

**LONGWOOD UNIVERSITY**  
**BOARD OF VISITORS**  
**December 1-2, 2017**  
**Minutes**

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

**Call to Order**

The Longwood University Board of Visitors met on Friday, December 1, 2017 in the Stallard Boardroom. The meeting was called to order at 9:00 a.m. by Rector Marianne Radcliff.

Members present:

Ms. Eileen M. Anderson  
Ms. Katharine McKeown Bond  
Ms. Katherine Busser  
Mr. Michael Evans  
Mr. Steven Gould  
Mr. David Hallock  
Mr. Eric Hansen  
Mrs. Marianne M. Radcliff  
Mrs. Ricshawn Adkins Roane  
Ms. Pia Trigiani  
Mrs. Nadine Marsh-Carter  
Mrs. Polly Raible

Members absent:

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Mrs. Colleen Margiloff

Also present:

President W. Taylor Reveley IV  
Dr. Joan Neff, 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  
Ms. Courtney Hodges, Vice President for Institutional Advancement  
Mr. Troy Austin, Director of Athletics  
Mr. Justin Pope, Vice President and Chief of Staff  
Mrs. Kay Stokes, Executive Assistant  
Mr. Mike Lewandowski, Longwood University Foundation  
Mr. Bill Walsh, Longwood University Real Estate Foundation  
Ms. Tammy Jones '81, Alumni Board  
Dr. Lissa Power-deFur, Faculty Representative  
Mr. Kevin Napier, Student Representative

Ms. Bettie Mitchell, Staff Advisory Committee Representative  
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 at 9:05 a.m. and welcomed those in attendance, welcoming particularly the two board members attending their first meeting, Mrs. Marsh-Carter and Mrs. Raible, who both expressed their appreciation and excitement about joining the Board.

The rector asked for a motion to approve the items in the Consent Agenda, including the minutes of the previous meeting and proposed housing and dining fees for 2018-19. Mr. Hallock offered a motion to approve the Consent Agenda as amended to correct two small typos in the new “Policy on Policies.” Ms. Anderson seconded and the motion was approved unanimously (a copy of corrected version of the policy is included as Appendix 1, and the housing and dining fees are included as Appendix 2).

### **President’s Welcome**

President Reveley thanked the rector for her continued to service to Longwood during a time when she is exceptionally busy leading the gubernatorial transition. He said it is an exciting and consequential year at Longwood, with many long-term initiatives coming to fruition that will provide a strong foundation to build upon. He thanked the Board members for their service and also noted the elegant reception hosted by Farmville Mayor David Whitus ’83 for the Board the previous evening. He said one issue very much on his mind, and a source of increasing on focus around campus, is the issue of student mental health and demand for services. Anxiety is a major issue for many Longwood students, and it along with other growing mental health challenges will require systemic efforts to address.

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### **Vice Presidents’ Reports**

Dr. Pierson gave a broad overview of trends nationally and at Longwood regarding student mental health, noting the university’s recent contract with Educational Advisory Board. He said that across higher education, demand for services is growing at five times the rate of enrollment growth. He said the main issues are anxiety, followed by depression and trauma history. In many cases, these are issues for which students have been diagnosed before coming to Longwood and are in therapy. He noted the extraordinary challenge of providing services at the level some students and parents expect. Longwood’s average waiting period for counseling session has grown from six to eight days, though that is far more quickly than most students would be able to find an appointment for any community mental health providers near campus or at home. Another serious challenge is psychological emergencies, which are increasingly frequent, with as many as 40 students at a time on the care team’s critical watch list.

He gave an overview of current counseling resources, including the director, three licensed full-time psychologists, four counseling graduate students who work under supervision, and a rapidly expanding assortment of group offerings. The center currently sees approximately 800 patients per year, with the average patient having four visits. He expressed the challenges involved in meeting demand for services, monitoring the potentially most dangerous cases and also making

sure students understand clearly what the university can and cannot provide in terms of mental health services.

There followed a wide-ranging discussion among Board members, Vice President Pearson, and Maureen Walls-McKay, director of Counseling and Psychological Services (CAPS). Topics included the flow of third-party reimbursement for counseling, the importance of cross-university partnerships involving faculty and staff. Kevin Napier said there is interest in the SGA in helping students have a better familiarity with an understanding of what CAPS is and what it offers. Ms. Roane noted institutions have realized they cannot expand mental health capacity sufficiently on current models, and said there need to be broader programs to provide students with resources. Tim noted Sasha Johnson in his office leads these efforts, and gave an overview of the training RAs go through, including a 3-credit course and 50 hours of pre-training. They lead programs and activities in the hall that are very well attended. President Reveley noted this is one of the most important issues currently affecting higher education and said he is determined that Longwood live up to its reputation as a close-knit and supportive community by becoming a leader in creative and systemic steps to improve student mental health.

Dr. Pierson recognized Chief Bob Beach for Longwood's again being recognized as one of only two institutions in Virginia honored by Campus Security Magazine.

Ms. Kindon provided an update on admissions, with trends for applications and deposits for the incoming freshman class of 2022 ahead of previous records, though noting the usual caveat that a very substantial portion of the class is formed in the final weeks before the May 1 deposit deadline. She described progress on a number of initiatives underway, including early decision admissions for the nursing program, and the use of predictive analytics to more effectively allocate student financial aid. She said she is particularly gratified by a 58 percent increase in applications from minority students, with deposits strong too, and that the incoming class has grown in recent years from 14 percent to 19 percent first-generation students. That, however, has increased demand for financial aid. In response to Board questions she provided an update on regional trends around the Commonwealth. She provided an overview of her division's new university analytics office, and the role it is playing in providing business intelligence and developing strong data governance.

Dr. Neff highlighted the progress implementing the new core curriculum and preparations for the transition this coming fall. She provided highlights of outstanding collaborative work between faculty and students, and an update on the Andy Taylor Center for Early Childhood Development. She commended the Longwood Center for the Visual Arts on its highly successful V.L. Cox exhibit "Break Glass," which has attracted national attention.

Following a short break, Ms. Hodges provided an update on campus events, government relations and philanthropy, emphasizing strategies for reaching potential donors with causes that inspire them and amplifying Longwood's appeals amidst competition from a range of organizations.

President Reveley noted the annual fund is running at a rate far higher than a year ago, and there was a broad discussion regarding strategies to cultivate a habit of giving in young alumni. Mr.

Hansen and Ms. Busser suggested exploring whether Longwood could benefit from participating in a state tax credit program that encourages private support for capital projects.

Mr. Copeland provided an update on construction projects including the new admissions office and academic building, as well as financing for the Curry Frazer renovations, which he said has been moved forward to be finalized in calendar 2017 to avoid any potential risk associated with uncertainty surrounding the tax bill in Congress.

### **Reports of the Representatives of the Board**

On behalf of the University Foundation, Mr. Lewandowski discussed that Sharon Payne is longer CFO, but the Foundation office is working through its current audit with help from university staff. With so many activities in motion there is no immediate plan to begin a search, but rather to reassess. He provided an update on the implementation of Academic Works software to improve the efficiency of scholarship distribution. He said the shift in focus of the Foundation towards student retention and scholarships continues. The rising stock market has been helpful to investment returns, though the investment strategy also emphasizes downside protection when markets inevitably fall. The Foundation will also be making \$4 million in payments that have been set aside to help fund construction of the Upchurch University Center. Ms. Busser asked a question regarding whether the finance committee of the Foundation Board would have a sub-committee for investments, and Mr. Lewandowski responded the Finance committee itself will serve in that capacity, with attentiveness to the specialized investment expertise such oversight requires.

On behalf of the Real Estate Foundation, Mr. Walsh provided an update regarding Curry and Frazer, and complemented Ken Copeland and Louise Waller for their creative work to mitigate potential financial risk to bond financing mechanisms from the tax bill. He provided an update on Hull Springs Farm and plans for development and fundraising. Regarding the Watkins Abbit federal building which Longwood recently acquired, he commended Lori Blackwood on her work with one state agency and two federal ones regarding the transaction.

On behalf of the Alumni Board, Tammy Jones provided a report on community outreach projects by the Alumni Board, and events involving faculty and deans, and upcoming events involving Alumni and Career Services, Athletics and other parts of the university, as well as Mega-Reunion.

On behalf of the SGA, Kevin Napier said the atmosphere on campus this fall has been extremely positive. Students concerns regarding construction, parking and dining have been met responsively. He thanked Jonathan Page, Dean of the Library Brent Roberts and Grant Avent of Aramark for their strong partnership with students. Regarding student mental health, he said it is imperative that the university make the issue a priority. He said it is the top student concern and he has spent unprecedented time this semester discussing it with students. He believes if the university can successfully address mental health issues, it will make an enormous difference. He said among other possible steps the SGA hopes increased funding can be identified for CAPS.

Mr. Napier reported that the use of administrative hearings in place of those conducted by the suspended Student Conduct Board this semester has gone well, and SGA is considering keeping the practice in place, while keeping the more-established student-run Honor Board in place. He said students are excited about the new core curriculum, and want to learn more about it – particularly the role envisioned for peer mentors and the LSEM experience.

Dr. Pierson noted Longwood's Conduct Board is the only among Virginia public universities that is elected, and there have been problems with students following through on commitments to serve. Jen Fraley said there is a need to provide oversight of the system through his office, and Mr. Napier said as a general matter students prefer administrative hearings to conduct boards.

On behalf of the faculty, Prof. Power-deFur reported Longwood is moving forward to meet a General Assembly requirement to accept American Sign Language for foreign language credit. ASL will be offered next fall, and have the same rigor as other courses in Modern Languages. She also read a list of students who have worked with faculty on high-level research projects.

Prof. Power-deFur circulated and read aloud a message from the Faculty Senate with support from the Academic Chairs Council expressing concern about budget issues, in particular the use of intercession and summer school funding to support departmental operating budgets within Academic Affairs. (A copy of the message is attached as Appendix 3).

Ms. Bond asked about a mechanism for solving the issue. Dr. Neff replied that the immediate issue is being addressed in several ways. First, overall departmental budgets have been increased by 3 percent and those funds can be reallocated to travel budgets. Also, projections for intercession revenue are now higher than they were earlier in the fall. But more broadly the plan is to address the issue more holistically by normalizing the budget process associated with these funds to bring it in line with how other budgets are projected and set.

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Dr. Power-de-Fur noted this process had been implemented during the recession a decades ago as a way to incentivize additional teaching and supplement departmental budgets. But she said the current system has not evolved and creates a number of challenges and burdens for faculty.

Dr. Sarah Porter reported there had been a productive discussion at Faculty Senate the previous day, and the Senate wanted to inform the Board of its concerns and express its support for helping find a solution.

Ms. Busser noted there is philanthropic potential for departmental support that could be part of a solution, and also advocated for renewed efforts to identify which intercession and summer school courses are most needed and can be offered to meet demand.

Ms. Kindon discussed work undertaken with the deans to examine past patterns, determine which sections had filled, where seats could be increased, and how more seats might be filled to increase revenue. Dr. Jennifer Green added that this is part of a broader effort underway to better co-ordinate course offerings and capacities year-round, not just during intercession and summer.

Dr. Power-du-Fur expressed the importance to faculty of being able to do research in the summer.

Mr. Evans asked several questions to try to identify the approximate range of the gap as had been anticipated over the course of the fall, which has been about \$200,000. He said in the context of the overall university budget that should be manageable to address, representing far less than one half of one percent of the total budget.

On behalf of the Staff Advisory Committee, Bettie Mitchell provided an enthusiastic update on the group's activities in the form of a Christmas poem (to sustained applause).

Board members adjourned at 12:50 p.m. for lunch with student-athletes in Willett Hall and a tour of the new Upchurch University Center construction site.

Returning to Stallard at approximately 2:30 p.m., Ms. Radcliff asked for a motion to go into Closed Session under Section 2.2.3711(A)(1), (A)(7) and (A)(9) of the Code of Virginia to discuss matters pertaining to fund-raising activities, personnel, and to actual or probable litigation.

Mr. Hallock so moved, Mr. Hansen seconded and the motion was approved unanimously.

A motion was offered by Ms. Trigiani to return to open session. The motion was seconded by Mr. Gould 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 the discussion in Closed Session was in accordance with the Code of Virginia. Ms. Busser seconded. All members in attendance voted by roll call to certify: Ms. Anderson, Ms. Bond, Mrs. Busser, Mr. Evans, Mr. Gould, Mr. Hallock, Mr. Hansen, Ms. Radcliff, Mrs. Marsh-Carter, Mrs. Raible, Ms. Trigiani and Mrs. Roane.

The rector asked for a motion to adopt resolutions naming the Sosa Ballroom and Brock Hall. Mr. Hallock so moved, Mr. Evans seconded and the motion was approved unanimously (Copies of these resolutions are attached as Appendix 4 and Appendix 5).

There being no further business, the meeting was adjourned for the day at approximately 4:20 p.m.

On Friday evening, Board members attended the Music Department's annual Holiday Dinner and Concert.

On Saturday morning, Board members were given a tour of the "Break Glass" exhibit at the Longwood Center for the Visual Arts.

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**LONGWOOD UNIVERSITY  
BOARD OF VISITORS  
EXECUTIVE COMMITTEE MEETING**

**Tuesday November 28, 2017**

**-Minutes-**

**Call to Order**

The Executive Committee of the Longwood University Board of Visitors met on Tuesday, November 28, 2017 at the offices of Kemper Consulting in downtown Richmond. The meeting was called to order at 9 a.m. by Rector Marianne Radcliff.

Executive Committee members present were:

Mrs. Marianne Radcliff  
Mr. Michael Evans

Other Board members present:

Ms. Katherine Busser  
Ms. Katharine Bond  
Ms. Eileen Anderson  
Ms. Nadine Marsh-Carter

Also present:

President Taylor Reveley  
Mr. Justin Pope  
Mr. Cameron O'Brion, Office of the Virginia Attorney General

**University Update**

President Reveley provided Board members present with updates on a range of university issues, including admissions and enrollment, philanthropy, campus matters including building security, progress on the new core curriculum, and the agenda for the upcoming Board of Visitors meeting.

There being no further business, the Executive Committee meeting adjourned at approximately 10 a.m.

**LONGWOOD UNIVERSITY  
BOARD OF VISITORS  
AUDIT COMMITTEE MEETING**

**Tuesday, November 28, 2017**

**-Minutes-**

**Call to Order**

The Audit Committee of the Longwood University Board of Visitors met on Tuesday, November 28, 2017 at the offices of Kemper Consulting in downtown Richmond. The meeting was called to order at 9 a.m. by Rector Marianne Radcliff.

Committee members present were:

Mrs. Marianne Radcliff  
Mr. Michael Evans

Other Board members present:

Ms. Katherine Busser  
Ms. Katharine Bond  
Ms. Eileen Anderson  
Ms. Nadine Marsh-Carter

Also present:

President Taylor Reveley  
Mr. Justin Pope  
Mr. Cameron O’Brion, Office of the Virginia Attorney General  
Ms. DeAnn Compton, Auditor of Public Accounts  
Ms. Melinda Crawford, Auditor of Public Accounts

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Ms. Compton and Ms. Crawford provided an overview of plans for the fiscal 2017 audit process. They noted there will be no federal audit this year but there will be one next year. They provided for Board members an overview of the relationship among APA staff, management and the Board and the responsibilities of management concerning internal controls and financial statements. They gave an overview of their approach to audit work and led a discussion of risk management, asking if any members had any concerns to bring to their attention. Board members responded they did not.

Ms. Ella Maokhamphiou, Internal Auditor provided by telephone a standard update on the status of current audit activity, including past audits that have been cleared or are being addressed, current work and future plans. There was general discussion regarding the audit and communications with the Board, with several Board members expressing appreciation for a new and clearer method of conveying audit status and findings to Board members in written reports.

**Adjournment**

There being no further business, the meeting was adjourned at approximately 10:45 a.m.