LONGWOOD UNIVERSITY

BOARD OF VISITORS' MEETING

SEPTEMBER 14-16, 2017

LONGWOOD
UNIVERSITY

BOARD OF VISITORS

SEPTEMBER 14-16, 2017

BOARD OF VISITORS
September 2017

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BOARD OF VISITORS
September 2017

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

Thursday, September 14

12:00pm – 3:00pm	Executive Committee Meeting, *Longwood House*
3:15pm – 4:00pm	Robing for Convocation, *Willett Hall (Room 113)*
4:00pm – 5:00pm	Convocation Ceremony, *Willett Hall*
6:00pm – 8:00pm	Cocktails and Casual Dinner, *Longwood Bed & Breakfast*

Friday, September 15

8:30am – 9:00am	Continental Breakfast
9:00am – 9:30am	Rector's Welcome and Consent Agenda
9:30am – 11:30am	President's Report and Discussion
11:30am – 12:00 noon	Reports of Representatives to the Board
12:15pm – 2:30pm	Board Lunch and Tours of Andy Taylor Center and Bookstore
2:00pm – 4:30pm	Board Deliberation
6:00pm – 8:00pm	Cocktails and Dinner, *Longwood House*

Saturday, September 16

8:30am – 9:00am	Continental Breakfast, *Winn Room of Maugans Alumni Center*
9:00am – 11:00am	Board Conversation on Student Success with: Dr. Jennifer Green, Associate Vice President for Enrollment Management and Student Success; Jason Faulk, Dean of Admissions; and Dr. Emily Heady, Senior Director of Student Success and Retention

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Overview Message from the President

copy follows in this tab, as distributed September 7, 2017

From: Reveley IV, Taylor
Sent: Thursday, September 7, 2017 9:56 AM
To: BOV
Subject: Longwood BOV Meeting

Friends,

As we look ahead to next week and the first board meeting of the new academic year, the challenges the country faces are severe, even as Longwood continues to take strides and thrive. Our mission of educating citizen leaders is growing more vital.

Last year was historic for Longwood --- one of the best years in our history. This year, we will feel the momentum accelerate. The new freshman class is powerful, with applications already surging for next fall. The new curriculum is in pilot implementation. Construction on the heart of campus is coming to culmination. Downtown Farmville has fresh energy, and over the days of the board meeting next week we'll visit the University's new bookstore on Main Street and the new Andy Taylor Center for Early Childhood Development on Longwood Avenue, both set to open next month.

It is also a time for fresh thinking and ideas, on matters we routinely consider and on new fronts. We'll celebrate Convocation with Megan Clark '05, a star Lancer and Prince Edward County's new Commonwealth's Attorney. And in the Saturday session of the board meeting, we'll focus closely on student success and the core issues of retention and graduation. Over the full course of the meeting from Thursday through Saturday, in addition to customary business we'll consider the range of opportunities the new year brings as well as those on the horizon, and the real hazards in American higher education. I do believe that Longwood has a chance to be an important model of progress for the country.

Kay will be distributing your briefing materials by email this afternoon and in hardcopy by overnight delivery for tomorrow.

Thanks, as always --- and see you soon,
Taylor

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LONGWOOD UNIVERSITY
BOARD OF VISITORS
June 9, 2017
Minutes

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

Call to Order

The Longwood University Board of Visitors met on Friday, June 9, 2017 at Berry Hill in South Boston. The meeting was called to order at 9:30 a.m. by Rector Robert Wertz.

Members present:

Mrs. Eileen Anderson
Ms. Katherine Busser
Mr. Michael Evans
Mr. Steven Gould
Mr. David Hallock
Mr. Eric Hansen
Mrs. Colleen Margiloff
Mr. Stephen Mobley
Mrs. Marianne M. Radcliff
Dr. Nettie Simon-Owens
Ms. Pia Trigiani
The Hon. Robert S. Wertz, Jr.

Member absent:

Mrs. Katharine Bond

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, Chief of Staff
Mrs. Kay Stokes, Executive Assistant
Dr. Lissa Power-deFur, Faculty Representative
Dr. Kendall Lee, President, Alumni Association
Dr. Jeannine Perry

Rector's Welcome, Minutes and Consent Agenda:

The rector welcomed those attending and thanked Dr. Simon-Owens for helping organize the Board's tour of the Southside Virginia Higher Education Center in South Boston and commented he was also looking forward to the Board's tour of the New College Institute in Martinsville. He congratulated the Board members who have been reappointed and thanked Mr. Mobley for his distinguished service on the occasion of his final Board meeting, to applause. The rector thanked the Board for the privilege of serving as rector, and said he would continue to be involved at Longwood, also to applause.

The rector asked for a motion to approve the minutes of the previous meeting. Ms. Busser so moved, Ms. Anderson seconded, and the motion was approved unanimously.

The rector asked for a motion to approve the consent agenda. Ms. Busser so moved, Mr. Evans seconded and the motion was approved unanimously.

President's Report and Discussion:

President Reveley commended the rector for his service to Longwood, and for serving as rector during arguably the most accomplished year in its 178-year history – a year of record applications, record fundraising, athletic success, campus construction, hosting the Vice Presidential Debate and the approval of a new general education curriculum, all capped by a successful first Mega-Reunion the previous weekend.

Among indicators of institutional momentum: Compared to four years ago, applications are up 41 percent, after declining over the four previous years. The annual fund has increased 101 percent compared to four years ago; during the four prior years it declined 19 percent. Longwood and Farmville are powerful partners. Over the four years tuition and fees have increased only 2.9 percent annually – by far the lowest average annual increase in the state. And the debate has given Longwood a fresh sense of national prominence.

Reports of the Vice Presidents:

Troy Austin reported on the great success of Longwood hosting and winning the Big South Softball Tournament, with strong feedback to the hosting staff and excellent exposure stemming from the team's run to the regional final in the NCAA Tournament. He outlined plans for the summer on a number of fronts, providing a status update on negotiations related to apparel and other contracts that offer substantial cost-savings potential, along with similar arrangements related to athletic training and media rights.

Tim Pierson said he had told alumni at Mega-Reunion that if they loved Longwood before, they would love it even more today. Student engagement has been exceptional this year, with 18 new

student organizations registered, bringing to more than 200 the number of student organizations on campus. He expressed his deep excitement for the incoming class. Ms. Margiloff asked for an update on Title IX reporting. Dr. Pierson indicated reports have declined, and the number pursuing the process through its entirety has declined substantially. There was discussion regarding possible explanations, including students simply accessing Title IX resources but not wishing to pursue them further, as well as that some students may find the process intimidating.

Victoria Kindon provided an update on the admissions cycle and the incoming freshman class. She provided an overview of new practices and strategies undertaken during the previous year including texting and scoring yield likelihood, and more flexible allocation of scholarship resources. There was discussion of the gender breakdown and trends related to interest in particular academic programs. In response to a question from Ms. Busser, Ms. Kindon provided an overview of out-of-state applications. The number of out-of-state applicants has passed 1,000 for the first time. There was discussion regarding allocation of resources to out-of-state recruiting and strategies to continue to improve numbers. Ms. Busser expressed the importance of having sufficient human resources in place to engage in face-to-face recruiting. Ms. Kindon also addressed diversity. In 2012, 21 percent of the incoming class was nonwhite. For the 2017 incoming class the figure is 28 percent. She also provided an overview of transfer numbers, which are trending well for the coming year. There was some discussion of gap years and opportunities to recruit students outside the traditional cycle and mechanisms, and possible directions for "signature programs" that would set Longwood apart in the marketplace.

Courtney Hodges provided an update on conference and event services, including the annual arrival of Girls State later in June. The summer schedule includes 22 conferences and 4500 attendees, representing an opportunity to extend Longwood's brand and producing more than $330,000 in net revenue, which is used not only staff to support the conferences and events office but also supports projects more widely across campus. There was a discussion about the need to work with Barnes & Noble to produce and sell a greater variety of more high-end Longwood gear. Ms. Hodges also reported that all conferences this summer will end by July 27, allowing for an easier transition into the school year. Regarding philanthropy, she said she was extremely proud of the current fiscal year, with total giving standing at just under $11 million heading into the final weeks.

Mr. Copeland provided an update on the status of projects in the capital projects pipeline, as well as the bookstore relocation to Main Street, noting the boost this will give to downtown Farmville, particularly considering it will be open on Sundays.

Joan Neff expressed appreciation for the close-knit relationship with other vice presidents that has allowed the university to work with faculty to seize opportunities to bring more high school students to campus, and to the faculty for engagement with the new general education curriculum and a successful first research and assessment day for students. She provided an update on the new College of Business and Economics dean and his work on its new accreditation report, with planning underway for a site visit scheduled for September. In response to a question from Ms. Margiloff, there was a discussion regarding trends and efforts related to recruiting of international students.

FY 2017-2018 Budget Discussions

Ken Copeland thanked his colleagues for successfully navigating a year that included a number of challenges related to adjustments in Commonwealth funding and other unusual circumstances, noting Longwood is on track to end the year with a small E&G surplus that will allow the university to take prudent steps going forward such as pre-buying insurance for next year. He gave an overview of the proposed operating budget for 2017-2018. Noting the extraordinary impact of personnel health care costs on the budget, there was a discussion regarding the state system and Longwood's limited ability to influence health care costs. He discussed housing and dining revenues, the nature of expenditures on student services, and the revenue implications of enrollment and retention. He also gave an overview of the proposed capital budget, addressing questions about athletics revenues and expenses, as well as reserve funds.

The rector asked for a motion to approve the 2017-2018 Operating Budget and Plan. Ms. Busser so moved, Mr. Evans seconded and the motion was approved unanimously.

During lunch Kendall Lee presented an update from the Alumni Association, including a report on the new slate officers, assorted community service activities, the success of the first Mega-Reunion. The Board thanked him for his service on the occasion of his final report as president, to applause.

Lissa Power-de-Fur thanked the Board for their commitment to the faculty and to improving faculty compensation. She expressed excitement regarding courses under development for the new core curriculum and appreciation to all involved for the process of revising and clarifying tenure and promotion policy. She conveyed to the Board that some language in the policy as passed by the Faculty Senate, in particular concerning whether tenure and promotion to associate professor occur in conjunction, had been adjusted by the Office of the Attorney General. She gave several examples of exceptional work and mentoring of students by faculty, including student-faculty research collaborations.

Edward Owens, the mayor of South Boston, presented President Reveley and the Board small gifts of appreciation to thank members for their visit to the community.

Annual Elections

Mr. Hallock on behalf of the nominating committee proposed the following set of officers for the 2017-18 academic year:

Rector: Marianne Radcliff

Vice Rector: Eric Hansen

Secretary: Pia Trigiani

At-large member Mike Evans

President Reveley, acting as temporary chair under the bylaws for purposes of the election, invited discussion and called for a vote on the recommendation of the committee. The vote was unanimously approved.

Presentation on Curry and Frazer

President Reveley gave an overview of the process by which various options for addressing the urgent need to replace or renovate Curry and Frazer have been reviewed and evaluated, and how the recommendation was developed to strip the buildings to their concrete and steel and undergo a complete interior and exterior renovation, saving substantial costs relative to other options. This plan, due to the relatively small current freshman class, can be accomplished without the need to spend an additional $20 million or more to construct "swing space" during the transition.

John Kirk of Cooper-Robertson, Richard Nabb and Beth Buffington and Little Diversified Architectural Consultants, and Michael Franck of Franck & Lohsen Architects gave a presentation and overview of the proposed plan and design, including its connection to the 2015 Campus Master Plan. Mr. Kirk emphasized the supreme importance of this project in achieving the goals of the plan – in particular connecting to the community and creating new urbanist connectivity and vibrancy, while also aiding with retention. He noted Curry and Frazer were originally designed to turn their backs to Farmville, and there is now an opportunity to make them an attractive connecting point between town and campus. "This is probably the quintessential important first project to come out of Longwood's vision for itself as expressed in the Master Plan," he said. Mr. Nabb provided a detailed overview of the planned interior redesign, including efforts to improve common spaces and lighting. Mr. Franck gave an overview of the exterior architecture. There was discussion concerning issues such as philanthropic opportunities and the proposed construction timeline. Ms. Radcliff and Ms. Margiloff expressed their great appreciation for the work and its success in identifying a transformative design for the buildings that will turn them into architectural assets for Longwood's campus.

President Reveley indicated that construction cost is approximately $30 million per tower, which he believes can be achieved with annual housing fee increases roughly in line with those of recent years, with construction and financing to be undertaken by the Real Estate Foundation. There was discussion regarding energy efficiencies and opportunities to use renewable energy sources.

The rector entertained a motion to approve the resolution presented to the Board regarding authorization and approval of certain real estate instruments necessary for financing of Longwood University student housing projects (the resolutions are included as Appendix 1).

Mr. Mobley so moved, Ms. Margiloff seconded, and the motion was approved unanimously.

The rector proposed a motion to go into Closed Session under Section 2.2-3711(A)(1) of the Code of Virginia to discuss matters pertaining to the performance of Longwood University employees. Mr. Hallock so moved, Ms. Trigiani seconded and the motion was unanimously approved.

By roll call vote, the Board returned to open session. The Board strongly commended President Reveley on his leadership of the University during the 2016-17 fiscal year.

There being no further business, the meeting was adjourned at approximately 3:30 p.m.

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

This section includes standard edits, updates, and amendments to policies and procedures, including revisions to Longwood's funds handling and deposit procedures; payment card security policy and the Payment Card Industry (PCI) project team charter; approval of a resolution naming the Andy Taylor Center for Early Childhood Development; and approval of regularly updated Six-Year Plan as required by SCHEV.

ADMINISTRATION & FINANCE

ACTION ITEM

Approval of Revisions to Funds Handling and Deposit Procedures

RATIONALE: Policies and procedures must be reviewed and updated regularly in order to maintain consistency and to ensure that policies are meeting the needs of the students and Longwood. This is a revision to Longwood's Funds Handling and Deposit Procedures, which establish a system for handling institutional funds.

Note: Proposed deletions are presented as strikethroughs and additions are presented in boldface.

Funds Handling and Deposit Procedures 4305 **REVISED 8-2-17**

I. PURPOSE

The purpose of this policy is to establish a responsible system for handling institutional funds, to include the establishment, maintenance and elimination of change fund accounts.

II. DEFINITION

1. Cash Items: Coins, currency, and checks.
2. **Non-Cash Items: credit/debit card transactions**
3. Change Fund: A set amount of money used by a department to make change for customers who are purchasing goods or services. The selling of such goods or services must have been previously approved through appropriate channels.
4. Custodian: The department employee who is appointed to operate and maintain the change fund.

III. POLICY FOR STATE AND LOCAL FUNDS

1. It is the University's policy to minimize the number of departments collecting cash items. Any cash collection location must be approved by the **Bursar** ~~Director of Cashiering and Student Accounts (CSA)~~. Written procedures must be established by each designated cash collection department.
    1. **Exceptions**: These procedures must be followed in all circumstances, unless the department has requested and been granted permission in writing from the **Bursar** ~~Director of CSA~~ to change or modify them.
    2. **Review**: All cash operations are subject to review by the **Office of Cashiering, Financial Operations, and the** institution's internal and external auditors. Departments ~~should~~ **must** ensure that all receipts can be tied to a transmittal and that all transmittals can be traced to an entry on the University's accounting system**. Evidence of continued non-compliance with policy/procedures may result in termination of cash collection privileges.**
    3. **Banking Arrangements**: All University banking arrangements, including acceptance of debit and credit cards, are established by the Office of Cashiering and the **Bursar**. ~~Director of Financial Operations and Materiel~~

~~Management.~~ Departments processing credit/debit card transactions must do so in accordance with Credit and Debit Card Security Policy #1015. Bank accounts may not be established in the University's name, i.e. Longwood University, or any derivative thereof. Additionally, accounts cannot use the University's Federal ID Number.

2. Cash Handling:

Departmental collections must be recorded using a cash register, or approved cashiering software **and an approved credit/debit card device if applicable**. The original **receipt generated from the** cash register, ~~or~~ cashiering software **and/or credit/debit card machine** ~~receipt~~ should be given to the payer. Copies of receipts ~~should~~ must be retained by the department. **If debit/credit cards are accepted, devices are to be closed out/settled daily at the close of business. A copy of the close- out/settlement report from the machine(s) must be sent to the Office of Cashiering as support for any department transmittal of funds.**

If circumstances necessitate the use of handwritten receipts, duplicate **pre-numbered** receipts forms should be used and should include department name, dollar amount, description of product/service, date, receipt number, and name of individual remitting payment. Departments are responsible for obtaining receipt forms. Samples are available in the Office of Cashiering.

Register, ~~or~~ cashiering software **and credit/debit card** receipts ~~should~~ **must** include, at a minimum, the date, dollar amount, receipt/transaction number, cashier identification number, and name of the area in which the good/service is provided.

Cash, checks, and receipts must be kept in secure locations. To protect the funds, they ~~should~~ **must** be kept in a lockable container, such as a cash box, and stored in an area that is not visible or accessible to unauthorized individuals. The container ~~should~~ **must** not be left unattended during the work day. After business hours, all funds must be kept in a secured storage area, such as a file cabinet or safe.

Cash Add Value Stations: Funds must be withdrawn from any cash value add stations on a weekly basis and reconciled to reports produced by the machine(s). These funds must be submitted for deposit to the Office of Cashiering within twenty-four (24) hours (or the following business day) of withdrawal from the machine(s).
~~Departments receiving funds by mail must maintain a mail log. The mail log should provide the following information for each check: date received, a dollar amount, name of person or company making payment, description of service/product, account to be credited, and date remitted to the Office of Cashiering.~~

3. Deposits:

Funds must be deposited within twenty-four (24) hours (or the following business day) once the total receipts exceed one hundred ($100) dollars, or at least once a week regardless of the amount. Daily receipts exceeding one hundred ($100) dollars should be deposited by 2:00 p.m. each day the Office of Cashiering is open for business.

The department should assign cash handling responsibilities to at least two (2) employees

to guarantee a separation of duties and control of cash receipts. One employee, the cash handler, should receive payments and issue original receipts to customers at the point of sale. Duplicate copies of receipts ~~should~~ **must** be proved to the funds received. ~~The receipt numbers and total funds collected are recorded on a cashier log. The cashier log should include the following information: date of collection, receipt number, total amount of funds collected, name of cash handler, name of depositor, and date funds were remitted to the Office of Cashiering.~~

A second employee, the depositor, should ~~prove~~ **reconcile** the funds and receipts, ~~verify the amount to the cashier log,~~ and prepare a **Longwood University Standard** Transmittal **Form**. ~~The depositor should also record the date remitted and sign the cashier log.~~ The depositor will complete a transmittal for each deposit with the following information: date, department name, telephone number, name of individual preparing the deposit, description, accounting codes, deposit amounts. ~~and receipt numbers issued.~~

The completed **Longwood University Standard Transmittal form** ~~transmittal~~ (a copy ~~should~~ **must** be maintained at the department), copies of receipts or register tape, ~~and~~ **credit/debit card machine close- out reports and** funds must be taken to the Office of Cashiering. ~~Checks should be batched together with an adding machine tape listing each check amount. Receipts should be batched together in numerical order with an adding machine tape attached.~~ The receipt obtained from the Office of Cashiering ~~should~~ **must** be verified to the **department's copy of the standard transmittal form**. ~~cashier log by the cash handler and retained with the cashiers log.~~ Supporting documentation and/or receipts ~~should~~ **must** be kept and filed by each department.

Departments collecting cash ~~should~~ **must** bring their receipt bags to the Cashiering Office in non-descript packages at varied times so to not draw attention to the receipts being delivered. An example would be a manila envelope. It is also recommended that two employees from the cash collecting department go together to deliver the receipts to the Cashiering Office. Transmittals ~~should~~ **must** be made in person. Campus mail must not be used to deliver funds to the Office of Cashiering. The person making the deposit will be asked to remain in the Office of Cashiering until verification of the funds has been made. If at all possible, transmittals should be brought during the morning hours.

For departments that have been set up as TouchNet Web Departmental Depositors, funds and receipts must be attached to a completed Longwood University Web Departmental Transmittal Form and copies of receipts or register tape, credit/debit card machine close out reports and funds must be taken to the Office of Cashiering.

4. Correcting or Voiding Receipts:

If a correction is made on a receipt or if a receipt is voided, ~~the receipt number must be recorded on the cashier log and clearly indicate the correction or void, the date, signature of the person making the change, reason for the change, and~~ **the voided receipt must include the** signature of an approving manager. The approval ~~should~~ **must** be from an individual other than the one

initiating the correction. All copies of voided receipts (except the transmittal copy) ~~should~~ **must** be kept together and filed for audit.

5. Cash Over/Short Situations: All deposits are made intact, inclusive of any over/short amount. These amounts increase (overage) or decrease (shortage) revenues for the accounts listed on the transmittal.

   A cash over/short log ~~should~~ **must** be kept for each cash collection area. This record is to be used for any unexplained differences between the total of funds and receipts. The supervisor ~~should~~ **must** investigate and document **ALL** overages or shortages. ~~that have a value of five (5) dollars or more or that are recurring.~~ The supervisor ~~should~~ **must** sign off on this log as part of the daily routine. **The log must be retained by the supervisor. Any overages or shortages must be noted on the Standard Transmittal Form or the Web Departmental Transmittal Form with supporting documentation.**

6. Recording and Reconciliation**:**

   The transaction will be entered into the University's financial system upon receipt by the Office of Cashiering. A copy of the ~~cash register/~~computer receipt will be given to the individual delivering the deposit.

   All departments collecting payments or involved in specific revenue generating activities must reconcile transmittals and other supporting documentation to the University's financial system. Ideally, reconciliations should be performed by someone other than the person receiving funds or making deposits. Reconciliations should be dated and signed by the preparer, and reviewed, dated, and signed by a manager or supervisor on a monthly basis. Reconciliations ~~will be reviewed by the Financial Reporting Office on a periodic basis~~. **are subject to audit and internal control review.**

7. Checks and Money Orders:

   All checks and money orders must be made payable to "Longwood University" and be payable through a U.S. bank. **No employee member's name is to be used on these payment items.**

8. ~~Lost or~~ Stolen Funds:

   ~~In the case of a loss of funds or~~ ~~i~~**If** a supervisor suspects irregularities in the handling of funds, the supervisor must contact the ~~a~~ Longwood ~~Public Safety Officer~~ **Police Department and the University Bursar** ~~must be contacted~~ immediately.

   ~~Within five (5) working days from the time of occurrence~~, **T**the department must file a report with the ~~Director of CSA,~~ **Bursar at the time of the occurrence or the next business day (if applicable),** giving a brief description of the loss. A copy of this report ~~should~~ **must** be sent to the Internal Auditor. Additionally, the department must include changes in the departmental funds handling procedures, if necessary, to prevent the situation from reoccurring.

9. Change Funds:

A. Change funds are established through the Office of Cashiering by request in writing with justification for the need of the fund. If approved, Cashiering will make the necessary arrangements to issue a check to the requesting unit. Change funds are issued specifically to a designated custodian. Funds ~~should~~ **must** always be held separately and ~~should~~ **must** not be comingled with personal money. If for any reason a fund is no longer required, the fund must be returned to Cashiering terminating the responsibility of the present custodian. A receipt will be issued relieving the custodian of his/her responsibilities. **If** there is a change in the custodian, custody of the change fund may ~~not~~ be transferred **to the new custodian. A count of the cash drawer will be completed by a Longwood Cashier to verify the change fund amount for the original custodian. The verification will be documented on a Longwood Cash Collection Site Change Fund Verification Form. A copy of the change fund verification form will be attached to the Application for Cash Collection Site Change Fund signed by the original custodian thus terminating his/her responsibility. A new Application for Cash Collection Site Change Fund will be completed and signed by the new custodian accepting responsibility for the change fund. A copy of the change fund verification form will also be attached to the new application denoting the funds being transferred**~~. If a need for the fund continues, a new fund can be issued in the name of the new custodian.~~ The custodian of a change fund is responsible for ensuring funds are adequately safeguarded. ~~An overage should be reported and deposited with Cashiering. Similarly, shortages should be reported in writing to Cashiering. Disposition of the shortage will be determined on an individual basis.~~

If oversight of the change fund and/or funds handling is temporarily delegated to another individual, the custodian is still ultimately responsible. The custodian is also responsible for ensuring the designee is properly trained and knowledgeable of University policies and procedures.

B. The Office of Cashiering will maintain a separate change fund for the purpose of making change for Longwood's designated cash collection sites. This change fund will be established and maintained as all other designated change funds.

Revised and approved by the Board of Visitors, September 7, 2002.
Revised and approved by the Board of Visitors, June 15, 2006.
Revised and approved by the Board of Visitors, September 15, 2006.
Revised and approved by the Board of Visitors, March 26, 2010.
Revised and approved by the Board of Visitors, December 03, 2010.
Revised and approved by the Board of Visitors, June 15, 2012.

ADMINISTRATION & FINANCE

ACTION ITEM

Approval of Revisions to Payment Card Security Policy

RATIONALE: Policies and procedures must be reviewed and updated regularly in order to maintain consistency and to ensure that policies are meeting the needs of the students and Longwood. This is a revision to Longwood's Payment Card Security Policy, which establishes appropriate procedures to ensure that the University conducts business in accordance with the Payment Card Industry Data Security Standards (PCI DSS). In addition, there is a technical revision to Longwood's PCI Project Team Charter. The PCI Project Team assists the University in ensuring compliance with the PCI DSS.

Note: Proposed deletions are presented as strikethroughs and additions are presented in boldface.

Payment Card Security Policy 1015

I. PURPOSE

Longwood University accepts credit/debit cards as payment for various goods and services. The purpose of this policy is to establish appropriate procedures to ensure that all applicable University units conduct business in accordance with Payment Card Industry Data Security Standards (PCI DSS). This policy applies to all academic and administrative units and employees of Longwood University who accept credit/debit card payments and all external entities contracted by Longwood to provide outsourced services for credit/debit card processing for University business.

II. POLICY

The PCI requirements apply to all systems that store, process or transmit cardholder data. Longwood University will review annually its card processing services to determine the extent to which cardholder data is being collected, processed, **transmitted, stored and disposed**. The University will support unit compliance with card processing procedures and industry standards governing credit card transaction processing, specifically Payment Card Industry Data Security Standards (PCI DSS). The University's **PCI Project Team** is responsible for developing strategies to ensure PCI DSS requirements are met. This Team has been granted the authority to govern PCI decisions and approve credit card acceptance practices.

The approval process for all credit/debit card processing activities will be as follows:

1. An "" **Application to Process Credit Cards** must be completed and submitted to the **Bursar** ~~Director of Cashiering and Student Accounts~~.
2. The Vice President for Administration and Finance must approve all credit/debit card processing activities, regardless of transaction method used (e-commerce, POS device, e-commerce outsourced to a third party, etc.). Any agreements/contracts made with third parties relative to credit/debit card transaction processing must be approved by the Vice President for Administration and Finance; departments are prohibited from negotiating third-party credit/debit card activities.
3. All technology implementation associated with credit/debit card processing must be approved by the University's Information Security Officer, to include the purchase of software and/or equipment (excluding verifone devices).

Units approved for debit/credit card processing activities must adhere to established to promote compliance with standards governing credit/debit card transaction processing. Such procedures are applicable to payments deposited with the State Treasurer, in local accounts or with the Longwood University Foundation. The Vice President for Administration and Finance may terminate credit/debit card collection privileges for noncompliance with established procedures.

Departments are responsible for ensuring all individuals involved with credit/debit card transactions are aware of the importance of cardholder data security. Specific responsibilities include (1) documenting departmental procedures, (2) ensuring that credit/debit card activities are in compliance with established University procedures, (3) annual validation of PCI compliance with their acquirer, and (4) ensuring that appropriate individuals complete annual credit card security awareness training. Any confirmed or suspected breach to the Information Security Office.

Financial Operations is responsible for ensuring the annual validation of PCI compliance with the University's acquiring bank is completed, the annual review of departmental procedures and practices in connection with credit/debit card transactions, and consulting with Information Technology prior to implementing any new credit/debit card transaction process.

Information Technology is responsible for verifying appropriate technical system security controls in accordance with PCI Data Security Standards and regular monitoring and testing of the Longwood University network. The Information Security Office is responsible for establishing and initiating and escalation procedures and initiating such procedures when necessary to ensure timely and efficient handling of all incidents.

Approved by the Board of Visitors, December 3, 2010.
Revised and approved by the Board of Visitors, March 22, 2013.
Revised and approved by the Board of Visitors, June 23, 2014.
Revised and approved by the Board of Visitors, April 01, 2016.

PCI Project Team Charter

BACKGROUND

The Payment Card Industry Data Security Standard (PCI DSS) is an information security standard for organizations that store, process or transmit cardholder data (CHD) in any format (e.g. electronic, paper-based, etc). This standard was created to better assist entities increase overall security of CHD and reduce credit card fraud via its exposure. The PCI DSS is comprised of 12 requirements that specify the framework for secure payment environments.

Longwood University will undertake steps to ensure the University is compliant with the PCI DSS by developing and implementing a service offering that includes the technology, training, policies, procedures, processes and support to achieve compliance and mitigate risks, as outlined in the PCI DSS Compliance Roadmap Report.

The PCI Project Team is a cross-organizational working group of representatives from the University that have interaction with the handling of CHD. This team will discuss findings and develop strategies that will ensure PCI DSS requirements are met.

PURPOSE

The PCI Project Team will assist the University in getting compliant with the PCI DSS and reduce the scope of items that will need to be compliant with the PCI DSS by implementing the changes set forth by the strategic direction of the University.

FUNCTIONS

- Meet monthly to address issues and findings.
- Develop strategies for remediation of non-compliant items.
- Monitor, support and follow up with merchant areas to ensure any and all corrective actions are applied.
- Report any feedback, concerns and proposals from the merchant areas to the project team.
- Assist merchants in completing their annual Self-Assessment Questionnaires (SAQ).
- Champion PCI DSS compliance across the University.

STRUCTURE

- Edward Ko, Security Advisor – CampusGuard
- Cat Mobley, Director of Financial Operations & Materiel Management (Chair)
- Tracy Nelson, Financial Operations – Special Projects
- Bob Smith, Information Security Officer
- Bruce Jenkins, **Bursar** ~~Director – Cashiering & Student Accounts~~
- Crissy Sampier, LancerCard Office Manager
- Aneicia Stimpson, Director of Application Services
- David Overstreet, Internal Auditor (non-voting member)

OPERATION

The PCI Project Team will meet at least monthly to discuss and act upon areas of non-compliance at the University. The direction will be based on a consensus, incorporating the requirement to be compliant with the PCI DSS. If consensus cannot be reached, the Chair will seek resolution with the PCI DSS Compliance Project Sponsor (Vice President for Administration and Finance).

The PCI Project Team will remain in place for the duration of the PCI DSS Compliance Project.

- See more at: http://solomon.longwood.edu/offices--departments/cashiering--student-accounts/policies--procedures/payment-card-security-policy.php#sthash.x4r8fIBr.dpu

LONGWOOD UNIVERSITY
RESOLUTION NAMING
THE ANDY TAYLOR CENTER FOR EARLY CHILDHOOD DEVELOPMENT

WHEREAS, Andy Taylor was the only son of Dr. Jane Richardson Taylor; and

WHEREAS, Andy passed away at the age of thirteen months; and

WHEREAS, Andy will always be Sara Taylor's big brother; and

WHEREAS, Dr. Taylor earned a Bachelor of Science in Social Science in 1971 from Longwood followed by a Master of Education and Doctor of Education from the University of Virginia;

WHEREAS, Dr. Taylor is a member of Alpha Sigma Alpha Sorority and was a member of the Field Hockey Team during her undergraduate years; and

WHEREAS, Dr. Taylor served two decades as a middle and high school administrator for Loudoun County Public Schools; and

WHEREAS, Dr. Taylor is the Director of St. John the Apostle Preschool in Leesburg and has served in the role for more than sixteen years; and

WHEREAS, Dr. Taylor is dedicated to early childhood education, understands the critical need for early childhood teachers and is passionate about creating a foundation of support for future generations of early childhood teachers; and

WHEREAS, Dr. Taylor chose to honor Andy's life by contributing $1,000,000 to Longwood University; and

WHEREAS, the Andy Taylor Center for Early Childhood will provide cutting-edge early childhood education and have a significant impact on children.

NOW THEREFORE LET IT BE RESOLVED by the Board of Visitors of Longwood University that the Center for Early Childhood Development be named and forever known as THE ANDY TAYLOR CENTER FOR EARLY CHILDHOOD DEVELOPMENT on this 15th day of September in the year Two Thousand and Seventeen in the one hundred and seventy-ninth year of Longwood University.

Longwood University

2017 SIX-YEAR PLAN

Part II (Narrative)

Part II (Narrative) of the Six-Year Plan contains the following sections. Please be as concise as possible with responses.

A. **<u>Institutional Mission</u> – Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period. Any changes to institutional mission must be formally submitted to SCHEV for review and approval.**

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.
Approved by the Longwood University Board of Visitors, July 1997.

The Longwood University Board of Visitors approved a new strategic plan in 2014. Among its key principles and priorities: transforming lives, improving retention and graduation, a cutting-edge curriculum, regional prosperity and improved organization, structure, and governance.

B. **<u>Strategies</u> – Describe in more detail the strategies proposed in the spreadsheet. Identify each strategy with the title used in the spreadsheet. <u>Institutions seeking to pursue grants from the Virginia Research Investment Fund should include strategies related to their research efforts in the Academic Plan.</u>**

1) **<u>Improved Retention and Graduation Rates</u>**

Objective 2 – Optimize Student Success for Work and Life

Improving retention and graduation rates remains the top strategic priority for Longwood University. Longwood is well-positioned to take the next steps in these efforts with new and expanded initiatives over the next two years, as we have repurposed five positions at the university for a renewed strategic focus on student success. We are developing a strategic retention plan to ensure that we are providing the most effective support possible to help students succeed and graduate. We continue to utilize predictive model analysis and best practices in the industry. We are also forging partnerships with other university divisions, so that ultimately the entire campus moves as one in our efforts to maximize student success.

Our efforts will be boosted by the opening of the new Student Success Center, Brock Hall, in 2017. Brock Hall will be a "one-stop shop" that brings student academic support

services together under one roof. The clustering of these services will create a single destination where students can find academic support, answers and referrals, thus creating a better learning environment and increasing the potential for students' long-term academic success. We appreciate the Governor and General Assembly's support for this critical capital project.

The following initiatives will be a particular focus for Longwood:

- **Seamless transition for Transfer Students:** A new director of strategic initiatives for enrollment management is undertaking a fresh look at Longwood's community college partnerships, including an analysis of current articulation agreements to find ways we can build better pathways for transfer students and improve the overall transfer process. Longwood was recently awarded a National Science Foundation grant to partner with five Southside Virginia community colleges to increase the number of students who transfer into Longwood's mathematics and science teacher education programs.

- **Early Alert Program Expansion:** Longwood's Early Alert Program, piloted in fall 2016, will be expanded in 2017-18. The system, described in greater detail in Section D, enables faculty to alert Student Success staff well before the traditional mid-semester grading period if a student appears to be experiencing academic or personal challenges. Staff can then provide the student with the appropriate services to meet his or her needs and, if necessary, undertake an intervention. Longwood will be expanding the program with a more comprehensive and systematic approach to identifying student needs, both through improved use of data and input from faculty, peer mentors, resident assistants and even the students themselves. One unique feature is an emphasis on fostering a student growth mind-set, which has proven to be an effective practice for increasing retention and student success at other universities. We are undertaking deep-dive analysis of the factors associated with poor academic performance, as well as those with persistence, to identify and target strategies for improvement, including faculty training, curricular re-design and additional support services for students in certain courses.

- **Student Success Initiatives for First-Generation and Pell-Eligible Students**: An analysis of student success trends has revealed that students at Longwood who are most at-risk of not completing their degrees are both first-generation college students and Pell-eligible. Longwood has been focusing on this particular population of students for the past year. A Longwood Seminar (LSEM) section specifically for first-generation students to address their unique transition and support needs was piloted in fall 2016. We have also met with Secretary of Education Dietra Trent and SCHEV to discuss ways to improve retention and graduation rates for students who are Pell-eligible.

  During the fall of 2017, Longwood will begin a targeted initiative to increase success among first-generation and Pell-eligible students. The students will be assigned to special advisors trained in "intrusive advising" techniques and to special sections of an English course with faculty specifically trained to work with this population. Approximately 200 students will receive some kind of special

intervention, whether in a learning community, a mentorship opportunity, or a specially designed section of LSEM or freshman composition.

2) **A new Core Curriculum**

Objective 2 – Optimize Student Success for Work and Life
Objective 3 – Drive Change and Improvement through Innovation and Investment

Longwood has been engaged in a multi-year process to develop a new General Education or "Core" Curriculum that is tied more closely to Longwood's mission of transforming students into citizen leaders who will lead successful and fulfilling lives. The new Core Curriculum will be a centerpiece of a Longwood education, providing students with a strong foundation in the liberal arts and sciences, while preparing them for professional opportunities in a range of disciplines. Students will learn civil discourse, quantitative, scientific, and ethical reasoning, and critical thinking skills. Writing and speaking will be emphasized throughout the Core.

The new Core Curriculum will also better align student learning with the learning goals of the Commonwealth and the workforce needs of the 21st century. The Core was developed in close consultation with SCHEV's learning goals with an eye to the student success initiatives described above in Strategy 1. Under the existing general education program, students have been unable to count courses toward both a major and a general education requirement. Under the new Core, students may count up to three Core classes toward a major or minor. This change will help students graduate on time and will enable them to better understand the connection between the Core and their degree program. In addition, the new curriculum will provide students with expanded opportunities to pursue minors or double majors. The Core was designed to be flexible, providing more options for students who transfer in to Longwood from another institution, and for students who choose pre-professional programs, such as nursing. We expect the core not only to better prepare students for citizenship and the workforce, but through these efficiencies to improve student retention and lower student debt upon graduation.

The Core consists of three "levels": The Foundations level will focus on effective communication, fundamental knowledge and informed citizenship. Perspectives level courses will be designed to encourage students to integrate knowledge across courses, fields, and disciplines, as well as considering its application beyond the classroom. At the Symposium level, students will be prepared to serve the common good by applying their cumulative knowledge, skills and perspectives from their Longwood experience. The Symposium will encourage students from different disciplines to collaborate with one another on solving complex, multi-disciplinary problems of the kind they are likely to encounter in the workforce and in democratic society more broadly.

Core classes will be kept relatively small to maximize opportunities for classroom interaction. Creativity and innovation will be important in teaching the courses. Faculty development resources will be used to assist faculty in gaining the expertise they will need in order to effectively guide students through the Core. Our faculty has responded enthusiastically, submitting 29 different pilot course proposals that have been approved. Nine courses will be piloted in fall 2017, and 20 courses will be piloted in spring 2018.

3) **Strengthening the Commonwealth and Region**

Objective 1 – Provide Affordable Access for All
Objective 2 – Optimize Student Success for Work and Life
Objective 4 – Advance the Economic and Cultural Prosperity of the Commonwealth and Its Regions

As the only public four-year university in Southside Virginia, serving our community and the greater Southside region has always been an important priority for Longwood. We are also working to align our undergraduate and graduate programs with the workforce needs of the region and the Commonwealth, with a particular focus on STEM-H and other high-demand fields.

- **Early Childhood Education**.

  Objectives 1 and 4

  Our region faces a critical shortage of early childhood education providers and facilities. This growing problem affects the recruitment of Longwood faculty and staff as well as other professionals to the region. Most importantly, it harms the growth and development of the children in our region, particularly those from low income families, given the critical importance of quality early childhood education in preparing students to learn. It is also an economic obstacle to families more broadly, by preventing some parents from joining the workforce.

  For the past two years, Longwood has been developing a three-pronged early childhood development initiative. The initiative will provide physical space for the education of preschool children, as well as professional development and "upskilling" opportunities for providers and educators working with children from ages birth through eight years old. Additionally, Longwood will create an early childhood degree program to train our students in a growing and much-needed field and in turn, create an early childhood education workforce for our region and the Commonwealth.

  Thanks to a generous gift from an alumna, Longwood is on track to open the Andy Taylor Center for Early Childhood Development in a newly-renovated space in Farmville in fall 2017. The Center will educate preschool age children from Prince Edward County and the surrounding community and will offer internships and other opportunities for Longwood students to gain first-hand experience working with preschoolers.

  Longwood is focused on creating a pathway for students to earn a bachelor's degree in early childhood education through a "Plus Two" program. Many public preschool programs now require that their teachers hold bachelor's degrees. Currently, there are few opportunities for students with an associate's degree in early childhood education to earn a bachelor's degree that includes teacher licensure in this field, unless they begin anew in a four-year teacher training program. Longwood is one of a handful of four-year institutions in Virginia working on an articulation agreement with six

community colleges – including Patrick Henry Community College in Martinsville.

Our faculty has been working with the other institutions to refine the associate's degree in early childhood education that is currently offered by the six participating community colleges. The next step is the development of the bachelor's degree program – the "Plus Two". This will enable community college students who have earned their associate's degree to transfer into Longwood, complete their final two years of study and earn their teacher licensure in a timely manner. In the future, we would like to support expanding dual enrollment courses in early childhood education to local high schools.

- **Expanded STEM and Health Professions Degrees** :

  Objectives 2 and 4

  Longwood continues to look for opportunities to expand capacity in some of our most successful STEM-H programs. This initiative will be aided through a National Science Foundation grant we recently received (described in more detail in Section D), which will provide academic and scholarship support for talented students from underrepresented populations who are pursuing degrees in mathematics and science disciplines, thus increasing the numbers of students in STEM-H fields.

  We recently completed the first year of our RN-to-BSN program, designed for working nurses who want to increase their salaries and advance in their field by completing a BSN. The program is very flexible so that nurses with varying work schedules can enroll. There are in-person classes, as well as live-streaming and recorded classes. The students who are enrolled in the program are employed at regional hospitals or clinics, so the graduates will contribute their knowledge and expertise in our region. With additional resources, we would be interested in expanding this program.

  Longwood's campus master plan also includes a future project to expand and renovate Willett Hall, which is home to several growing programs, including Health and Athletic Training and Kinesiology.

- **Cyber-Security Initiative:**

  Objectives 2 and 4

  We are seeing growth in enrollment in our cyber security program. Since 2012, enrollment in the Information Systems and Cyber Security program has doubled. Longwood established the Center for Cyber Security within the College of Business and Economics in 2012, before most universities had recognized the future growth in the cyber field. Virginia cannot currently meet the demand for cyber security graduates, and there are thousands of unfilled jobs in the Commonwealth. Longwood is unique compared to many of our

peers, in that we can offer the technical skills cyber graduates will need in the workforce, but also a traditional liberal arts education that emphasizes critical thinking and effective communication skills.

Cyber security faculty at Longwood are working with faculty from computer science and other departments to bring a more collaborative, interdisciplinary approach to the program. We are broadening our curriculum to ensure that students have the strong fundamentals needed to succeed as cyber security professionals. We are also removing bureaucratic barriers that will open the door for more students to enroll in cyber courses and to pursue a major or minor in cyber security. Renovation of Coyner Hall, a top priority in Longwood's capital outlay plan, will provide specialized lab space for an expanded Cyber Security Center.

Longwood is pursuing certification with the National Security Agency and the Department of Homeland Security as a National Center of Academic Excellence in Cyber Defense.

Two Longwood faculty/staff members serve on the Executive Steering Committee of the Virginia Cyber Range, the statewide initiative to enhance cybersecurity education in Virginia's high schools, colleges and universities.

- **Expanded outreach to Southside:**

  Objectives 1 and 4

  As the only four-year public institution of higher education in Southside Virginia, Longwood serves as a catalyst for regional prosperity and advancement. To serve the needs of the region, Longwood provides place-based educational opportunities to meet local employment needs in underserved areas, and supports small business, economic development and community redevelopment throughout Southside.

  Longwood has important and long-standing relationships with two of the higher education centers in Virginia: the Southern Virginia Higher Education Center in South Boston, and New College Institute in Martinsville. Due to lack of demand for the program, Longwood will close the instructional site at the Southside Virginia Education Center in Emporia in 2019 after teaching out the students who are currently enrolled in the Liberal Studies with Elementary School Licensure program.

  Fifteen students are currently enrolled in Longwood's Educational Leadership endorsement program at SVHEC in South Boston. Longwood continues to support the Institute for Teaching through Technology and Innovative Practices (ITTIP), which provides professional development for PK-12 teachers in best practices for teaching and incorporating technology, including on the integration of science, technology, engineering, and mathematics in the classroom.

At NCI, Longwood offers two degree programs: Liberal Studies Elementary Education and Social Work. Twenty-six students were enrolled during the 2016-17 academic year in the Liberal Studies Elementary Education program. (A formal assessment of need conducted in May 2016 revealed 85 vacant Virginia elementary teaching positions within a 25-mile radius.) Fourteen students were enrolled in the Social Work program. Students enter these programs with an associate's degree and/or have completed all lower-level general education requirements at a community college or other institution.

Over the past several years at NCI, enrollment and revenues have risen and degree completion is up. Longwood's ongoing commitment to furthering the educational attainment level of the region is demonstrated through financial support (internal plus externally secured funding), administrative and logistical support from Farmville and full-time off-site directors, strong partnerships with the local community colleges and school divisions, intentional community outreach, expansion of program offerings, and continuous strategic improvements. Our College of Graduate and Professional Studies devotes .65 FTE staff to supporting off-site locations, with additional substantial support from the offices of admissions, the registrar and financial aid.

Another critical pillar of support in our region is Longwood's Small Business Development Center, discussed in greater detail in Part F of this report. The SBDC serves 26 localities in Southern Virginia and operates office locations in South Boston and Martinsville as well as Farmville and Petersburg. Longwood's associate vice president for community and economic development leads economic development outreach and serves as the executive director of the SBDC program. Longwood and participating localities also provide funding that is matched by a grant from the Small Business Administration. The SBDC had a successful year in 2016, serving 472 potential and existing businesses, securing $8.1 million in new capital for business development, and creating or retaining 221 jobs as a result of consulting services. The SBDC also hosts four to five student interns each semester who gain real-world experience working with businesses.

Longwood is an active partner in the Go Virginia initiative, serving on advisory committees and providing research and information support to the Go Virginia Region 3 Council. Longwood connected Region 3 staff to the SBDC Peer to Peer program, which consists of key small business owners in the region, to survey and gather input for the regional planning process. Longwood's SBDC also provided research reports that were utilized for Virginia's Growth Alliance (VGA). This data focused on the needs of entrepreneurs in the VGA region, which covers a substantial portion of GO Virginia Region 3. The Longwood University Real Estate Foundation plays an active role in community revitalization in Farmville and has recently been involved in the development of several transformative projects, described in Part F.

4) <u>Undergraduate Research Initiative</u>

Objective 2 – Optimize Student Success for Work and Life

Longwood is committed to providing high-level research opportunities for undergraduate students. The development of research skills has been shown to improve students' critical thinking, information literacy and communication skills. Providing research opportunities for undergraduate students is a key focus of Longwood's Quality Enhancement Plan (QEP), a five-year plan to prepare students for civic life and the workforce that is required by our accrediting body. The number of new QEP Disciplinary Courses funded for the 2017-18 academic year has been increased from three to six, thereby providing more students with opportunities to participate in research-based courses tailored to the QEP's student learning outcomes.

Longwood sponsors two important summer research programs. Perspectives on Research in Science and Mathematics (PRISM), a highly successful program, began in 2013 and is focused on students in the STEM disciplines. During the summer of 2016, Longwood launched a second program, Summer Undergraduate Research and Inquiry (SURI), which pairs students studying the humanities with faculty in an eight-week intensive partnership. Half of the students' time is spent on their own research, and the other half is focused on the faculty member's research. Five students, along with three faculty mentors, conducted research in last summer's SURI pilot. This summer, we are expanding the program to accommodate up to 11 students and 11 faculty members, and we hope to accommodate even more students and faculty next year.

Students in both PRISM and SURI receive a stipend in addition to room and board for the eight weeks they are participating in the programs, which can help defray costs for students and potentially lessen debt after graduation.

Our efforts to maximize student engagement in the research process will also be strengthened with the rollout of the new Core Curriculum, which incorporates research throughout the curriculum and highlights the deliberate and systematic inquiry that lies at the heart of citizen leadership.

5) <u>Faculty equity, retention and promotion pool</u>

Objective 3 – Drive Change and Improvement Through Innovation and Investment

Attracting and retaining the most skilled and capable faculty is essential to Longwood's success and remains a top priority for the university. Faculty salaries at Longwood significantly lag salaries at similar institutions, according to the 2013 JLARC Report on Academic Spending and Workload, the AAUP faculty survey for 2015-16, and a Compensation Report commissioned by Longwood's Board of Visitors in 2012. Despite carrying among the heaviest teaching workloads in the Commonwealth, the average salary for full and associate professors at Longwood was the second-lowest for public universities in the Commonwealth, according to last year's AAUP survey. Additionally, 94.2% of full-time Teaching and Research faculty at Longwood ranked their salary as "not competitive" in JLARC's 2013 staff survey of Virginia faculty, compared to a statewide average of 71.2% for public colleges and universities.

Longwood has internally funded merit-based pay increases to the faculty equity, retention and promotion pool for several years. These targeted increases have encouraged high-

performing faculty to remain at Longwood, improved morale, and helped to address salary compression. The increases have also begun to close the pay gap that currently exists between Longwood and most other four-year public institutions in Virginia. Longwood plans to continue to provide funding for the pool when possible, while continuing to keep tuition and fee increases low. We recently began to participate in the Delaware Cost Study and will continue to do so. This will allow some benchmarking related to faculty compensation by discipline and type of institution.

C. **Financial Aid – TJ21 requires "plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans." Virginia's definitions of low- and middle-income under TJ21 are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.**

Objective 1 – Provide Affordable Access for All

Roughly a quarter of Longwood's student body is made up of the neediest students – those who are eligible to receive a Pell Grant, and about 71 percent of all Longwood students receive some form of financial aid to help them pay for college. However, according to SCHEV's Partnership Model for disbursing state-funded financial aid, Longwood and one other four-year institution receive a smaller percentage of total needed aid than all other institutions. In order to provide low and middle-income students with the financial aid they need to enroll and to graduate on time without being burdened with too much student loan debt, Longwood will continue to set aside 5%-7% of total tuition revenue for undergraduate financial aid.

The Longwood University Foundation is also very focused on raising more money for scholarships. The Foundation contributed nearly $1.7 million for scholarships during the 2016-17 year, and with the encouragement of President Reveley is shifting its primary emphasis to fundraising for student financial aid starting in 2017-18.

D. **Evaluation of Previous Six-Year Plan – Summarize progress made in strategies identified in 2015-16 Six Year Plan. Note how additional General Fund support, savings and reallocations were used to further the strategies.**

Improved Retention and Graduation Rates

Longwood's four-year graduation rate has improved to above 50% for the first time in decades, with the entering cohorts of both 2012 and 2013 achieving that mark. According to federal IPEDS data, fewer than one in 10 of the more than 700 public four-year institutions in America have a four-year graduation rate at or above 50% for their full-time first-time students, so we are very proud to have surpassed the 50% mark.

Since 2013, Longwood has been utilizing technological tools and predictive modeling to develop a stronger understanding of factors related to student success and risk and to

reach out to students who are most at-risk of not completing their degree While the full fruits of these efforts will take some time to appear and measure, we are making headway improving retention and graduation rates, primarily through reallocation of existing resources, as well as additional general fund support.

- Summer bridge program for at-risk students: Longwood was awarded a National Science Foundation S-STEM grant that will provide support for at-risk students who are drawn from underrepresented populations. This program, which includes a strong mentorship component that extends throughout the students' time at Longwood, will be implemented during the summer of 2017.

- Early Alert Program: Student Success staff worked with faculty to implement an early alert system that helps faculty identify students exhibiting behavior consistent with poor academic performance. The program was piloted in the fall of 2016 with a few courses that have higher-than-average non-completion rates. Faculty encouraged students to take advantage of Academic Success resources, resulting in a 6% increase in pass rates in these targeted courses. Student Success staff have also trained faculty teaching high freshman enrollment courses to help them identify early signs of risk that are not as obvious as missed class or missed assignments.

- Enhanced advising program: An "intrusive advising" program, first piloted in the spring of 2014 with students on academic probation at the end of their first semester, has expanded. Over the past three years, first-year students who participate in the program are 23% more likely to be retained on average than students who do not participate.

- Targeted outreach to at-risk students: Longwood has initiated special outreach efforts to students identified as moderate to high-risk, including a welcome note from Academic Success highlighting support services; a communication in the second week focused on the Writing Center and tutoring availability; coordination of outreach efforts with Residence and Commuter Life in residence halls where there are "clusters" of at-risk students; and collaboration with advisors following add/drop to garner their support in connecting most-at-risk students to support services.

- Use of "Big Data": Predictive modeling is underway to identify students most at-risk in their first semester with respect to performance in English courses.

- Investments in the Writing Center: Longwood hired a new Writing Center director in 2015. Instead of relying solely on referrals, the director and staff collaborated with faculty to design and implement successful writing-support programming specific to courses and disciplines. We are now embarking on an initiative to embed Writing Center consultants within three English courses for students identified as the most-at-risk in writing performance. In just the first year of the retooled Writing Center, Longwood's efforts to improve tutor training and the overall experience for students resulted in an 82 percent usage increase over the previous year, as well as the highest usage of the Writing Center in the past five years. The data analysis shows that at-risk student populations are using the Writing Center more frequently than their less at-risk peers. More than 50 percent

of the freshmen who visited the center were students who—based on predictive models—were more likely to encounter academic difficulty in their first year on campus.

- Changes to Course Registration Process – Longwood implemented changes to the course registration process for new students in the fall of 2016. Students now share their course interests, strengths and challenges during the orientation registration process. This insight, along with recommendations from faculty, is used to create the optimal first semester schedule for students, by taking into account their course needs for progress toward graduation, their interests and their strengths, which should lead to improved academic performance in the first semester.

- Enhanced Degree Audit: Longwood has been utilizing an enhanced degree audit unit within the Registrar's Office to help faculty advisors and students identify opportunities for students to make small adjustments in their course schedules to promote on-time degree completion. In addition, department chairs moved the deadline for the graduation application earlier in the junior year. Prior to these changes, some students may not have known until well into their senior year what their remaining requirements were for degree completion, limiting their ability to graduate on-time.

- Combine University Career Services and Alumni Affairs: Longwood recently merged the office of Alumni Affairs with the Office of Career Services, thereby strengthening connections with current job-seeking students and active alumni. The new combined office works closely with alumni to help students make connections and build their network, as well as identifying job and internship opportunities. Over the last year, there has been a remarkable surge in one-on-one appointments with undergraduate students in University Career Services. We have seen an increase of 700 appointments during the 2016-17 year over the previous year.

A new Core Curriculum

(Referred to as "New General Education Curriculum" in previous plan)

Longwood has been developing a new Core Curriculum to replace the current general education program. A committee of faculty members has studied the University's current program, its history and assessment, the current research on general education, and other universities' programs, and workforce needs, all while seeking input from faculty, staff, students and others. Multiple workshops were held over the course of the past three years.

Longwood's Board of Visitors approved the new Core Curriculum in December 2016, and the faculty immediately began working on creating new and revising existing courses. Seven faculty workshops occurred this past spring, resulting in the development of student learning outcomes for courses that will provide the foundation of

the new Core Curriculum. Faculty in over 20 different disciplines submitted 29 different proposals for pilot courses that were approved. Nine courses will be piloted in fall 2017, and 20 courses will be piloted in spring 2018. As a top strategic priority for the university, the work so far on this project has been funded through reallocation of existing resources.

Strengthen the Commonwealth and Region

- **Early Childhood Education:** In partnership with the National Academy of Medicine, the Virginia Early Childhood Foundation and other key stakeholders in the Commonwealth, Longwood faculty participated in the drafting and publication of a discussion paper on "upskilling" Virginia's early childhood educator workforce. Longwood is also expanding professional development opportunities for individuals in the Southside region who work with children, both in Farmville and Martinsville. Longwood faculty are also working with education organizations and identifying potential funding streams and grant opportunities.

- **Early Childhood Education:** The Andy Taylor Scholarship Fund has been established and will enable families and children with limited means to have access to the benefits of the Reggio-inspired early childhood education when the Andy Taylor Center for Early Childhood Development opens in fall 2017.

- **STEM-H and Health Professions:** Longwood's nursing program continues to excel. Every member of the 2016 graduating class of nurses passed the NCLEX exam, the national licensing exam that all nurses must pass to practice. More honors students than ever before are enrolled in the program. Longwood also recently completed the first year of the RN-to-BSN program. More than 50 local nurses have entered the program since its inception.

- **Cyber Security:** Cyber security faculty recently initiated an outreach program to high schools in Virginia, reviewing cyber-related high school curricula and teaching courses to high school students in the fall of 2016 and spring of 2017. The program is designed to make students aware of career opportunities in cyber security. Longwood held a Cyber Security Summit in September 2016 that featured four of the most well-respected leaders in the field of cyber security. Additionally, two Longwood students were among the 15 undergraduate students in Virginia who received the newly created Virginia Cyber Security Public Service Scholarship for the 2016-17 academic year.

- **Expand Outreach in Southside:** Longwood values its partnerships with SVHEC in South Boston and NCI in Martinsville, and we are proud that we have educated dozens of students in underserved areas of Southside, enabling them to earn a bachelor's degree and a path to a rewarding career. Longwood has undertaken several initiatives to strengthen our program offerings at NCI and our relationship with the community, including joining the Martinsville/Henry County Chamber of Commerce; joining the Patrick Henry Community College Advisory Board; and most recently adding Virginia Communication and Literacy Assessment (VCLA) tutoring.

- **Expand Outreach in Southside:** Longwood supports an office of community and economic development and an associated Small Business Development Center (SBDC) to facilitate, support and enhance regional economic development efforts. The SBDC's accomplishments in 2016 include:

    - Serving 472 clients, including 113 in Halifax, Danville and Martinsville
    - Holding 38 seminars for a total of 218 attendees.
    - Securing $8.1 million in new capital investment, including $4.5 million in Danville and $907,000 in Martinsville.
    - Creating or retaining 221 jobs as a result of consulting services, including 37 jobs in Danville and 21 in Martinsville.
    - Most recently – and not included in the totals above - assisting Destination Downtown South Boston with a Community Business Launch Program in partnership with the Virginia Department of Housing and Community Development, which led to the establishment of five new small businesses in downtown South Boston. SBDC provided a six-week educational program and assisted in the evaluation and judging process.

Undergraduate Research Initiative:

Longwood provided an opportunity for hundreds of students to share their research this year when the university hosted the first Student Research Showcase and Assessment Day in April. The projects included class-based inquiry activities as well as individual student research projects mentored by faculty. Sixty-eight students participated in SPUR: Spring Presentation of Undergraduate Research, which coincided with the other research and assessment day activities across campus. SPUR presentations were viewed 3695 times on SlideShare, an online slide-hosting platform.

- Enrollment in Quality Enhancement Plan courses in Spring 2017 was 129, and that number is expected to increase as both faculty and student interest in conducting course-based research grows.

- The Office of Student Research has also increased the number of student research and travel awards, awarding 26 research awards and 42 travel awards. Progress in undergraduate research initiatives has been achieved through reallocation of existing resources.

Faculty and Staff Equity, Retention and Promotion Pool

Longwood implemented targeted, performance-based pay increases for eligible faculty and staff in FY17. The increases averaged 3% for Teaching and Research Faculty and Administrative/Professional Faculty. Classified employees received 3% bonuses. Longwood will implement the state mandated and partially-state funded 2% salary increases for faculty and 3% salary increases for classified staff in FY18. Progress has been achieved through reallocation of existing resources as well as General Fund support.

E. **<u>Tuition Rate Increases</u> – Provide justification for selected rates.**

Longwood's Board of Visitors approved tuition and fee increases in May 2017 that continue the university's four-year trend of holding annual cost increases well below recent statewide averages. Tuition and mandatory fees will increase by 3.9% next year for in-state undergraduate students. We believe that college affordability is a moral imperative, and our plan calls for keeping tuition increases below 4%.

The state-mandated salary increases for faculty and staff have a direct impact on tuition increases. Other factors impacting tuition include contributions for health insurance – which will increase 8.7% in FY18 - and VRS, as well as unavoidable cost increases for utilities and maintenance. For example, sharing the cost of the expedited repayment of deferred contributions to VRS will cost Longwood $217,667 NGF in FY18. Health insurance increases will cost us between $250,000 and $300,000. Cuts to state appropriations, of course, have an impact on tuition as well.

F. **<u>Contributions to Economic *Development*</u> – Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable,* the information should include:**

a. **University-led or public-private partnerships in real estate and/or community redevelopment.**
b. **State industries to which the institution's research efforts have direct relevance.**
c. **High-impact programs designed to meet the needs of local families, community partners, and businesses.**
d. **Business management/consulting assistance.**

Objectives: 3 and 4

Longwood University supports an office of community and economic development and an associated Small Business Development Center to provide support to new and existing small businesses and to grow, support and enhance regional economic development efforts. Longwood and our affiliated real estate foundation are also very active in community redevelopment efforts.

- **Community Redevelopment:** The Longwood University Real Estate Foundation has undertaken some significant redevelopment projects in downtown Farmville.
    - In the fall of 2017, Longwood will open its new bookstore location in the heart of Downtown Farmville. The Bookstore will reside in a prominent location at the main intersection of the community. In a previous life, the property served as the First National Bank Building; however, the building had been unused for a number of years, despite its prominent location in the middle of Main Street. The Farmville Downtown Partnership received $35,000 in grant funds from the Virginia Department of Housing and Community Development to explore potential uses and ways to revitalize the property. As a result of the study, a local developer purchased the property. The Longwood Bookstore will be the anchor tenant, and upper floors will contain loft apartments.

- The Longwood University Real Estate Foundation and the Longwood University Foundation are also involved in the restoration of the Weyanoke Hotel, an historic renovation of a 70-room boutique hotel right on the edge of campus. The $12.2 million project, which is being developed with the help of historic tax credits and Virginia Tourism Development Financing Program (TDFP) assistance, is expected to create 76 new jobs.
- The Longwood University Real Estate Foundation is leading the development of the Andy Taylor Center for Early Childhood Development, described in Part B, which will provide much-needed childcare for the local residents.

- **Small Business Development Center:** The cornerstone of regional outreach is the Small Business Development Center. The SBDC serves 26 localities in Southern Virginia through several office locations – Farmville (Lead Office), Petersburg (Crater SBDC, in partnership with Crater PDC), South Boston (In partnership with The Southern Virginia Higher Education Center), and Martinsville (In partnership with New College Institute). The SBDC mission is to grow the local economy, and consequently the tax base, through support to new and existing small businesses.

  Longwood funds the position of associate vice president for community and economic development, which leads economic development outreach and serves as executive director of the SBDC. The SBDC staff also includes an associate director, two regional directors, two full time business analysts and a cadre of independent contractors skilled in various aspects of entrepreneurship. The SBDC hosts four or five student interns each semester who work with various real life business case studies. Longwood and 25 localities served by the SBDC provide funding annually for the SBDC network, which is matched by an annual Small Business Administration grant for operations.

  Capital invested and jobs created by the SBDC client base are the measurements of success. In calendar year 2016, the SBDC accomplished the following activities and related successes region-wide:

  - 472 clients - potential and existing entrepreneurs (60% existing businesses)
  - 38 seminars for a total of 218 attendees
  - $8.1 million in new capital for business development
  - 221 jobs created or retained as a result of consulting services

- **Regional Economic Development Collaborative:** Longwood's Office of Community and Economic development takes the SBDC activities to a broader level in support of regional economic development. During the 2016-17 year, the office led efforts to research outstanding models of regional university engagement as it relates specifically to economic development. In March 2016, Longwood officials and local leaders, including the mayor and county administrator, traveled to McNeese State University in Lake Charles, Louisiana to study how McNeese State has successfully facilitated and supported a model of regional partnerships in response to economic hardships following Hurricane Rita. McNeese State partnered with The Southwest Louisiana Economic

Development Alliance (SWLA EDA) to create a hub supporting the economic recovery and development of a five parish region. McNeese State, together with the SWLA EDA, the regional planning commission, the Chamber of Commerce, and others, established the Southwest Louisiana Economic and Entrepreneurship Development Center (SEED Center). This "one-stop" development center houses the SWLA EDA, Chamber of Commerce, SWLA Foundation, and the planning district commission. McNeese State operations housed there include their Small Business Development Center, Continuing and Professional Studies, as well as an incubator for new and expanding businesses. The university supplies an administrative manager to direct clients to appropriate resources within the facility.

The facilities at the SEED Center are impressive. However, the more important aspect of this case study is reflected in how the partners came together, continue to regularly meet and plan together and share resources. Facilitating and supporting a model of shared resources and joint planning activities would greatly benefit our rural region, and is a role Longwood University is exploring with local partners.

Upon return from Louisiana, the group, which we are calling our Regional Economic Development Collaborative, met to determine the first joint project that would showcase our region and bring visitors and others to the area. We decided to develop a regional website focused on the assets and tourism potential of our area. The result is www.visitfarmville.com, our area's first jointly developed visitor portal. The web and social media campaigns have reached over 1.3 million people, with 60,671 becoming actively engaged on the site since the launch in September 2016.

- **Community Engagement:** The Regional Economic Development Collaborative continues to mine ideas for university, county and town engagement, growing to include the president of neighboring Hampden-Sydney College. In May 2017, the SBDC worked with the Collaborative to facilitate a community workshop to gather ideas on creating and sustaining an entrepreneurial and innovative economy here in Farmville. Dr. Angeline Godwin, President of Patrick Henry Community College and the founder of the IDEA Center at PHCC, led a very interactive group session on evaluating and working with our existing community assets. Thirty-eight leaders, business owners and educators gathered for this workshop. The group was surveyed prior to the workshop to help develop a list of assets. Dr. Godwin used a five-principle approach to encourage the group to narrow the focus to two or three themes to form the basis of a working plan. Three themes were:

  - Retaining our untapped workforce from our institutions of higher learning. This would include current students as well as alumni.
  - Developing and connecting our "Destination Assets" - High Bridge, the Appomattox River, Green Front Furniture, Moton Museum, and others.
  - Developing and connecting our arts niche – performing arts in particular.

  We are working now on plans to engage participants and move forward.

Longwood is also serving on advisory committees and providing research and information support to the GO Virginia initiative, described in Section B.

- **Commonwealth Regional Council:** The Commonwealth Regional Council serves as our local regional planning district commission, serving Prince Edward, Buckingham, Amelia, Charlotte and Lunenburg. Longwood has recently been invited to have a non-voting seat on the board in order to evaluate future potential partnerships. The CRC is in the process of re-applying for certification as an Economic Development District, leading to access to Federal Economic Development Administration (EDA) funding. As the first step in the process, the CRC has applied for EDA funding to conduct an initial Comprehensive Economic Development Strategy (CEDS). While an outside consultant will be hired to conduct the process, Longwood will be supporting this effort with staff assistance utilizing research databases such as ESRI and JobsEQ as well as the talent of our student interns at OCED and the SBDC.

G. Capital Outlay – Note any capital outlay projects that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, or student charges. Do not provide a complete list of capital projects, only those projects that would be a top priority and impact E&G and NGF costs.

The capital projects listed below are top priorities for Longwood in 2017-2018 and impact E&G and NGF costs.

1. Construct New Academic Building - Equipment

Objectives 2 and 3

The New Academic Building is a pool project that has been approved through construction (Chapter 759/769). A funding request in the amount of $2.488 million to purchase furniture, fixtures, and equipment was submitted in June 2017.

2. Renovate Coyner Hall

Objectives 2, 3, and 4

This project will renovate Coyner Hall and a small portion of the connected Hiner Hall to remedy serious building and programmatic deficiencies.

The project will enable the co-location of the Math and Computer Science Department and the Center for Cyber Security (a program of the College of Business and Economics). Since 2012, enrollment in the Cyber Security program has doubled, and Computer Science enrollment has increased by nearly 20%. Math and Computer Science and Cyber Security courses and programs have become more intertwined and collaborative recently. Students from both disciplines are taking courses from the other, so co-location of both organizations will enhance academic collaboration and space efficiency.

Coyner Hall is located in the central area of campus and is physically connected to Hiner Hall, home of the Cyber Security Center. It can be renovated for a reasonable cost. The size, location, and financial efficiency of this renovation projects make it an ideal home for the Math and Computer Science Department and the Cyber Security Center.

3. **Renovate and Expand Facilities Annex Building**

Objectives 3 and 4

This project will renovate and expand the Facilities Annex Building to replace the current small and outdated Bristow Building for the Facilities Management and Operations, Campus Planning and Construction, and Environmental Health and Safety organizations. In the 45 years since the Bristow Building was built, enrollment has more than doubled, as has Longwood's building infrastructure, and the current facility no longer meets the functional needs of the Facilities organizations.

In addition, the Bristow Building sits in a highly visible location at one of the main entrances to the Longwood campus. The new University Master Plan 2025 recognizes that a maintenance facility with its associated equipment, delivery trucks, and storage areas is no longer the best and highest use for this very public location, and recommends that a new music facility be located there. Longwood's current music facility, Wygal Hall, is in poor physical condition. These physical problems have been cited as the primary future issue in the most recent accreditation assessment by the National Association of Schools of Music.

4. **Renovate Lankford Hall**

Objectives 2 and 3

This project will renovate Lankford Hall to remedy serious building and programmatic deficiencies. The project will provide space for the Longwood University Police Department, Office of Emergency Management, and several significant new academic programs.

The University Police Department is currently located in several tiny locations dispersed around campus, an arrangement that severely hinders the effective provision of safety and protection services to the University community. In addition, Longwood has recently initiated two academic programs, including the Core Curriculum, that will significantly enhance learning and the academic growth of our students. Renovating Lankford Hall will provide a space-effective and cost-efficient solution to vital safety and academic requirements.

H. **Restructuring** – ***This section pertains to Level II and Level III institutions*: Please list areas, issues, or specific items of additional authority that you would request through legislation and/or renegotiated management agreements.**

5

Academic Affairs

Joan Neff, Vice President and Provost

Highlights

- Core Curriculum Progress
- AACSB Reaccreditation for College of Business and Economics
- First Two Brock Experience Faculty Teams Developing Courses
- Inaugural Year of LIFE STEM Program
- Record Number of New Honors College Students

Overview

Longwood welcomed its continuing and new students for the 2017-18 academic year, and classes began on August 21st. The initial pilot offerings of Citizen 110 and English 165 marked the beginning of the transition to the new Core Curriculum. Under the direction of incoming dean, Timothy O'Keefe, the College of Business and Economics has been reviewing its organizational structure and areas of responsibility while preparing for the AACSB reaccreditation team site visit on September 12th. Two teams of faculty have begun crafting their Brock Experience courses, and plans are moving forward to select faculty to develop additional placed-based learning opportunities with funding provided by the Brock gift. The first cohort of LIFE STEM students joined the University supported by a competitive National Science Foundation grant, and a record 96 new students entered the Honors College.

Core Curriculum

The transition to the new Core Curriculum began with a set of nine pilot sections of Citizen 110 and six pilot sections of English 165. Faculty are working to develop additional sections of these courses, which will be offered to all incoming first-year students in the 2018-2019 academic year. Twenty pilot sections of Pillar courses will be offered in Spring 2018. For the next several years we will be "teaching in" the Core while "teaching out" the General Education curriculum. As new courses are developed for the Core, we will evaluate them to determine if they also meet our current General Education requirements. The Core Curriculum Committee will be working with departments and the Registrar to ensure that students within both the old

General Education curriculum and new Core Curriculum will not be disadvantaged due to the transition.

Cook-Cole College of Arts and Sciences

The inaugural cohort of 13 LIFE STEM scholars arrived two weeks prior to the start of classes to participate in a summer bridge program. The first week took place at Hull Springs Farm with five science faculty facilitators and included educational, team building, and college transition activities. During the second week the scholars participated in the Honors College Leadership Retreat. Nursing Department faculty Theresa Kennon and Deborah Ulmer attended Sigma Theta Tau International's 28th Nursing Research Congress in Dublin, Ireland, with current Longwood nursing student Lauren Atkins, who gave an invited poster presentation on the use of anti-anxiety medications among nursing students based on her research conducted under the guidance of Dr. Ulmer. The 2016 Simpson Distinguished Professor, Steven Isaac, presented two papers at conferences, conducted research in France, and completed two articles and three book chapters. English and Modern Languages is collaborating with Hampden Sydney College to cosponsor the American Shakespeare Center's performance of Taming of the Shrew on September 19th. Additional funds from the College will cover expenses, which allows the event to be free for students and the Farmville community. Working in conjunction with the Office of Business and Professional Services and the College of Business and Economics, the Communication Studies Department led planning for a day-long Event Planning Seminar on September 9th. The seminar was open to students and community members and featured executives from event planning and hospitality industries. The Longwood Center for Community Music, which had a successful pilot year in 2016-17, plans to increase Longwood student involvement in teaching and directing.

College of Business and Economics

On July 10th, the College welcomed Dr. Timothy O'Keefe as the new Dean. The leadership team finalized and submitted the Continuous Improvement Report to AACSB and to the peer-review team, comprised of three deans from business schools of similar size. They were scheduled to visit campus September 10th-12th. Dean O'Keefe led a review of the structure and operations of the college, resulting in a new organizational structure with increased focus on student recruitment and fundraising, while maintaining the college's reputation for attracting and retaining well qualified faculty and maintaining competitive programs. He also announced the formation of a task force to examine the MBA program and identify a sustainable model and market for it.

College of Education and Human Services

Dr. Christopher Jones and Dr. David Locascio are continuing work this fall with Buckingham County Public Schools under the School Improvement Grant (SIG) partnership begun in 2016-17. The project has CEHS faculty members and other professionals working as leadership coaches with school administrators. This year's professional development also will include school counselors and lead teachers from Buckingham Primary and Elementary Schools. The Special Education department continues to grow and has added several new off-campus master degree cohorts for the coming academic year: (a) School Librarianship: Loudoun, Montgomery,

Martinsville, (b) Counselor Education: Charlottesville, and (c) Reading, Literacy, and Learning: Colonial Heights and Bedford. The Andy Taylor Center for Early Childhood Development is set to open on October 2nd for children 2.5 to 5 years of age, with a formal dedication on Friday, October 20th. Internal construction is complete and work is now focused on the outdoor playground space. The center's director, Ms. Kim Hailey, is a double Longwood graduate who brings tremendous energy and experience to the program. Interviews are being conducted for two lead teachers as well as for assistant teachers. Ian Danielsen, Assistant Professor of Social Work, is leading a fall fundraising event to support scholarships for children needing services at the center. "Bridge Day", a walkathon in High Bridge State Park will include options for a full and half marathon, as well as five-mile and one-mile walks. It is co-organized and supported by student organizations in the departments of Social Work and Health, Athletic Training, Recreation, and Kinesiology (HARK).

College of Graduate and Professional Studies

More than 100 graduate and professional studies courses meeting the educational needs of adult, graduate, and professional populations were offered this summer by full-time and adjunct faculty. Some taught up to 7 courses (See appended table). Faculty also offered Professional Studies workshops and institutes, including the Summer Literacy Institute, a Balanced Literacy Workshop for Region 8 teachers, a new Coaching Symposium, and the Teacher Education Institute delivered in partnership with the Virginia Holocaust Museum. Seventy-nine teachers in the Educational Leadership Endorsement Pilot, a partnership between Professional Studies and the College of Education & Human Services, completed their third and final semester of coursework this summer and many of them began this school year as newly hired school administrators. This unique and innovative program model was shared at this year's International Council of Professors of Educational Leadership. A second round of nine cohorts with approximately 160 students begins this fall. On October 24th the Digital Education Collaborative will host Dr. Josie Ahlquist, an internationally recognized speaker on Leadership in the Digital Age. Finally, 29 students have graduated from the Liberal Studies Elementary Education program at New College Institute since 2010, and 28 of them are still working in schools in that area. Several have received awards for their outstanding work.

Cormier Honors College

During the summer, six Honors students participated in the PRISM program; two Honors students participated in the SURI program; and 23 Honors students traveled abroad for academic programs that took them to Denmark, Ireland, Germany, Ecuador, Thailand, Croatia, Bosnia-Herzegovina, Spain, and England. The Longwood@Yellowstone Program engaged 36 students, 6 alumni, 4 teaching faculty, 4 support team members, and 5 Brock Fellows and associated staff in this annual academic adventure, and two Honors students participated in the Longwood@Arctic Circle Program. In addition, the College launched its new Breakthrough Adventure program with four students. Three participated in learning adventures focusing on racial history in New York City, and one focused on advanced life-saving techniques on Virginia's coast. As mentioned in the Cook-Cole College report, the first cohort of 13 LIFE STEM Scholars arrived on campus. This new National Science Foundation-funded program, a partnership among Cormier Honors College, Cook-Cole College, and the departments of

Biological and Environmental Sciences, and Chemistry and Physics, provides financial and wrap-around academic support to a cohort of students in biology, chemistry, environmental sciences, and physics. After the first week at Hull Springs Farm this group joined the Cormier Honors College's incoming class on campus for the Honors Leadership Retreat. With 96 incoming students, the Honors College Class of 2021 is the largest to date. (See appended graph and table.)

Greenwood Library

This summer staff received training on working with international students, new databases, and customer service. Librarians also participated in the Summer Literacy Institute, and the Library Facilities Task Force engaged in field trips to VCU, JMU, and William & Mary to scout for ideas to improve Library learning environments. In response to longtime student requests for extended hours, a pilot program this fall will extend hours until 2:00 am Sunday through Thursday. Preparation for this change has necessitated greater coordination with University Police and GCA to ensure safety and cleanliness. Late-night staff have received additional safety training, and security cameras are being installed. After 9:00 pm, only Longwood students, faculty, and staff will be allowed to enter the building. Assessments are in place to track how many students are in the building and which services and areas they are accessing. In keeping with the goal of updating the Library's physical facilities, the library is undergoing a number of improvements, including painting and carpeting in the atrium area (used frequently for receptions, book signings, and other events), the replacement of "ancient" tables and chairs, refreshment of other furnishings and spaces, and an increase in collaborative study space.

Office of Accreditation and Compliance

Longwood submitted a proposal to SCHEV for two new Level II educational measures. The first measure calls for increasing the first-time, full-time freshman retention rate by 0.5% per year leading to a rate of 81.5% in 2022-23, and the second measure calls for increasing STEM-H graduates by 5 completions per year to result in 219 for 2022-23. A new online training provider, the Collaborative Institutional Training Initiative (CITI), has been purchased to better support compliance initiatives. CITI Program modules are designed to train students, faculty, and approval committees dealing with human subjects research and animal care and use in research. Modules providing training on FERPA and HIPAA compliance also are available as part of our basic subscription. Longwood's application for renewal of its NC-SARA membership was approved, allowing our students to complete internships in member states. The office also is involved in developing the SACSCOC prospectus for the new core curriculum, analyzing results from the 2016 Delaware Study of Instructional Costs, and implementing the new assessment and accreditation management system from Taskstream-Tk20.

Office of Student Research

During the summer, OSR successfully offered its Summer Undergraduate Research and Inquiry (SURI) Program. Ten faculty and students participated in the program, which included a presentation session. The office also engaged in planning for its continuing programs supporting student research initiatives during the academic year.

Office of Sponsored Programs

The Director of the Office of Sponsored Programs participated in a search committee consisting of several faculty and chaired by the Provost to secure a new grant consulting firm. With assistance from Administration and Finance personnel, we received and reviewed several proposals. Two firms were invited to make presentations to the committee, and a contract is under negotiation with one of those firms. In FY 2017, LU faculty and staff submitted 43 applications for sponsored funding totaling $5,044,882.00, and 31 awards were received for a total of $2,216,691. (See appended tables.)

Center for Faculty Enrichment (CAFÉ)

Longwood welcomed new faculty on August 9th and 10th during CAFE's annual New Faculty Orientation. Discussions focused on Longwood student culture, research opportunities and support, employee benefits, facilitating difficult dialogues in the classroom, and best practices for teaching with technology. Our new colleagues were introduced to campus partners, including Student Affairs, Student Success, Administration and Finance, and Academic Affairs. Orientation concluded with the President's New Faculty Reception on August 15th. The group will participate in the Breakfast Club teaching and learning book discussion and will be invited to visit Hull Springs Farm in October. On September 28th faculty and staff will participate in a four hour workshop focusing on writing and scholarship productivity. Dr. Tara Gray, founding director of the Teaching Academy at New Mexico State University and author of "Publish & Flourish: Become a Prolific Scholar," will facilitate our discussion. Dr. Gray has presented workshops to more than 10,000 scholars in 120 institutions. Faculty from other colleges and universities in Virginia have also been invited to attend.

International Affairs

In spite of staff transitions and uncertainties within the international community, the office has seen growth in both inbound and outbound student exchanges. Seventy undergraduate degree-seeking international students are on campus this fall, and four students will study for one or two semesters in 2017-18. These figures represent a 12% increase in the total number of international students on campus. Additional scholarship funds for international students would enhance these numbers. Eleven new students are enrolled in the ESL Bridge program. On the outbound side, during the summer 77 students participated in faculty-led programs in the British Virgin Islands, Bosnia-Herzegovina, Croatia, Ecuador, France, Serbia, Spain, Thailand, and the United Kingdom, and 16 students studied on exchange and affiliate programs in Denmark, France, Germany, Ireland, Italy, Japan, and Spain. This fall, six students are studying abroad in France, South Korea, Spain, and the United Kingdom. Finally, the annual Study Abroad Fair was held on August 31st. It was well attended and featured representatives from our affiliated partners, study abroad alumni, faculty program leaders, and our own Global Leaders.

Longwood Center for the Visual Arts

This fall the LCVA is focusing on diversity, accessibility, and inclusion. Welcome! /¡Bienvenidos! immerses visitors in the art of John Parra, an award winning illustrator, fine artist, designer, and educator. He is best known for his Latino themed children's books such as Waiting

for the Biblioburro, Green is a Chile Pepper, and Gracias/Thanks. Inspired by the imagery of Mexican murals, surrealism, folk art, music and dance costumes, and regional cuisine, his art speaks to the beauty of diversity and the strength of optimism. The exhibition is presented in conjunction with the Virginia Children's Book Festival and is on view August 26 – October 22, 2017. Break Glass: The Art of VL Cox - A Conversation to End Hate features the Arkansas-based artist's passionate personal response to uncomfortable social and historical events. Her assemblages, on view November 4 – February 18, incorporate authentic historical objects and materials and are intended to elicit thoughtful and diverse conversations about civil rights and social issues still being grappled with today. Break Glass will be complemented by a pop-up exhibition by Longwood professor Alec Hosterman. There's Just Us showcases a compelling selection of the more than 1600 photographs Hosterman took in Charlottesville August 11-12, 2017. The weekly Summer Wine and Brew series ended in late August, but the monthly Seasonal Wine and Brew series begins on September 22nd when our community will have the chance to meet the owners of 119, a new taco and tequila bar opening a few doors down from the LCVA. Our younger community members will enjoy the Dia de los Muertos Free Family Workshop and a series of exciting hands-on activities presented in partnership with the Virginia Children's Book Festival. Finally, we will host our first educator open house in late September, at which time area teachers will meet our educators and learn about our school programs.

Hull Springs Farm

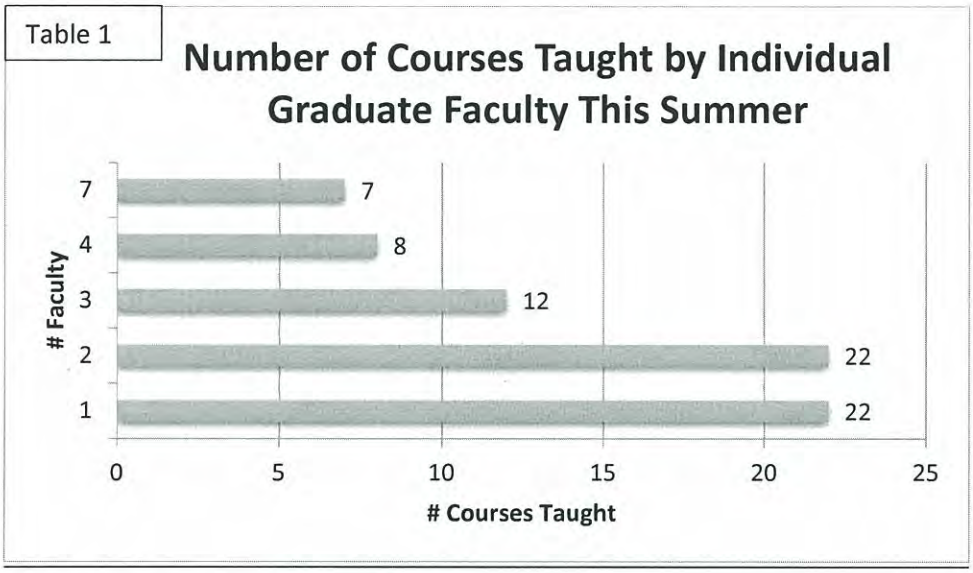
Train Architects from Charlottesville has been hired to prepare a limited-scope lodging and academic facilities study to evaluate and develop options for renovating or replacing the Camp House and current student lodgings. New facilities will be planned to accommodate visits by 25-30 students plus 4-5 faculty/staff. The design will follow the Cooper Robertson Master Plan approved in 2015. Old Dominion Electric Cooperative (ODEC) has underwritten a Speakers Series to include Longwood faculty, an ODEC representative speaking on "Alternative Energy Projects", Angler Environmental representatives discussing construction and credit sales associated with a wetlands bank, and a member of the Tidewater Oyster Gardeners Association sharing the benefits of oyster gardening. New faculty will travel to the Farm on October 17th, and various departments are planning overnight faculty excursions in an effort to enlighten more faculty and students about the property's potential uses and opportunities.

Moton Museum

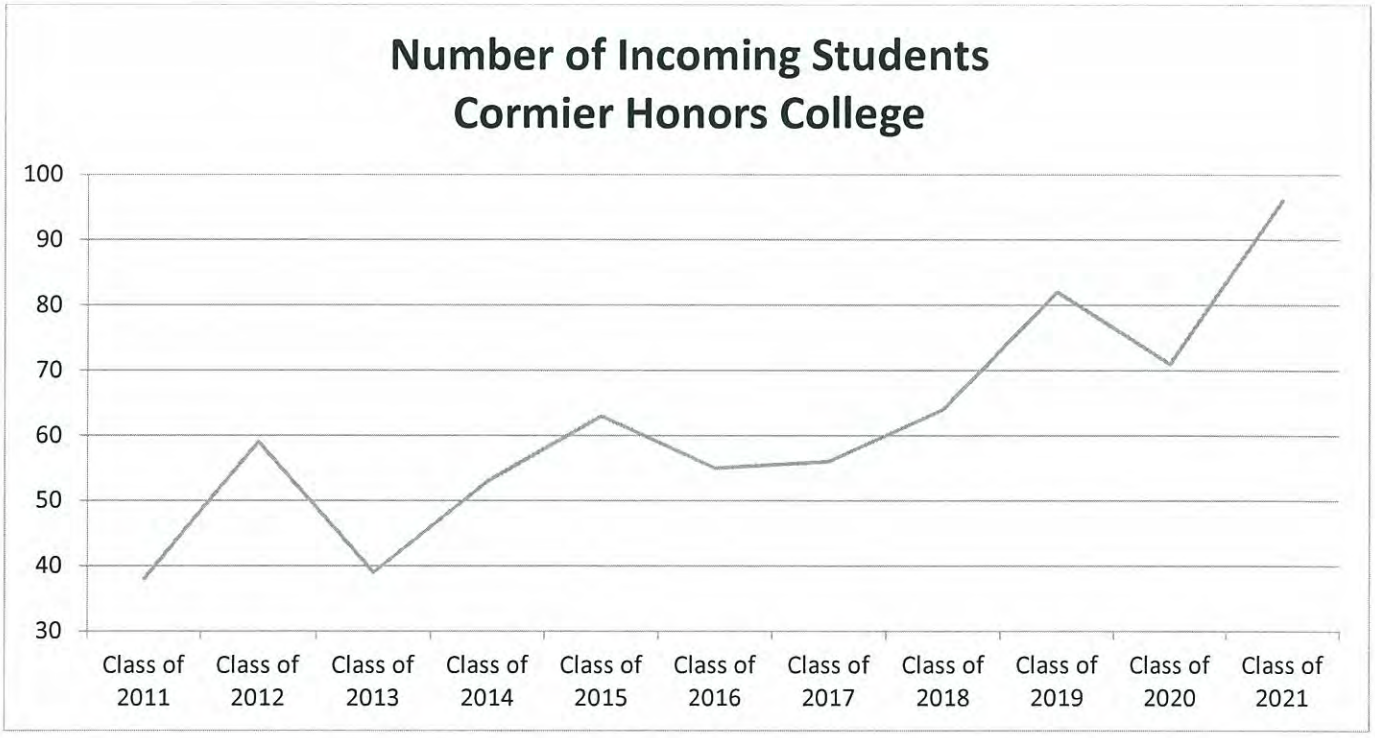
The Museum had a busy summer, reaching 700 visitors through offsite and onsite programs in August, with multiple Saturdays exceeding 100 people. In addition to families on vacation returning to Prince Edward County, Moton has become a must-see stop for political candidates. Both gubernatorial candidates have visited the museum this summer. In July, more than 75 middle and high school teachers from as far away as Washington State and as close as Henrico County spent two days at the Museum as part of a National Endowment for Humanities Teacher Workshop, the "Long Road from Brown." In August, offsite teacher development workshops were conducted at Fuqua School in Farmville and for fourth-grade teachers in Chesterfield County. The upsurge in interest from public school teachers for teaching materials and for field trips for the 2017-2018 school year is largely due to the fact that Barbara Johns and the Moton story are now part of the Virginia Standards of Learning for Social Studies. As word of the Moton story spreads, the Museum is on pace to serve more than 10,000 people this year.

Accompanying Tables for Academic Affairs Report

College of Graduate and Professional Studies



Cormier Honors College



Snapshot of the Cormier Honors College's Class of 2021		
Male students	25%	Highest % male since Class of 2017 (26.8%)
1st-generation students	28%	Historical high
Student-athletes	16%	Historical high
Average GPA	3.94	Highest since Class of 2017 (3.96)

Office of Sponsored Programs

Submissions by Academic Unit/Division

College/Division	# Proposals Submitted	Amount Requested
College of Education & Spec. Ed	12	$2,717,530
College Arts and Sciences	22	$1,770,220
Academic Affairs	4	$350,648
Other – Student Affairs, Commonwealth Relations, VPAF	6	$206,484

Awards by Academic Unit/Division:

College/Division	# Awards Received	Amount Received
College of Education & Spec. Ed	9	$1,111,690
College Arts and Sciences	15	$376,026
Academic Affairs	3	$529,578
Other – Student Affairs, Commonwealth Relations, VPAF	4	$199,397

6

Administration & Finance

Ken Copeland, Vice President

Highlights

- Construction Progressing Smoothly
- Preparation Underway for Third Wood-Fired Boiler
- Payroll Conversion in Process to Commonwealth's Cardinal System
- Productive Community Workshops on Economic Development

Design and Construction Projects

Upchurch University Center

Construction continues on schedule. The project is estimated to be fully completed by late summer 2018.

Student Success Center (Brock Hall)

Construction commenced in mid-April 2016, and is scheduled for completion in late 2017.

Admissions Building

The architect is developing the construction plans and documents. Construction is estimated to commence in spring 2018, and to be completed in late summer 2019.

New Academic Building

The architect is developing the construction plans and documents. Construction is estimated to commence in spring 2018, and to be completed in late 2019. A funding request for the building's furniture, fixtures, and equipment has been submitted for inclusion in Virginia's FY 2019 state budget.

Andy Taylor Center for Early Childhood Development

The Longwood University College of Education and Human Services is developing a program to create and operate an Early Childhood Development Center. In order for this program to start in the fall of 2017, the Longwood University Real Estate Foundation renovated an existing building

in Farmville (211 Fourth Street) as a first home for the center. The renovation was completed in August, and the planned opening will be in October.

Curry and Frazer Residence Halls Renovations

The Curry and Frazer Residence Halls renovation project is in the design development phase, with drawings and specifications under review by the university and the Longwood Real Estate Foundation (LUREF). The construction budget is approximately $61 million. Transfer of the property from Longwood University to the LUREF is expected to be finalized in late 2017. Construction has started on two model rooms within Curry Hall, and early site work for the renovations is planned for this coming winter break, starting in December 2017. Frazer Hall will be renovated during the first phase of the renovations, commencing in May 2018. Frazer will be completed by August 2019. The Curry renovation will commence in May 2019 and be completed by August 2020.

Hull Springs Farm

The Longwood University Real Estate Foundation has selected Train Architects to lead an evaluation, planning, design, and costing exercise that will result in schematic plans for Hull Springs Farm. The plans will be in line with the vision of the campus master plan. The new facilities will be planned to accommodate week-long visits by approximately 25-30 students plus 4-5 faculty/staff.

Property Acquisition

The LUREF closed on 511 Pine Street located adjacent to the parking lot on the corner of Pine Street and Wynne Drive. The Longwood Space Planning Committee will determine the best use for the property. The property is a targeted acquisition in the campus master plan.

The LUREF has entered into a purchase agreement with Walk2Campus Properties for the property located at 109 High Street. This property includes a brick apartment building on the corner of High and Venable Streets and a small adjacent house on Venable Street. The property is a targeted acquisition in the campus master plan.

Facilities Management Highlights

- All campus operated residence halls and apartment complexes have been re-cored and re-keyed. The Academic and Administrative buildings will be completed this Fall.
- Work has begun on the capital project to install the third wood fired boiler. Electrical conduits have begun to be fabricated and installed as we await the manufacture and delivery of the boiler, expected early in 2018.
- Completed irrigation system upgrade on High Street in front of Grainger, Ruffner and French.
- Installed black post and chain on Redford Street entrance to help address student safety concerns.

- Setup cardboard recycling for move in. We collected approximately 6000 lb. to keep out of the landfill.
- Setup to work with STANDUP INC. We will work with local high school students teaching landscape and grounds job skills.
- Finished the Willett tennis court repairs.
- Awarded sprinkler system inspections to a new contractor who identified many compliance issues during their first round of inspections. Environmental Health and Safety (EH&S) created a prioritized repair plan that spreads the cost of compliance over two fiscal years.
- Began a consistent University compliance process for permitting requirements from both BCOM (Building & Capital Outlay Management) and the SFMO (State Fire Marshall's Office).
- Compiled the data for the annual Campus Fire Safety Report.
- Oriented Facilities staff on the new OSHA Walking and Working Surface Rule.
- Mapped Campus sidewalk safety issues and provided information to Capital Planning for repair.
- EH&S Attended the annual Virginia Universities Fire Safety Symposium
- Completed draft program documentation for:
    - Powered Industrial Trucks (Fork Lifts)
    - Hazardous Energy Lock-Out-Tag-Out
    - Electrical (Arc-Flash) Safety

Budget, Financial Operations and HR

Budget Office

The budget office has been updating the budget worksheets for new faculty and other position changes. The University Six Year Plan and the Six Year Capital Plan were completed and submitted to the Department of Planning and Budget (DPB). Banner training has been provided to eleven new budget managers since July 1st. Capital and special projects have been reviewed and completed projects were closed out. The Base Budget and Base Budget Adjustment submissions have been made to DPB. Technical Adjustments and Decision Packages will be submitted by the due dates in September/October.

Financial Operations

Materiel Management

- Current Request for Proposals under review
    - Athletic Exclusive Media Rights
    - Comprehensive Grant Services
    - Parking Management System
- Possible Future Procurements
    - Academic Space Improvement Plan

- Small Purchase Charge Card Automated Reconciliation using Bank of America WORKS is on schedule to be deployed to cardholders in January 2018.
- Discussions are being held with Bank of America to implement a local credit card that could be used in place of the LU Foundation credit card.

Accounts Payable

- Procedures are being developed to begin issuing checks for the LU Foundation which will be reimbursed on a monthly or quarterly basis by the LU Foundation.

Financial Reporting

- Working with the Auditor of Public Accounts to finalize the FY 2016 financial statement audit.
- Preparing the FY 2017 financial statements.

Cashiering and Student Accounts

- Participated in the Fall 2017 Student Move In by offering additional office hours Thursday through Sunday and having staff on hand to assist students and parents.
- All designated collection sites are using Web Departmental Depositing which streamlines the depositing process and offers more reporting.

Human Resources

Employment:

- Recruitment and On-boarding for Wage, Classified, AP and Faculty
- Participated in New Faculty Orientation (35 new Faculty): gathered new hire paperwork; I-9 and background checks
- Working with Parking Services on process improvements for temporary wage employees
- Continuing to implement changes to New Hire Orientation (reviewing presentations; preparing to take new hires to lunch in Dining Hall; adding Title IX /Clery training)
- Continuing to work with Academic Affairs on process improvements for on-boarding of Adjunct Faculty
- Provided Recruitment Files for Internal Audit as requested

Classification/Compensation

- Reviewing Data Integrity between PMIS/Banner/CIPPS
- Starting classified employee performance evaluations
- Completed Administrative and Professional and Instructional Faculty Contract renewals
- Conducted 35 classification and compensation reviews

Payroll

- Involved in the Cardinal Payroll Conversion and attend all Cardinal Payroll Project meetings
- All wage and student work study are using BANNER Web-time entry to record hours worked
- Running the BANNER payroll process while still processing in CIPPS in order to test prior to interfacing next year into Cardinal

Benefits:

- Partnered with Campus Recreation for the Benefits Fair August 31st
- Orientation for Classified/Faculty to enroll in health insurance, retirement, any other benefits

HRIS:

- Heavily involved in the Cardinal Payroll Conversion and Web-time entry Project for students
- Electronic I-9 implementation through Equifax for Students this summer (faculty and staff were last year)
- Working on data for the Affirmative Action Report
- Processing Visas

Community and Economic Development

The Regional Economic Development Collaborative continues to mine ideas for university, county and town engagement, growing to include the President of Hampden Sydney College.

On May 25, 2017, The SBDC worked with the Collaborative to facilitate a community workshop to gather ideas on creating and sustaining an entrepreneurial and innovative economy here in Farmville. Dr. Angeline Godwin, President of Patrick Henry Community College and the founder of the IDEA Center at PHCC, led a very interactive group session on evaluating and working with our existing community assets. 38 leaders, business owners and educators gathered for this workshop. The group was surveyed prior to the workshop to help develop a list of assets. Dr. Godwin used a five-principle approach to encourage the group to narrow the focus to two or three themes to form the basis of a working plan. Three themes were:

- Retaining our untapped workforce from our institutions of higher learning. This would include current students as well as alumni.
- Developing and connecting our "Destination Assets" - High Bridge, the Appomattox River, Greenfront, Moton Museum, and others.
- Developing and connecting our arts niche – performing arts in particular.

On August 8th, a second, focused, community workshop jump-started the working groups. 30 leaders participated. Groups were created around the three themes – Innovation/Entrepreneurship and Talent Retention, Developing and connecting our performing arts, and developing and connecting our destination assets. Participants self-selected into groups depending upon their interests. The two most active planning groups are the Innovation team and the Performing Arts team.

The innovation team connects leaders at Longwood, Hampden Sydney, Prince Edward Public Schools, Fuqua School, the town of Farmville and the county of Prince Edward. **This team is taking first steps investigating a cooperative innovation center for students of all levels and the community**.

The Performing Arts team is taking first steps investigating the formation of a regional arts council that would facilitate coordination among the many performing arts efforts in the region.

VisitFarmville.com – our area's first jointly developed visitor portal. The web and social media campaigns, managed by DIA, have reached over 1.5 million people, with 75,107 becoming actively engaged on the site since the launch in September 2016.

The Small Business Development Center serves 26 localities in Southern Virginia through three office locations – Farmville (Lead Office), Petersburg (Crater SBDC, in partnership with Crater PDC), South Boston (In partnership with The Southern Virginia Higher Education Center), and Martinsville (In partnership with New College Institute).

In calendar year 2016, the SBDC accomplished the following activities and related successes region wide:

- **472 clients - potential and existing entrepreneurs (60% existing businesses)**
- **38 seminars for a total of 218 attendees**
- **$8.1 million in new capital for business development**
- **221 jobs created or retained as a result of consulting services**

Lancer Card Office

- Attendance reader use on campus has been very popular. Various departments and organizations are using our Mobile Readers (iPads) to track attendance at events on campus. We are also offering this as an alternative to student groups to accept Lancer CA$H in lieu of credit cards to increase donations and/or purchases.
- We upgraded to GET in March and now have more flexibility for online deposits. In addition, the program has its own app, GET Mobile, that allows patrons to download the free app for easy account management, view Lancer CA$H locations and get directions to those locations.

- We upgraded Simphony (Dining register system) and the FreedomPay interface (credit cards) in March so that we are up to date with the latest technology and PCI Compliance issues. Also, the credit card readers are now insert versus swipe.
- We upgraded CS Gold to version 7 in July. There are many new features and opportunities with this upgrade. In addition, we installed a test server to we can begin testing automation meal plan purchases and changes.
- We worked with IT to create a DB link so we can get more real-time information from Banner. We are now getting student and staff demographic information every 30 minutes.
- In December, we piloted our self-op off-campus program. We found that we could save the merchants money, as well as earn more revenue for the University, if we managed the off-campus program ourselves versus using a third party. The pilot was with El Patron and proved successful. We have given existing merchants the choice of moving to the new platform or staying with UGRYD. We have successfully moved over four locations and added two new locations. We will continue to build this platform.
- Beginning this summer, the Lancer Card Center is assisting OISS with door access requests and issues. We are now a secondary location for anyone with door access requests.

LONGWOOD UNIVERSITY
Statement of Revenues and Expenditures
As of July 31, 2017

	BOARD APPROVED ORIGINAL BUDGET	YEAR TO DATE ADJUSTMENT	REVISED BUDGET FORECAST 2017-2018		ACTUAL TO DATE 2017-2018	ACTUAL AS PERCENT OF BUDGET	PRIOR YEAR COMPARATIVE ACTUAL TO DATE	PRIOR YEAR COMPARATIVE ACTUAL AS PERCENT OF BUDGET
EDUCATIONAL AND GENERAL								
REVENUES:								
Tuition	40,714,543	-	40,714,543	1	2,820,733	6.93%	3,667,525	9.55%
Fees	1,387,611	-	1,387,611	2	504,688	36.37%	512,718	48.28%
State General Fund Appropriation	27,728,101	-	27,728,101		4,649,428	16.77%	4,706,305	17.26%
Other Sources	202,500	-	202,500	3	64,287	31.75%	61,052	27.44%
Federal Work Study	50,000	-	50,000		-	0.00%	-	0.00%
VRS Reduction	(217,667)	-	(217,667)	4			-	0.00%
TOTAL REVENUES	69,865,088	-	69,865,088		8,039,136	11.51%	8,947,600	13.35%
EXPENDITURES:								
Instruction	35,497,000	-	35,497,000		3,859,542	10.87%	3,585,200	10.44%
Public Service	508,390	-	508,390		53,396	10.50%	47,308	9.55%
Academic Support	8,263,449	(582,516)	7,680,933		632,842	8.24%	611,116	7.76%
Student Services	4,625,699	1,060	4,626,759		539,118	11.65%	454,237	9.78%
Institutional Support	11,542,193	574,762	12,116,955		1,695,128	13.99%	1,520,070	13.70%
Operation and Maintenance of Plant	7,600,477	-	7,600,477		717,206	9.44%	759,202	11.42%
Scholarships & Fellowships	2,327,880	-	2,327,880		8,000	0.34%	-	0.00%
Salary Savings	(500,000)	-	(500,000)		(170,400)	34.08%	(129,286)	25.86%
TOTAL EXPENDITURES	69,865,088	(6,694)	69,858,394	5	7,334,832	10.50%	6,847,847	10.23%
Revenues Over/(Under) Expenditures	-				704,304		2,099,753	
			6,694					
AUXILIARY ENTERPRISE								
REVENUES:								
Housing Fee and Sales	22,281,809	-	22,281,809		1,265,107	5.68%	1,189,604	5.36%
Dining Fee and Sales	8,069,258	-	8,069,258		395,990	4.91%	423,876	5.01%
Comprehensive Fee/Other	25,961,333	50	25,961,383		2,635,289	10.15%	2,872,592	12.07%
Federal Work Study	154,300	-	154,300			0.00%	-	0.00%
TOTAL REVENUES	56,466,700	50	56,466,750		4,296,385	7.61%	4,486,072	8.21%
EXPENDITURES:								
Housing Services	22,354,109	62,227	22,416,336		605,157	2.70%	874,808	3.91%
Dining Services	8,139,258	-	8,139,258		30,816	0.38%	33,408	39.00%
Athletics	9,058,304	(0)	9,058,304		1,698,855	18.75%	699,333	7.85%
Other Services	15,869,941	50	15,869,991		5,035,778	31.73%	1,662,163	11.23%
Salary Savings	-	-	-		(22,052)	0.00%	(20,946)	0.00%
TOTAL EXPENDITURES	55,421,612	62,277	55,483,889	6	7,348,554	13.24%	3,248,766	5.95%
Revenues Over/(Under) Expenditures	1,045,088		982,862		(3,052,169)		1,237,306	
State Auxiliary Balance July 1, 2017			16,506,793					
Less: Net Funding Requirements of Capital Projects			4,500,469					
Projected Unencumbered State Auxiliary Balance June 30 ,2018			12,006,324					

[1] Includes adjustment to actual tuition
[2] Includes application fees, course fees, internship fees, and out-of-state capital fees
[3] Includes facility rentals, library fines, payment plan fees, post office income, administrative fees and indirect cost recoveries
[4] VRS Reduction
[5] YTD adjustments reflect reductions, transfers between programs
[6] YTD Adjustments reflect additions or transfers between programs

Anticipated addition(reduction) to reserves
Available for reallocation

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Intercollegiate Athletics

Troy Austin, Director of Athletics

Highlights

- Fall Sports off to Historic Start
- Student-athletes' off-campus action
- Introduction of student-athlete mental wellness program
- Athletics launches redesigned LongwoodLancers.com
- Women's soccer player appears on ESPN's Top 10 Plays

Longwood Fall Sports Off to Historic Start

Longwood's fall sports are off to a historically strong start to the 2017-18 season and boast a combined record of 8-2-1 through the first three weeks of the year. Both the Longwood field hockey and women's soccer programs have shot out of the gate with the best starts of their respective Division I eras, with field hockey a perfect 4-0 and women's soccer 4-1. Field hockey's success has come despite playing without top scorer Edel Nyland, who competed internationally as part of the Ireland U21 National Field Hockey Team through the beginning of September. Women's soccer, meanwhile, strung together a three-game win streak early in the season and even made a national television appearance on ESPN's Top 10 Plays on Sept. 2. Lastly, Leon Beard, a senior member of the men's cross country team, also put his team in the headlines when he came within two seconds of setting Longwood's 6K record in his first race of the season.

Student-Athletes' Off-Campus Action

Lancer Competing Internationally

On August 31st, reigning Longwood Female Athlete of the Year Edel Nyland and the Ireland U21 field hockey squad wrapped up pool play at the 2017 Eurohockey Junior Championships in Spain. A senior who last season set Longwood's single-season goals record, Nyland earned a spot on her national team and competed with the group during the three-game pool play docket. At the Junior Championships, Nyland and Team Ireland squared off against England, France and Germany. It was the first international competition for Nyland, a native of Tipperary, Ireland, since she committed to play for head coach Iain Byers and the Lancers in high school.

Big South Leadership Program
Cross country seniors Leon Beard and Ian Court represented Longwood at the annual Big South Leadership Conference in July, taking part in a three-day program designed to enhance the leadership and teamwork skills of Big South student-athletes. Beard and Court, the lone seniors on Longwood's cross country squad, joined more than 30 of their fellow athletes from the Big South's 10 member institutions in Black Mountain, N.C., for the 11th edition of the Big South's student-athlete summit. The program featured numerous activities and games designed to challenge the student-athletes, as well as several motivational speakers whose topics covered leadership within sports and away from the game as well.

Men's Basketball Participates in Athletes in Action Programs
Longwood men's basketball student-athletes B.K. Ashe, Isaiah Walton and Damarion Geter took part in developmental programs organized by the Athletes in Action (AIA) organization this past summer. Ashe and Walton traveled to Xenia, Ohio, to participate in the AIA Captains Academy, a multi-day program that develops leadership skills in collegiate student-athletes through a variety of programming and mentor partnerships. Those two followed in the footsteps of 2017 graduate Darrion Allen and Geter, who attended the 2016 AIA Captains Academy. This year's AIA summit featured guest speaker Clark Kellogg, a former professional basketball player and renowned broadcast analyst for CBS Sports. Geter joined AIA for a second straight year, this time joining a 12-man roster traveling to East Asia where the team engaged in mission work and played several basketball games during a week-long trip.

Athletics Collects and Sends Supplies to Harvey Victims
Coaches and staff from Longwood University's athletics department collected and shipped five boxes of Lancer gear to Houston in an effort to support victims of Hurricane Harvey. The shipment totaled more than 50 items and included shirts, jackets, pants, shoes and blankets, a large portion of which came from Longwood's athletics program's equipment cache. All equipment will be donated to those affected by the devastating storm that has displaced tens of thousands of people in Texas and Louisiana and claimed the lives of dozens of others.

Introduction of Student-Athlete Mental Wellness Program
Researchers estimate that 48 percent of female student-athletes and 31 percent of male student-athletes have felt anxiety on some level over the past 12 months. With the academic and social pressures student-athletes face, sport helps to mitigate mental health-related issues, but it does not eliminate these issues. Within these formative years, symptoms associated with depression may also arise from the continual balance of physical and mental demands on the student-athlete. The need for qualified individuals at the institutional level, who specialize in mental preparation, is paramount to the health and success of the student-athlete on and off the field.

Longwood Athletics has identified this concern and solicited help from two individuals that will bolster our efforts to prepare our student-athletes for better performance and health now and in the years to come. Mike Cerreto of A Talented Mind Clinic, is a Certified Sports Psychology Counselor and will work individually with our student-athletes on issues stemming from mental health to on-field performance. Mike Hatfield of P3 Performance, is a sports psychology consultant and will concurrently focus on a team-based approach, developing the mental preparation of our sports. Both individuals will work in conjunction with Longwood's Sports

Performance Team (Athletic Training, Student-Athlete Enhancement, and Sports Performance) to provide a holistic approach to support the health, safety, and performance of our student-athletes.

Athletics Launches Redesigned LongwoodLancers.com

The Longwood office of athletics communications unveiled its newly redesigned website, LongwoodLancers.com, in August. The new site was revamped in a collaborative effort with college athletics website provider SIDEARM Sports, the Longwood athletics communications office and the Longwood University marketing and communications office. The new-look hub for Longwood's 14 varsity athletics programs features a modern design, easier navigation, and a responsive layout that adapts to a user's screen resolution and browser settings, as well as mobile devices and tablets.

Women's Soccer Player Appears on ESPN's Top 10 Plays

The 2016 Vice Presidential Debate put Longwood on national television, and on Aug. 31st, so did women's soccer senior Janese Quick. A senior midfielder from Orange Park, Fla., Quick and the Lancers appeared on ESPN as part of SportsCenter's Top 10 Plays, coming in at No. 4 on the worldwide sports leader's daily countdown of the top moments in sports across the country. Quick earned the spot with a jaw-dropping goal in a 2-0 win against American. The appearance adds her to a list of "SC Top 10" Lancers that includes recent Top 10 selections Jessica Smith (softball), Emily Murphy (softball), JaShaun Smith (men's basketball), Tristan Carey (men's basketball) and Lucas Woodhouse (men's basketball).

Lancers in the Pros

Several Lancers have gone on to pursue their dreams by playing their chosen sport at the professional level. From basketball to baseball and soccer, Longwood is well-represented in the ranks of professional athletes.

Baseball

On the diamond, former Longwood baseball standouts Mark Montgomery, Aaron Myers, Michael Osinski, and Kyri Washington are all playing minor league baseball, with Montgomery on the cusp of making his Major League debut.

Montgomery, Longwood's current longest-tenured professional baseball player, has made a solid impact in the Pacific Coast League in his first season with the St. Louis Cardinals organization. The seven-year pro is having one of his best professional seasons, pitching the entire season at the Triple-A level while logging a career-best 2.03 ERA through 39 appearances. The 57.2 innings he's pitched this season are his most since tossing 64.1 innings in 2012, which took place before he suffered a serious shoulder injury during his time in the New York Yankees organization.

Osinski is Longwood's newest pro but has wasted little time in making his mark in the Boston Red Sox system. Just one month after Osinski signed his professional contract with the Red Sox, the former Longwood shortstop has already been advanced from the rookie-level Gulf Coast League to the Lowell Spinners in Single-A Short-Season ball. Osinski has thrived in a lead-off role with Lowell, hitting .307 in 24 games with the Spinners. A three-starter at shortstop at

Longwood, Osinski is a full-time third baseman as a pro and is hitting .299 overall in his first 27 professional games.

Myers, who was traded to the Baltimore Orioles system on July 8th, has made four appearances with his new club, the Delmarva Shorebirds. With the Single-A squad in the South Atlantic League, Myers has posted three scoreless outings, tossing 8.0 innings of one-run ball since joining Delmarva. On the season Myers is 2-0 with a 3.77 ERA in 21 appearances with 43 strikeouts in 43.0 innings of work.

Washington has missed significant time due to injury and remains on the disabled list. He suffered an arm injury early in the season that was ruled season-ending and is currently rehabilitating in Florida. The injury places a speed bump in the path of what has been billed as a promising career for the former Lancer, whom the Red Sox drafted in the 23rd round of the 2015 draft and went on to become the Single-A Greenville Drive's Player of the Year last season.

Men's Basketball
A recent infusion of talent has built Longwood's presence on the professional basketball scene. Recent Longwood graduate Lotanna Nwogbo joined former teammates Tristan Carey and Quincy Taylor on the international stage, while former Lancer Aaron Mitchell is also still going strong in what has become a lengthy basketball career.

Carey, who also spent time in the NBA Developmental League, has found a home in Europe and played this past season with the Lugano Tigers in Switzerland. He averaged a team-high 17.5 points and led the team with 85 made three-pointers while leading the squad to a third-place finish in the Swiss League in 2016-17.

Mitchell is in his sixth professional season, playing 2016-17 with the Dalia Sport Grombalia club in Tunisia's top division.

Nwogbo recently returned to campus between seasons to train on his old stomping grounds in an effort to improve on what has already been an accomplished professional career. In his second season, Nwogbo emerged as one of the most dominant big men in the Argentenian Torneo Nacional de Ascenso basketball league, averaging 13.8 points and a team-high 7.7 rebounds per game with the Alianza Viedma club.

Taylor, now in his third year as a professional, picked up right where he left off after an All-Big South campaign as a senior at Longwood in 2014-15, emerging as an impact player in England. He played this past season for the Surrey Scorchers in the United Kingdom Basketball League and led the team with 15.8 points and 4.3 assists points per game.

Women's Basketball
Former Longwood women's basketball standout Eboni Gilliam recently signed a professional contract to play in Spain. She will leave in early September to join her first pro club, the Naticio Terressa organization in Teressa, Spain. A Richmond, Va. native, Gilliam started 50 games during her two-year Longwood career, averaging 9.0 points and 6.1 rebounds per game after transferring from Cape Fear Community College.

Men's Soccer
Men's soccer midfielder Finnlay Wyatt began his professional career right down the road from Farmville, latching on with the Richmond Kickers in the United Soccer League. An All-Big South first team selection as a senior, Wyatt has played in 11 games with the club.

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Institutional Advancement
Courtney Hodges, Vice President

Highlights

- **Record year with $11.2M in philanthropic giving**
- **Breakfast hosted for Legislators and American Legion Auxiliary Leaders during Girls State**
- **First Local Job and Internship Fair held**
- **Summer conference season brought $300,000 in revenue**

Development

Fiscal Year 2017

The fiscal year has come to a close and there is a lot to celebrate! Over 4,900 donors made gifts and commitments totaling $11.2M. Annual giving crested over $1.6M – the largest total in at least a decade. In addition, more than 25 new scholarships funds were established, many of which will be unrestricted, need-based scholarships that are a high priority. This was an incredible year at Longwood and our donors are to be applauded.

Longwood's alumni participation rate closed at 10.07 percent. Increasing our alumni participation rate will remain a top priority in fiscal year 2018. Every gift, regardless of the size, makes a difference. Alumni giving helps ensure the continued excellence of the Longwood experience while sending a message to the world about the value of a Longwood degree. The alumni participation rate—rather than the size of gifts—is also used in calculating rankings by external evaluators and corporations and foundations reviewing funding requests.

New Hires

Trisha Durbin joined the Development staff, and Penny Pairet recently accepted the new Director of Donor Relations position.

A recent Longwood graduate, Richard Woody, has been hired as the Lancer Line Program Manager to train, supervise, and motivate our callers during the fall telefund session.