immediate and thorough. He said he is confident the adjustments will happen. Josh Darst said he is confident the university made immediate changes regarding communications and is addressing security concerns at Longwood Village. He commended the administrators, including Dr. Pierson, who were willing to face hard questions from students and listen and learn. He said the administration has also been working to answer student questions and provide requested information about security matters and regain trust. Ms. Radcliff said the overall support for campus safety as indicated in the climate survey is strong, but cautioned such confidence is always fragile and vulnerable.

President Reveley said he and Dr. Pierson have spent a great deal of time reflecting on the matter and meeting with students. He repeated the university handled this situation the wrong way, and is determined to learn from the experience.

Reports from Representatives of the Board

Mr. Darst provided further updates on recent town halls including campus safety, Title IX and mental health. He said a recent meeting between students from underrepresented groups and President Reveley was extremely productive. He said there is student interest in changing the fraternity and sorority rush process, a proposal that is currently moving through the SGA resolution process and if passed would be considered by other parts of the university. He said one of the driving factors is concern among students among lost membership. Dr. Pierson said there are concerns nationally with this issue in terms of student retention with having freshman begin joining Greek organization soon after they arrive on campus. He said any change would be a university-wide decision. Mr. Darst noted there are statistics supporting that Greek students retain at higher rates than students generally, and over time the GPA for Greek students is higher on average.

Ms. Roane said it would be interesting to hear from students who opted out of the system what might have made it more appealing, and whether an ability to join in the fall is in fact a factor in overall membership climbs.

Dr. Fergeson conveyed she had expressed to SGA that any change would be a university-wide decision and there was no possibility this could be changed by next fall, but the university would consider and examine any proposals that have the SGA's endorsement.

Mr. Darst also reported on an initiative to provide free or low-cost feminine hygiene products, a strategic needs initiative related to space needs of organizations of underrepresented students, and other projects. Ms. Radcliff thanked and congratulated Mr. Durst on his service as SGA president. Mr. Pierson echoed that he has done an exceptional job and been a credit to the students. He also credited the Board for listening to the views of students.

Dr. Apperson said faculty members here support student success in a broad range of emotional and academic ways. Board members thanked her for the accounts in her written report.

Tammy Jones provided an overview of recent Alumni Association activities, including the recent Alumni Awards Dinner the previous week, which as always is a special and exciting evening. She said Mr. Darst, President Reveley, and Director of Annual Giving Katherine Bullifant had addressed the previous board meeting. She also announced the results of the Board's most recent elections, to take office July 1: President Becca Shelton '05, Vice President Erica Howell '07, and Secretary Paige Rollins '15. Mrs. Radcliff expressed her thanks for Ms. Jones' leadership.

Ms. Rosenberg expressed her appreciation for the hard work of the University Foundation Board, and also the university vice presidents who work closely with the Foundation. SPIDR returns have been 8.2 percent annually year-over-year, an impressive return amidst volatility. This year the Foundation was able to provide \$5 million to the university, about evenly divided between scholarship funds and others including annual giving. The transition of the check-writing function from the Foundation to the university Accounts Payable Office is complete and will be a tremendous advantage in terms of both accountability and deployment of funds to support the mission of the university. She said the Board has pulled behind a project to raise and make available some funding, as a fund of last resort, to support the work of the Care Team.

She said the principal charge from President Reveley remains increasing funding for student scholarships.

Lindsey Moran, speaking on behalf of the Staff Advisory Committee, gave a brief update on the organization's events and calendar.

Members of the Board took a tour of the Frazer construction site and joined music students for lunch in the Upchurch University Center.

Executive Session

Board members returned to Stallard at approximately 2:20 p.m. (David Hallock departed following lunch). The secretary asked for a motion pursuant to Virginia Code 2.2-3711(A)(1) and (7) that the Board convene in closed session to discuss matters pertaining to personnel and active litigation. Ms. Trigiani so moved, Mr. Gould seconded, and the motion was approved unanimously. A motion was offered by Ms. Trigiani to return to open session. Mr. Gould so moved, Mr. Evans seconded and the motion was approved unanimously.

In compliance with the provisions of the Freedom of Information Act, the Board returned to open session. Ms. Trigiani moved that the board certify by roll call vote that, to the best of each member's knowledge, 1) only matters lawfully exempted from open meeting requirements were discussed, and 2) only matters identified in the motion for closed session were discussed. Mr. Evans seconded, and all members in attendance voted by roll call to certify: Mrs. Rabile, Mrs. Anderson, Mr. Palmer, Mr. Evans, Mrs. Margiloff, Mrs. Radcliff, Ms. Trigiani, Mrs. Marsh-Carter, Mrs. Roane, and Mr. Gould.

Ms. Trigiani asked for a motion to approve the awarding of honorary degrees to the 2019 Commencement speakers, Leslie "Skip" Griffin and Brian Ball, the Commonwealth's Secretary of Commerce and Trade. Mr. Evans so moved, Mr. Gould seconded and the motion was approved unanimously.

Chris Philipps, Michael Franck and Andwele Worrel of Frank & Lohsen Architects joined Louise Waller for a brief update on the Campus Master Plan. Mrs. Katherine Bond joined the meeting.

The rector then asked for a motion pursuant to Virginia Code 2.2-3711(A)(9) that the Board convene in closed session to discuss matters pertaining to gifts and fundraising activities. Ms. Trigiani so moved, Mr. Evans seconded, and the motion was approved unanimously. A motion was offered by Mr. Evans to return to open session. Mr. Palmer seconded and the motion was approved unanimously.

In compliance with the provisions of the Freedom of Information Act, the Board returned to open session. Ms. Trigiani moved that the board certify by roll call vote that, to the best of each member's knowledge, 1) only matters lawfully exempted from open meeting requirements were discussed, and 2) only matters identified in the motion for closed session were discussed. Mr. Evans seconded, and all members in attendance voted by roll call to certify: Mrs. Raible, Mrs. Anderson, Mr. Evans, Mr. Gould, Mr. Palmer, Mrs. Marsh-Carter, Mrs. Margiloff, Mrs. Radcliff, Mrs. Roane, Mrs. Bond and Ms. Trigiani.

Mrs. Radcliff asked for a motion expressing the university's gratitude to Joan Brock '64 regarding the upcoming announcement of her historic gift to the university. Ms. Trigiani so moved, Mrs. Margiloff seconded and the motion was approved unanimously.

Mrs. Radcliff asked for a motion to approve a resolution "Resolution of the Board of Visitors of Longwood University Regarding Authorization and Approval of Certain Real Estate Instruments Necessary for Financing of The Convocation Center Project." Ms. Trigiani and President Reveley responded to questions related to the resolution posed by Mrs. Raible, Mr. Evans, and Mrs. Bond. (A copy of the resolution is included as Appendix 1). Mr. Evans so moved, Mr. Palmer seconded. The motion was approved by a vote of 9-0. Mrs. Raible abstained, in light of her business travel commitments having precluded review of the matter.

There being no further business the meeting was adjourned. On Friday evening, Board members attended dinner at the Longwood Bed and Breakfast.

Saturday, March 23, 2019

The Board reconvened on Saturday meeting in the Powell Room of Maugans Alumni Center.

Mrs. Marianne Radcliff
Mrs. Eileen Anderson
Mr. Michael Evans
Mr. Steven Gould
Ms. Pia Trigiani
Mrs. Colleen Margiloff
Mr. Larry Palmer
Mrs. Katherine Bond

Mrs. Radcliff called the meeting to order at 9 a.m.

The secretary asked for a motion pursuant to Virginia Code 2.2-3711(A)(1) that the Board convene in closed session to discuss matters pertaining to personnel. Mrs. Radcliff so moved, Mr. Palmer seconded and the motion was approved unanimously.

In compliance with the provisions of the Freedom of Information Act, the Board returned to open session. Ms. Trigiani moved that the board certify by roll call vote that, to the best of each member's knowledge, 1) only matters lawfully exempted from open meeting requirements were discussed, and 2) only matters identified in the motion for closed session were discussed. Mr. Evans seconded, and all members in attendance voted by roll call to certify: Mr. Evans, Mr. Gould, Mr. Palmer, Mrs. Margiloff, Mrs. Radcliff, Mrs. Bond and Ms. Trigiani.

The rector asked for a motion to approve the recommendations of the president and provost regarding promotion and tenure as follows:

Promotion to Professor

Dr. Pamela Tracy (Communication Studies)
Dr. David Magill (English)
Dr. Christopher McGee (English)
Dr. Gena Southall (English)

Promotion to Associate Professor and Award of Tenure

Dr. Sean Barry (English)
Dr. Darrell Carpenter (Information Systems)
Dr. Scott Chapman (Theatre)
Dr. Leslie Cook-Day (Theatre)
Dr. Catherine Franssen (Psychology)
Dr. Kathy Gee (Environmental Sciences)
Dr. Sujan Henkanaththegedara (Biology)
Dr. Brandon Jackson (Biology)
Dr. Connie Koski (Criminal Justice Studies)
Dr. Melissa Kravetz (History)

Dr. Lisa Minor (Nursing)
Dr. Michael Mucedola (Health & Physical Education, Department Chair of HARK)
Dr. JoEllen Pederson (Sociology)
Dr. Kenneth Pestka, II (Physics)
Dr. Lindsey Stokes (Athletic Training)
Dr. Andrew Yeagley (Chemistry)

Promotion to Senior Lecturer

Dr. Leslie Straker (Biology)

Approval of Candidates for Emeritus Status

Dr. Craig Challender, Professor of English
Dr. William Harbour, Associate Professor of Political Science
Dr. Robert Lynch, Associate Professor of English
Dr. Gordon Ring, Professor of Music

Denial of Candidate for Promotion to Associate Professor and Tenure, As Recommended by the Provost and President

Renewal of All Probationary Faculty in Their Second Through Fifth Years, Except as Recommended by the Provost and President

Ms. Trigiani so moved, Ms. Anderson seconded, and the motion was approved unanimously.

There being no further business, the meeting was adjourned just before 11 a.m. Members of the Board moved to the Rotunda to attend a ceremony dedicating the new portrait of former President Patrick Finnegan.