LONGWOOD
UNIVERSITY

BOARD OF VISITORS

November 30 – December 2, 2017

BOARD OF VISITORS
November 30 - December 2, 2017

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BOARD OF VISITORS
November 30 - December 2, 2017

Schedule of Events and Public Meeting Agenda
Stallard Ballroom
(unless otherwise noted)

Thursday, November 30

5:30pm – 7:00pm	BOV Seasonal Buffet Dinner, *Longwood House*
7:30pm – 9:15pm	Reception at the Home of Farmville Mayor David Whitus '83

Friday, December 1

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 – 12:00pm	Reports of Representatives to the Board
12:00 pm – 2:00pm	Tour of Construction Progress, *Brock Hall and Upchurch University Center* BOV Lunch with Student Athletes, *Willett Hall Foyer*
2:30pm – 3:30pm	Executive Session, *Stallard Boardroom*

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5:00pm – 6:00pm	Pre-Concert Reception, *Hooker Atrium, Maugans Alumni Center*
6:30pm – 9:00pm	Holiday Dinner and Concert, *Dorrill Dining Hall*

Saturday, December 2

8:30am – 9:00am	Continental Breakfast, *LCVA*
9:00am – 10:00am	Exhibit Tour: "Break Glass," *LCVA*

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3:00pm	Men's Basketball, Longwood vs. Fayetteville State, *Willett Hall*

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Overview Message from the President

copy follows in this tab, as distributed November 20, 2017

From: Reveley IV, Taylor
Sent: Monday, November 20, 2017 9:22 AM
To: BOV
Subject: Longwood BOV Meeting

Friends,

As we look ahead to the holidays and the midpoint of the school year, we can certainly celebrate Longwood's progress. In particular our steady and sustainable enrollment growth is a hallmark of the health of the University. Between the fall of 2012 (the fall before I started) and this fall, Longwood has seen total enrollment increase by 4.9% --- from 4,834 to 5,074. Among Virginia's public institutions, over this time only Virginia Tech, George Mason, JMU, and William & Mary have seen larger percentage increases. In fact, the majority of Virginia's public universities have seen enrollment decline since 2012.

What is especially encouraging to me is that so much of what will propel Longwood over the years ahead is just beginning to take form now --- the new construction around campus, the new core curriculum set for implementation in 2018-19, the distinctive draw of the "Brock Experiences," the burgeoning vibrancy of Farmville.

It will be a delight to discuss important initiatives and developments like these at the upcoming meeting, as well as to address practical issues like the setting of housing and dining rates for next school year, which we endeavor to do at the December meeting annually to allow students and families ample time for planning.

At the upcoming meeting, it will also be important to begin discussing further an issue that is affecting higher education throughout the country: student mental health. Anxiety, especially, appears to be increasingly more pronounced among students entering college today, as a notable generational shift begins. Most of next year's college freshmen in America will have been born in the year 2000, growing up in the shadow of 9/11. A deeply caring residential campus like ours will need to take this trend to heart.

It will be wonderful to see you soon, and Kay will be distributing your briefing materials electronically later today and in hard copy by overnight delivery.

Happy Thanksgiving, and thank you deeply,
Taylor

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LONGWOOD UNIVERSITY
BOARD OF VISITORS
September 15-16, 2017
Minutes

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

Call to Order

The Longwood University Board of Visitors met on Friday, September 15, 2017 in the Stallard Boardroom. The meeting was called to order at 9:00 a.m. by Rector Marianne Radcliff.

Members present:

Ms. Eileen M. Anderson
Ms. Katharine McKeown Bond
Mr. Michael Evans
Mr. Steven Gould
Mr. David Hallock
Mr. Eric Hansen
Mrs. Colleen McCrink Margiloff
Mrs. Marianne M. Radcliff
Mrs. Ricshawn Adkins Roane
Dr. Nettie Simon-Owens
Ms. Pia Trigiani

Members absent:

Ms. Katherine Elam Busser
Ms. Nadine Marsh-Carter

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
Mr. Mike Ellis, Longwood University Foundation
Mr. Bill Walsh, Chair of the Longwood University Real Estate Foundation
Ms. Tammy Jones '81, President of Alumni Board
Dr. Lissa Power-deFur, Faculty Representative

Mr. Kevin Napier, Student Representative
Ms. Bettie Mitchell, Staff Advisory Committee Representative
Mr. Cameron O'Brion, Office of the Attorney General

Rector's Welcome and Approval of Minutes and Consent Agenda

The rector welcomed those in attendance, and introduced the new members and representatives to the Board. She asked for motion to approve the Consent Agenda, with minor corrections to the minutes as distributed. Ms. Bond so moved, Ms. Anderson seconded and the Consent Agenda was approved unanimously.

President's Welcome

President Reveley welcomed everyone to the meeting and expressed his appreciation for Longwood's camaraderie and spirit during challenging times for the nation. He gave an overview and update of major initiatives underway at the university, most notably the progress of the core curriculum, which will be distinctive, an important example nationally and difficult for other institutions to emulate. He noted Longwood's uptick in the latest US News & World Report college rankings and the exceptionally successful start to the fall athletics season. Summarizing upcoming activities on campus, he noted in particular the scheduled opening of the Andy Taylor Center for Early Childhood Development and the new bookstore on Main Street.

Softball coach Kathy Riley and players Sydney Mundell '18 and Glenn Walters '18 were welcomed and given a standing ovation in recognition of their outstanding accomplishments in recent years, including their most recent Big South championship last spring.

Ms. Hodges provided an update on advancement as well as conferences and events, including an overview of initiatives to increase annual giving. She and Ms. Kindon explained the reasoning behind the decision to move Mega Reunion forward in the calendar in response to feedback that the energy of having students on campus was especially rewarding to alumni.

Mr. Copeland provided an update on campus construction, noting completion for the Upchurch University Center scheduled for July, as well as a planning update for the upcoming renovations of Curry and Frazer. He explained how a new GASB accounting standards requirement that the university show VRS debt that is in fact an obligation of the Commonwealth skews financial statement comparability with past years. In response to a question from Mr. Hansen, Mr. Copeland said Hurricanes Irma and Harvey are indeed likely to cause an increase in the cost of building materials, though it has not been seen yet. In response to a question regarding the national Equifax breach, Mr. Copeland and Ms. Kindon said there was no apparent direct impact on the University. There was discussion regarding plans for Lankford once the University Center opens, with Mr. Copeland and Mr. Pierson giving an overview of various options under consideration.

President Reveley complimented Mr. Copeland for guiding Longwood's finances during a period of financial stress across higher education, noting Longwood has had the state portion of its budget cut during 8 of the last 10 years. During the last five years, despite those external pressures, the university's budget has increased roughly 25 percent, and spending on Academic

Affairs has increased roughly 33 percent, or roughly $10 million annually. The increase in the Academic Affairs budget amounts to roughly $3 million on top of the increase that would have been projected had that division's budget grown only at the rate of the university's budget overall.

Ms. Kindon provided an update on admissions, noting year-to-date applications stand at more than 600, substantially higher than ever before at this point. She noted the 40 percent yield rate of students who visit campus and apply on the spot, and said recruiting efforts have focused on these students who yield at a high rate.

She said the office is looking to increase applications substantially from Northern Virginia. Longwood is assigning two counselors to the area this year, including one who speaks Spanish, and gave an overview of marketing and other initiatives to bring students to campus. There was brief discussion regarding the source of the increase in graduate enrollment this year and efforts underway to continue reaching new prospective students. She also discussed the vision behind a reassigned position in Alumni and Career Services that will work on developing professional networks among Longwood alumni.

Mr. Austin thanked President Reveley for his compliments of Coach Riley and the softball program and added his own. He gave an overview of the very successful on-field start to the fall season, and commended field hockey player Kate Colley, who is going through the process of applying as Longwood's first nominee to receive a Rhodes Scholarship.

Dr. Neff noted the importance to the faculty of the awards made at Convocation, particularly as the nominations are put forward by peers. She provided an update on the substantial number of pilots underway preparing to bring next year's first-year class in under the new core curriculum. She provided an update on the implementation of Longwood's NSF grant to support underrepresented STEM students. Dr. Neff introduced Tim O'Keefe, the new dean of the College of Business and Economics, and reported the re-accreditation visit for the college earlier in the month had gone well. She commended the work that has gone into preparing to open the Andy Taylor Center, noting the important difference between the kind of preschool curriculum it will provide over and beyond basic daycare. There was also a discussion related to FERPA and issues related to training and policy. She noted Longwood has been able to help the Moton Museum increase staffing on Saturday to help accommodate the substantial increase in visitors, driven in part by the inclusion of the Moton story in the Virginia Standards of Learning. There was discussion regarding initial results from the extended Greenwood Library hours, and, with Dean Paul Chapman, regarding the statewide teacher shortage.

Dr. Pierson reiterated the energy among students continues to be positive and exciting, and said the current first-year class appears to have exceptional class spirit and camaraderie. He noted the profound impact of the Health and Wellness Center, which recently celebrated its 10th anniversary and 1.2 millionth card swipe, on the student experience. He reported that conduct hearings have dropped substantially in recent years, and students are showing a preference for administrative hearings over board hearings. He noted demand for Disability Resources continues to increase. He provided an update on the committee, headed by Kevin Napier, to work

with Aramark to provide feedback regarding food services and implementation of some of those recommendations.

There was discussion of the recent announcement by the U.S. Department of Education regarding the review process it will undertake regarding Title IX, with Dr. Pierson and Mr. O'Brion saying they do not expect substantial changes to the basic role of Title IX in setting guidelines for how colleges must respond to allegations of sexual harassment and assault.

Report of Representatives to the Board

Mr. Ellis provided an overview of initiatives underway to direct more unused scholarship dollars to students, and a new software system that will improve scholarship allocation. He noted the 12 percent net of fees annual return of the endowment in SPDR Management. Ms. Margiloff expressed her appreciation for the work of the Foundation Board to improve the delivery of scholarship dollars to students.

Mr. Walsh expressed his appreciation for the opportunity to be involved with Longwood. He said the best thing about the University is the people, thanking Louise Waller, Kay Stokes, Ken Copeland and Sherry Swinson in particular. He said he believes the Curry-Frazer renovation will be a proud success, as will implementation of the plans underway to lift Hull Springs Farm up to its potential as an educational and research center.

Ms. Jones provided an update on Alumni Board activities and events, including gatherings around Virginia, volunteer opportunities and engagement with the Office of Career Services to connect students and alumni.

Dr. Power-deFur echoed earlier comments about the success of Convocation, and noted in particular the emotion of Jeff Halliday who received the Bill Stuart award, and expressed appreciation for the administration's support of the Simpson professorship. She noted faculty are concerned about a decline in travel budget funding that is drawn from summer school revenue, which declined this past summer. She gave an overview of outstanding work by faculty, in particular over the summer, including the Longwood at the Arctic Circle program. She read a substantial list of institutions and meetings where Longwood faculty presented during the summer (a copy of the list is included as Appendix 1).

Kevin Napier introduced himself to the Board, and reiterated that this year's first-year students seem especially engaged, which has contributed to a very positive semester so far on campus. The number of students running in freshman elections is four times higher than in previous year. He said the dining advisory committee with Aramark has made a difference in the student dining experience, and expressed his appreciation to Brent Roberts, Dean of the Library, for his engagement and work to respond to student requests, and to Jonathan Page for his leadership regarding citizen leadership education. He also discussed plans to work with Emily O'Brion to further engage SGA leadership with political and other leaders around the state and to facilitate opportunities after graduation.

Ms. Mitchell provided an update on the Staff Advisory Committee's activities on campus and plans for the upcoming year.

The Board adjourned at 12 noon for a tour of the Andy Taylor Center for Early Childhood Development and lunch, followed by a tour of the new bookstore site on Main Street.

Returning to Stallard at approximately 2 p.m., Ms. Radcliff asked for a motion to go into Closed Session under Section 2.2.3711(A)(7) and (A)(9) of the Code of Virginia to discuss matters pertaining to actual or probable litigation, and matters pertaining to fund-raising activities. Ms. Anderson so moved, Mr. Gould seconded and the motion was approved unanimously.

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

Following a brief discussion regarding format and delivery of briefing materials, the meeting was adjourned for dinner at Longwood House.

Saturday, September 16, 2017

Call to Order

The Longwood University Board of Visitors reconvened on Saturday, September 16, 2017 in the Maugans Alumni Center. The meeting was called to order at 9:00 a.m. by Rector Marianne Radcliff.

Members present:

Mrs. Eileen M. Anderson
Mr. Michael Evans
Mr. Steven Gould
Mr. Eric Hansen
Mrs. Marianne M. Radcliff
Mrs. Ricshawn Adkins Roane
Dr. Nettie Simon-Owens
Ms. Pia Trigiani

Members absent:

Ms. Katharine McKeown Bond
Ms. Katherine Elam Busser
Mr. David Hallock
Mrs. Colleen McCrink Margiloff
Ms. Nadine Marsh-Carter

Also present:

President W. Taylor Reveley IV
Ms. Victoria Kindon, Vice President for Strategic Operations
Mr. Jason Faulk, Dean of Admissions
Dr. Jennifer Green, Associate Vice President for Enrollment Management
Dr. Emily Heady, Senior Director of Student Success and Retention
Dr. Joan Neff, Provost and Vice President for Academic Affairs
Prof. Larissa Fergeson, Associate Provost
Mr. Justin Pope, Chief of Staff
Dr. Lissa Power-deFur, Faculty Representative

Ms. Kindon introduced Mr. Faulk and Drs. Green and Heady, who led an overview and discussion regarding strategy and tactics related to the admissions pipeline and student success. Topics included demographic trends, changing student profiles, including increase in first-generation college students and the importance of communicating basic information with students from families who may not be familiar with the college process. Other topics included how Student Success is working in conjunction with faculty regarding the implementation of the new core curriculum, which all of those present said they believe will be a powerful tool for both recruitment and retention. There was also discussion regarding advising, course loads, and other data-driven strategies to help students stay on track to graduation. Mrs. Radcliff expressed her appreciation to the team, noting excellent feedback she has received about the admissions process from a number of friends with children who have recently come to Longwood.

Following the presentation, Dr. Neff briefly addressed the Board to provide some background and context regarding the issue of faculty travel budgets.

There being no further business, the meeting was adjourned at 11 a.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:

- a new policy management policy regarding the process for developing and approving University policies
- new Administration & Finance policy concerning contracts (clarifying which employees may contractually bind the University)
- approval of Master of Science (M.S.) in Counselor Education as a stand-alone degree program
- updates to the University's Psychological Emergencies Policy concerning post-vention services (steps taken in the event of the death of a student) to confirm the policy includes recently implemented requirements by the General Assembly

ADMINISTRATION AND FINANCE

ACTION ITEM

Approval of New University Policy Management Policy

Policy Title: University Policy Management

Policy Number: 001 (this replaces current policy 1003)

Policy Owner: Administration and Finance

Purpose: To establish rules and procedures for creating and updating university polices.

Policy Statement:

This policy governs the development and maintenance of all university policies. University policies and procedures are applicable to all members of the university community, unless the specific policy states otherwise.

The university establishes policies to promote the effective and efficient operation of the university and to guide the management of university affairs. University policies address operation requirements of all academic and administrative offices and compliance with applicable laws and regulations.

Procedures:

1. Any employee, university office or administrative unit may submit a proposed policy to the university vice president to which they report. Any proposed policy shall comply with the Longwood University Policy Template (Attachment 1) and Longwood University Policy and Procedures Writing Guide (Attachment 2).

2. The vice president shall review the proposed policy and determine if it is necessary and appropriate.

3. The vice president may submit any proposed policy to the president. The president shall review such policies and, if appropriate, forward the policies to the Board of Visitors for consideration.

4. The Board of Visitors shall consider and, if appropriate, approve policies submitted by the president. However, the president may temporary implement any policy until the next scheduled Board of Visitors meeting.

5. University legal counsel shall review all proposed policies.

6. Vice presidents or their designees shall review and, if necessary, revise policies every two years.

7. The university shall publish all policies on the university website in accessible, easy to read, searchable format.

Longwood University Policy Template

Attachment 1

Policy Title:

Policy Number:

Table of Contents *(optional):*

Definitions *(optional):* List key terms with policy-specific definitions. The policy should define words that might be confusing, have different possible meanings, or are being used in a specific or technical way.

Policy Owner: Clearly note which Vice President oversees the policy (Academic Affairs, Athletics, Administration and Finance, Strategic Operations, Advancement or Student Affairs) and which office is responsible for monitoring compliance with the policy and taking any necessary corrective action. For example, the policy on parking would note that Student Affairs oversees the policy and the Longwood University Police Department is responsible for compliance.

Purpose: A brief statement why the policy exists or why it is needed. This statement usually describes the problem or conflict the policy will resolve and may include any legal or regulatory reasons for the policy.

Policy Statement: A statement that summarizes the policy's purpose. It should identify who should follow the policy, under what conditions the policy applies, and may include mandated actions or constraints.

Procedures: Outlines specific actions required to comply with the policy. This section may also describe what offices/individuals have the job of making the policy and procedures work.

Date: Date(s) the Board of Visitors approved the policy and any subsequent revisions. Revisions to existing policies should clearly note all additions and deletions.

Longwood University Policy and Procedures Writing Guide

Attachment 2

A policy articulates requirements and expectations for behavior, actions and activities of the university community in order to fulfill expectations and strategic goals. A policy may require or prohibit an action, ensure compliance with applicable laws and regulations and reduce risk. When drafting or editing policies, consider the following:

- Policies need to be concise, consistent and easy to read. Using clear, simple language to ensure policy will be understandable and easy to follow.

- Strive for clarity and avoid jargon. Use short, everyday words when possible.

- Write using the active voice to ensure clarity and brevity. More important, using the active voice makes it clear who is doing what.

- Keep sentences brief. Longer sentences demand greater concentration from the reader and may make the meaning difficult to follow.

- Choose words wisely. Use direct language like *must, will, prohibited* and *required* rather than *should* or *should not* as these words imply an action is not mandatory.

- Be consistent. Make sure that examples and clarifying statements do not convey different meanings or interpretations.

- Double-check that policy language does not conflict with existing policies and procedures and that all your information is factual and up-to-date.

- Do not include personal names, specific labels (e.g., software product names) or other information that may quickly become outdated. Instead, use position titles and generic terms.

- Spell out acronyms the first time they are used.

- Do not use contractions or personal pronouns (such as *you*, *we* or *us*).

- When in doubt, defer to the Associated Press (AP) Stylebook. Some examples include:

- Do not capitalize a formal academic or administrative title unless it immediately precedes a personal name.
- Capitalize the name of a college, school or department only when using the full, proper name of a specific Longwood unit; use lowercase when using the informal name. Capitalize "University" when referring to the title "Longwood University" but not generically (as in "the university").
- Use one space between sentences.
- Do not use hyphens for "universitywide" and "campuswide." In general, use hyphens to avoid ambiguity or when failing to do so would make meaning unclear (for instance *small-business owner* but *health care center*.)

ADMINISTRATION AND FINANCE

ACTION ITEM

Approval of New Policy Concerning Signature Authority on University Contracts

Policy Title: Signature Authority on Contracts

Policy Owner: Administration and Finance

Purpose: To establish those university employees who are authorized to sign contracts to enter the university into official commitments, financial or otherwise.

Definitions:

Contract/Contractual Agreement: A legal obligation, typically in written form, between the university or any unit within the university and any other entity. These include purchase agreements, employment contracts, memoranda of understanding/agreement, collaboration agreements, real estate contracts, contracts to acquire goods or services, and affiliation agreements.

Sign/Signature: Agreeing to a contract, either through signing a hard copy of the document or legal affirmation of a contract through electronic means.

Signature Authority: Authority granted to specific individuals allowing specified individuals to legally bind the university.

Policy Statement:

This policy applies to contractual agreements entered into by the university or its departments or administrative units. It applies to all employees.

The rector, president and vice president for administration and finance have signature authority on any university contract. The vice president for administration and finance may delegate signature authority to a university vice president, including the director of athletics. Such delegation of signature authority by the vice president for administration and finance must be in writing.

Any and all contracts, including memorandums of understanding/agreement, collaboration agreements and affiliation agreements, must be signed by an authorized legal representative of the university with signature authority.

ACADEMIC AFFAIRS

ACTION ITEM

Approval of Master of Science (M.S.) in Counselor Education

Counselor Education has been offered as a concentration in the Master of Science in Education at Longwood University since the inception of graduate studies in 1955. Initially the concentration was Guidance & Counseling. Community & College Counseling was added as a concentration in 1989. In 2012, the two concentrations combined to become one concentration, Counselor Education, with individual tracks in Community & College Counseling, Mental Health Counseling, and School Counseling. Based on the number of concentrations housed under the Education major, staff of the State Council of Higher Education for Virginia (SCHEV) strongly encouraged the three largest concentrations become stand-alone majors. School Librarianship and Reading, Literacy & Learning took that path moving from concentration to stand-alone major beginning with the fall 2014 academic year. Counselor Education is the third concentration to complete the process.

At the December 2016 Board of Visitors meeting, the Master of Education (M.Ed.) in Counselor Education was approved with implementation proposed for the Fall 2017 semester. After an initial review by SCHEV and further discussion, the degree has been changed from the Master of Education (M.Ed.) to the Master of Science (M.S.) still with a major in Counselor Education and a new proposed implementation for the Fall 2018 semester. This degree change requires approval by the Board of Visitors before the formal submission can be sent to SCHEV.

This major is sponsored by the Department of Education and Special Education under the College of Education and Human Services and the purpose is to prepare individuals for the profession of counseling including the areas of college & student affairs, mental health, and school. The program is fully aligned with the 2016 standards of the Council for Accreditation of Counseling and Related Educational Programs (CACREP) and the year-long self-study is being prepared for submission to achieve full accreditation as a stand-alone major. Enrollment and graduation rates are consistently strong.

The Integrated Postsecondary Education Data System, Classification of Instructional Programs (CIP) code selected is 13.1101 for Student Counseling and Personnel Services (https://nces.ed.gov/ipeds/cipcode/cipdetail.aspx?y=55&cipid=88130). It is defined as "A program that prepares individuals to apply the theory and principles of guidance and counseling to the provision of support for the personal, social, educational, and vocational development of students, and the organizing of guidance services within elementary, middle and secondary educational institutions; including instruction in legal and professional requirements, therapeutic counselor intervention, vocational counseling, and related sociological and psychological

foundations." The degree with stand-alone major provides increased recognition for our graduates in their field and more directly aligns with their course of study.

STUDENT AFFAIRS

ACTION ITEM

Approval of Revisions to Psychological Emergency Policy

RATIONALE: The General Assembly has required baccalaureate public institutions of higher education to develop and implement policies that ensure that after a student suicide, affected students have access to reasonable medical and behavioral health services, including postvention services. The bill defines postvention services as services designed to facilitate the grieving or adjustment process, stabilize the environment, reduce the risk of negative behaviors, and prevent suicide contagion. The Counseling Center has worked with the Virginia Office of the Attorney General to make slight revisions to Longwood's existing Psychological Emergency Policy to be clear the policy conforms with the General Assembly mandate. The new language is underlined.

Psychological Emergency 3305

Longwood University aims to maintain the safety of individual students, as well as the community. Psychological emergencies include, but are not limited to, situations where a student commits or attempts suicide, makes a threat or gesture of suicide, harms or attempts to harm themselves, or undergoes severe psychological distress. Faculty, staff, and students are expected to follow these procedures when there is a psychological emergency.

1. When there is a situation involving an **immediate threat** to self or others, the Longwood Police Dispatcher should be contacted immediately at 911 or 434.395.2091. The police will involve the appropriate on-call administrator(s) who will involve the on-call Counselor/Psychologist.
2. When there is general concern for a student, the Office of the Dean of Students should be contacted at 434.395.2485, Monday through Friday 8:00AM-5:00PM. A designated staff member will involve other administrators and Counseling and Psychological Services (CAPS) Center as appropriate. If the concern arises after business hours, the Longwood Police Dispatch should be contacted for consultation.
3. Counselors/Psychologists, Longwood Police, Dean of Students, and Residential and Commuter Life staff shall follow their department's established procedures, as trained.
4. Training resources are available for faculty, staff, and students.

The student of concern will also be discussed during the weekly Care Team meeting, and that team will follow-up as appropriate.

Consistent with the Disruptive Behavior Policy, a student's parent/guardian will be contacted if she or he is deemed to be a threat to self or others, and he or she may not attend classes or university activities or return to university housing until she or he is given clearance to return by the Dean of Students or a designee. Clearance will require (a) the completion of the designated Psychiatric Evaluation Form with signed authorization from a psychiatrist; (b) the doctor's

agreement that returning to school is in the student's best interest; (c) demonstration from the student that he or she is no longer in crisis, has taken sufficient steps to address the underlying psychological concern(s) which triggered the crisis, and has a plan to maintain health; and (d) a meeting with the Dean of Students or her/his designee to complete behavioral contract, which will outline how the student can effectively function in the learning environment. Students are responsible for costs associated with the evaluation and any subsequent care that falls outside the scope of University services.

The psychological emergency procedures are implemented with sensitivity to students' privacy and academic success. The Office of the Dean of Students will work with the student and the appropriate Academic Dean's office to take measures necessary to allow students to return to school.

CAPS shall maintain procedures for the provision of postvention services including psychological support, crisis intervention and other forms of assistance to the campus community. Such procedures shall be designed to facilitate the grieving or adjustment process, stabilize the environment, reduce the risk of negative behaviors, and prevent suicide contagion.

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Academic Affairs

Joan Neff, Vice President and Provost

Highlights

- Core Curriculum development continues on schedule
- Provisional patent obtained for potential cancer treatment
- Nursing graduating class achieves 100% passing rate on NCLEX exam (2nd consecutive year)
- Andy Taylor Center opens

Overview

Longwood's mission to develop "citizen leaders who are prepared to make contributions to the common good of society" has been demonstrated in a number of ways. Faculty have proposed more than 60 courses for the Pillar level of the Core Curriculum. Biology students have participated in the early stages of developing a new cancer treatment, and nursing students have achieved a 100 percent passing rate for the NCLEX licensure exam for the second straight year. Two additional faculty have been selected to lead two new Brock Experiences. The College of Business and Economics is educating future Lancers currently in high school through its dual enrollment courses in the Center for Financial Responsibility and the Center for Cyber Security, and the Andy Taylor Center has begun working with the youngest future citizen leaders.

Core Curriculum Implementation

The Core Curriculum Committee has made significant progress toward the initial rollout of the new Core in Fall 2018. The committee hosted four faculty workshops on crafting course proposals for the Foundation Level. It has reviewed 63 course proposals across the six pillars, and the majority of these courses were either approved without revision or with minor changes. By the end of the semester, the courses will have been reviewed by college curriculum committees and the Educational Policy Committee. Departments were asked to revise and resubmit proposals requiring more extensive revisions by November 10th to allow the various committees time to review them before the end of the semester. Proposals for additional CTZN 110 sections were reviewed in November and faculty development workshops for the Perspectives Level courses will occur in the spring.

Cook-Cole College of Arts and Sciences

Longwood received a provisional patent for work done by Dr. Amorette Barber, Associate Professor of Biology, and her students on a potential new cancer therapy consisting of altering immune system cells to treat many types of cancer, including lymphoma, leukemia, melanoma, and pancreatic, kidney, colon, liver, bladder, breast, ovarian, and prostate cancers. Dr. Barber is engaging with Cleveland Clinic researchers to develop this line of research into a treatment regimen. Dr. Steven Isaac, 2016 Simpson Distinguished Professor, recently returned from the 27th International Colloquium on Romanesque Art in Issoire, France, where he presented (en français) "The Good, the Bad, the Ugly: Constructing the Image of Combatants after the First Crusade." Dr. Alec Hosterman's photography exhibit, "There's Just Us", featuring photos from the Charlottesville events on August 11th and 12th, opened at the LCVA on November 3rd, and Dr. Danette Gibbs was awarded a grant with colleagues from three other universities to build a wellness coalition and develop training modules for disabled individuals throughout the Shenandoah Valley region. The Nursing program recorded a 100% passing rate for the NCLEX licensure examination for the second straight year, and for the first time in its 80-year history the Virginia Philosophical Association's annual meeting was held at Longwood thanks to Dr. Eric Moore and Dr. Charles Repp, both of the Department of History, Political Science, and Philosophy. The Communication Studies Department, assisted by the Colleges of Graduate and Professional Studies and Business and Economics, hosted an event planning seminar facilitated by executive-level event planning experts in entertainment, trade shows, hospitality, corporate meetings, non-profit events, and government. More than 30 people attended.

College of Business and Economics

A team of AACSB Continuous Improvement Review consultants visited the College of Business and Economics September 10th-12th and reported that the visit "went very well". The process will be completed in early 2018. The team made two recommendations: 1) create a stronger link between assessment and curriculum maintenance; and 2) revise CBE's mission to better reflect its uniqueness. The MBA Task Force has met regularly and received valuable contributions from Dr. Jennifer Green and Dr. Jeannine Perry. The Center for Financial Responsibility and the Center for Cyber Security continue to increase their impact through dual-enrollment courses whose enrollments are expected to continue increasing. Dean O'Keefe has been engaged in networking by attending Lancer Connect events in Richmond, Falls Church, and the Hampton Roads/Norfolk area. He is working with Advancement to devote an appropriate portion of his time to activities focused on scholarships and the CBE endowment.

College of Education and Human Services

The dedication ceremony for the Andy Taylor Center for Childhood Development was held on October 20th. Dean Chapman welcomed a large gathering of supporters who heard moving remarks from Andy's sister, Sara. The inaugural Andy Taylor Scholarship Fund Walk-a-thon, coordinated by Professor Ian Danielson, raised $1,597. Inspired by this effort, Dr. Jane Taylor donated $10,000 to the Andy Taylor Scholarship Fund. Karen Feathers (Special Education), Matt Lucas (Adaptive Physical Education), Ian Danielsen (Social Work), and Rhonda Scarrow (Theatre Arts and Graphic Design) are working on a proposed ***Lancer Life*** program that will focus on young adults with intellectual disabilities. It would engage them (and in some cases

their parents and/or caregivers) in bi-weekly seminar courses to develop competencies in several domains (e.g. leisure, social skills, self-advocacy, health & wellness) and give them opportunities to experience college life. If an initial pilot is successful, Longwood could explore a two-year post-secondary certificate program. Carole Kraemer, '67, provided a generous donation to Speech, Hearing, and Learning Services (SHLS) to begin Project JumpStart, a three morning per week language-rich program for preschoolers including education sessions for their parents to support their children's language and literacy development. SHLS also hosted two sessions at the Virginia Children's Book Festival and started a hearing loss support group for persons in the Southside Virginia region. Finally, the Infant-Toddler Connection of the Heartland currently serves 128 children with disabilities from birth through age three in the seven-county region surrounding Longwood. They are gathering developmental toys to give to all children on their caseload through the Giving Tree.

College of Graduate and Professional Studies

The Digital Education Collaborative (DEC), in partnership with Greenwood Library, opened the new DIGILab on Friday, October 27. The "maker space" will promote exploration, innovation, and collaboration using all types of 'technology' and tools to create, design, and test ideas. DEC also partnered with offices across campus to present Digital Citizenship week (DCW17) from October 22nd-27th. The week incorporated interactive social media elements to promote the "norms of appropriate responsible behavior with regard to technologies." Internationally known digital leadership speaker, Dr. Josie Ahlquist, presented two keynote addresses with this theme. Completed projects recommended by the Graduate Task Force include a new designated graduate student space in Greenwood Library, the hiring of an Assistant Director of Graduate Admissions & Recruitment, and changing the title "Graduate Program Coordinator" to "Graduate Program Director." A working group met with the graduate dean and will continue to address task force recommendations including policy review and revision, a differentiated tuition model, and a method to assess and monitor viability of graduate programs with respect to enrollment, revenue, costs, and sustainability/growth.

Cormier Honors College

Honors students participated in three interdisciplinary Honors seminars: *Social Innovation*; *Love, Sex, and Friendship*; and *City-as-Text Atlanta*. The *Social Innovation* course was linked to an Honors course in the Netherlands, and students worked collaboratively to design novel projects. Honors General Education capstone course GNED 400, *Exploring Public Issues through Writing,* team-taught by Drs. John Miller and Lara Fergeson, focused on Virginia as text and involved visiting key sites while considering place, conflict, and legacy. Nine Longwood students and four faculty and staff traveled to Atlanta for the National Collegiate Honors Council's national conference in which students presented work developed in Honors courses. Community service opportunities this semester have included the Leadership Retreat in August, and work at the Woodlands, Southside SPCA, FACES, and other local organizations and events. Looking ahead, more than 55 Honors students have applied for scholarships to assist them in studying abroad in winter, spring, or summer of 2018.

Office of Accreditation and Compliance

The prospectus for the new Core Curriculum has been submitted to SACSCOC and completion of that review is expected sometime this coming spring. We must receive approval from SACSCOC before we can officially implement the Core. Until then, all public references to the Core Curriculum must include "pending approval by SACSCOC." Data collection for the 2017 Delaware Study of Instructional Costs is underway. The office continues to work on analyzing the 2016 results, comparing them to national norms, and selecting comparison institutions. In January Dr. David Shoenthal, Professor of Mathematics, will begin serving a three-year renewable term as Associate Provost for Accreditation and Compliance. He replaces Virginia Kinman, Assistant Vice President for Accreditation and Compliance, upon her retirement. Virginia and David have worked together this fall to ensure a smooth transition.

Office of Assessment and Institutional Research

OAIR has expanded its research agenda to empirically analyze the impact of Longwood students' dual enrollment experiences on their collegiate success. The work is particularly important given active legislation surrounding dual enrollment and transfer policies. Additionally, the office is collaborating with science faculty to examine the drivers of student success in scientific reasoning to aid assessment and delivery of the Core Curriculum. As part of the Blackwell talks, Darrell Tyler presented his research on the roles of family background and parental education levels on collegiate success. Linda Townsend is leading assessment efforts on the new SCHEV competency policy and the rollout of our new assessment management system (TK20).

Office of Student Research

The Office of Student Research received 20 applications for student research and travel funding, 17 of which were approved. Project details can be found at "Award Recipients for the Fall 2017 Student Research Funding Cycle." They represent a variety of departments, including Biological and Environmental Sciences; Health, Athletics, Recreation and Kinesiology; Theatre, Art and Graphic Design; Sociology, Anthropology, and Criminal Justice Studies; and Psychology. On November 15, faculty in the creative disciplines were invited to a tea to provide them with information about funding opportunities for their students, and on November 16, OSR held a "tent event" in the dining hall to reach students who might not come to the office, but would stop on their way to lunch to learn about OSR's services.

Greenwood Library

Greenwood Library enjoyed an active fall semester. Librarians were digitally embedded into 31 Canvas course shells in which they offered online research assistance and support, led discussions, and posted tips for students working on projects, papers, and presentations. Face-to-face librarian visits to classes increased, with over 175 classes taught as of November 1st, a 60 percent increase over Fall, 2016 numbers. Library staff also continued a robust program of one-on-one research consultations, with over 200 in person interactions and 150 exchanges by phone, email, and online chat. In terms of outreach activities, the Library sponsored several events, all of which were free and open to the community. The "Finding Your Roots" genealogy workshop, attended by 75 people, included a talk by a licensed genealogist and photograph

preservation/digitization tips from Greenwood Library staff. The formal opening of the Greenwood Gallery featured artwork by recipients of Greenwood Library's Student Art Awards. "Schools of Thought: Perspectives on Literature for Youth" consisted of a panel discussion by faculty and representatives from the Virginia Children's Book Festival. It centered on the novel *The Hate U Give* by Angie Thomas and drew an audience of 95. Patron usage of the library during the 12:00 am-2:00 am extended hours timeslot has been closely monitored (See appended chart). The final headcounts at 1:30 am, Sunday-Thursdays were recorded through Fall Break. Contrary to expectations and previous history, which predicted Sunday as the most active late night, the data showed higher student traffic midweek on Wednesday and Thursday late nights.

Office of Sponsored Programs

On October 19th, Ellen Riddleberger and Ann Kurowski of McAllister & Quinn (M&Q) traveled to campus to meet with faculty and administrators to conduct an organizational analysis to align Longwood's grant capacity with funding trends and agency programming from multiple sources. As part of the university's new agreement with M&Q, they will provide proposal development, writing, and review/editing support for four major proposals per year. They also will provide on-campus workshops for faculty and staff to improve grant-seeking, and coordinate face-to-face meetings with program officers in Washington, D.C. To date, Longwood has received almost $800,000 in federal grant funds due to our previous partnership with M&Q.

Center for Faculty Enrichment (CAFÉ)

On September 28th over 40 faculty and staff participated in a 4-hour workshop focusing on writing and scholarship productivity facilitated by Dr. Tara Gray, founding director of the Teaching Academy at New Mexico State University and author of "Publish & Flourish: Become a Prolific Scholar." Faculty were invited to build on what they learned and develop a habit of writing persistence by participating in small writing groups and documenting their daily writing through a shared accountability process. Over the next several months CAFÉ will work with the Office of Assessment and Institutional Research to offer instructional design workshops for faculty who teach research-focused courses in support of the QEP. In addition, CAFÉ will work with Greenwood Library by co-facilitating a seminar on Teaching Research and will provide support for our Brock Fellows as they design courses and build teams. CAFÉ also is working with the Core Curriculum team to identify faculty needs as we implement the new curriculum.

International Affairs

Fall 2017 has been a productive semester of well-attended activities, including a campus-wide international student welcome reception, regulatory update meetings for all international students, field trips to Richmond and Williamsburg, and seasonal cultural activities. The bi-annual visit from the SEVP Field Representative (Student Exchange Visitor Program of Homeland Security) occurred in October, yielding praise for OIA's student record keeping. The International Student Advisory Council has selected officers and is setting goals for campus wide advocacy. Several staff have worked with IT to fully implement an electronic database for International Student/Scholars services: Terra Dotta for ISSS. The database will permit better compliance with SEVP requirements, offer more reliable access to data in emergencies, and

improve communication with international students. Thirty-eight students will participate in study abroad programs this winter, with 36 on faculty-led programs in Costa Rica, South Africa, or the United Kingdom, and two on a CIS Abroad program in France, Morocco, and Spain. Twenty students are preparing to spend the spring term abroad in Argentina, Germany, Italy, Japan, South Korea, Spain, the United Kingdom, or aboard a ship doing environmental field research between the U.S., Bermuda, and the Bahamas. Finally, Longwood is preparing to host the Virginia Lessons from Abroad Study Abroad Returnee Conference on February 3, 2018. Author and former Foreign Service officer Mark Jacobs will be giving the keynote speech.

Longwood Center for the Visual Arts

In response to divisive public rhetoric surrounding the 2016 U.S. presidential campaign, LCVA organized the *Break Glass* exhibition. Informed by a spirit of reconciliation, it was intended to facilitate thoughtful conversation and deep self-reflection and to unite our community. Through her art, VL Cox aspires to spark conversation about civil rights and equality, while also exploring the persistence of hate and injustice. Her work is often born in cathartic response to contemporary events and shaped from her own personal experiences growing up in Arkansas. She creates her work from found objects (such as old Ku Klux Klan regalia), appropriating them to make pointed criticisms about some of today's most troubling topics. *There's Just Us: Alec Hosterman*, captured the tension and chaos that unfolded in Charlottesville at the Unite the Right rally on August 12, 2017. In addition to showcasing the work of Longwood faculty, it underscored the themes of Break Glass, as well as providing regional context. The exhibitions' complementary community programs were developed in partnership with several organizations that also advocate for diversity, inclusion, and access, including the Robert Russa Moton Museum, the Virginia Center for Inclusive Communities, Virginia Holocaust Museum, and Longwood University's Office of Citizen Leadership and Social Justice Education.

Hull Springs Farm

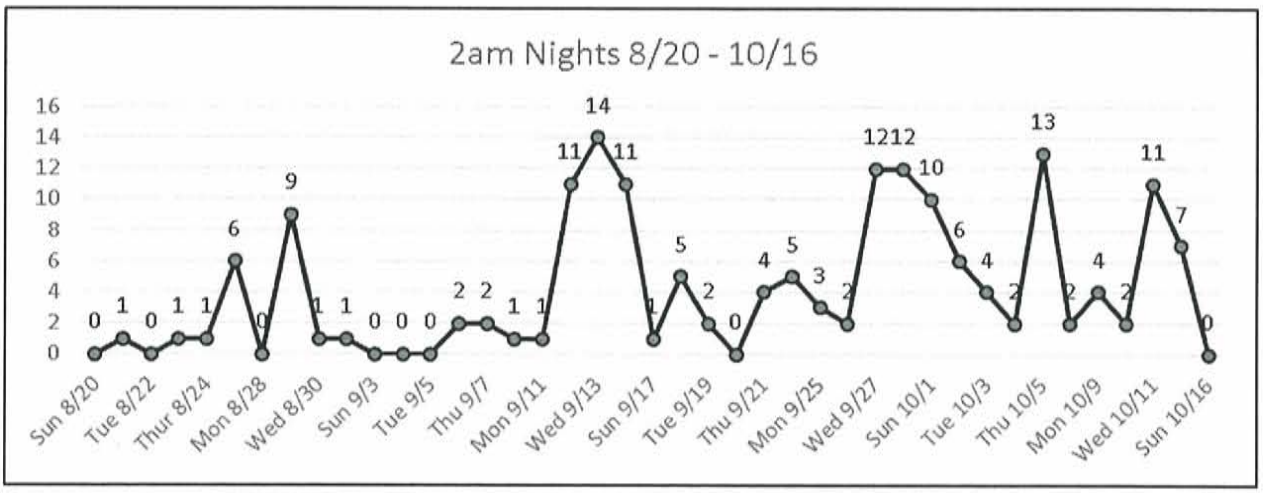
The Charlottesville architectural firm, Train Architects, presented options for renovating or replacing Hull Springs' facilities at the November meeting of the Longwood University Real Estate Foundation. After months of planning, with input from the Hull Springs Leadership Team, the site plan will focus on the Camp House area in addition to the Honeymoon Cottage and Big House. The Big and Yellow Houses were connected to the new Westmoreland County public sewer line during the first weeks of October, and access to public sewer will permit the proposed property development. More than 75 alums and Northern Neck residents attended the first three sessions of the Old Dominion Electric Cooperative (ODEC)-sponsored Hull Springs' Speakers Series. A meeting of the HSF Stakeholders was held on Oct. 27th. The group consists of state agencies, local school representatives, Northern Neck organizations, and others dedicated to protecting the Chesapeake Bay.

Moton Museum

Several sections of Longwood Seminar visited Moton this fall, and the staff has continued to deliver programming to students in Cumberland and Prince Edward counties. Cainan Townsend '15, Moton's director of education and public programs, has developed a strong relationship with the faculty at Fuqua School as they work to revise their curriculum to focus on diversity and

inclusion. At the end of October, Moton had reached 882 people for the month through its programming, bringing visitation for the year so far to 8,550. Dr. JoEllen Pederson brought 40 students in her Social Problems (SOCL 102) course to Moton for experiential learning and for a guided tour. Moton also participated in the Virginia Children's Book Festival by hosting author sessions for children and the annual Civil Rights in Children's Literature panel discussion, which focused on marriage equality in honor of the 50th anniversary of the Supreme Court case *Loving v. Virginia.* Finally, Cainan Townsend and Cameron Patterson '10, Moton's managing director, worked with the Longwood Center for the Visual Arts (LCVA) to develop programming for the V.L. Cox *Break Glass: A Conversation to End Hate* exhibit.

Library Head Count at 1:30 am from August 20 through October 16



Longwood Center for the Visual Arts

Onsite attendance 2016-2017 (as of 11/6/16)	5,880	Onsite attendance 2017-2018 (as of 11/6/17)	5,801
Number of exhibitions 2016-2017 (completed)	12	Number of exhibitions 2017-2018 (planned)	8
Number of 2016-2017 programs (completed)	32	Number of 2017-2018 programs (scheduled or completed as of 11/6/17)	30

6

Administration & Finance

Ken Copeland, Vice President

Highlights

- Design and Construction Projects
- Facilities Management Highlights
- Budget, Financial Operations and HR Updates
- Community and Economic Development
- Lancer Card Office Updates

Design and Construction Projects

Upchurch University Center

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

Brock Hall Student Success Center

Construction commenced in mid-April 2016. The contractor currently projects that the building will be substantially complete by the end of the calendar year.

Admissions Building

The Virginia Bureau of Capital Outlay Management is reviewing the final construction plans. Construction is estimated to commence in spring 2018, and to be completed in late summer 2019.

New Academic Building

The Virginia Bureau of Capital Outlay Management is reviewing the final construction plans. 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.

Curry and Frazer Residence Halls Renovations

The Curry and Frazer Residence Halls renovation project is in the Construction Documents phase, with drawings and specifications under review by the university and the Longwood University Real Estate Foundation (LUREF). The construction budget is approximately $63 million, including construction contingencies. Transfer of the property from Longwood University to the LUREF is expected to be finalized in late 2017. In October, the Farmville Town Council approved the transfer of Spruce, East Madison, and East Redford Streets to Longwood University, as well as the construction of a new entrance drive to Curry and Frazer Halls from South Main Street. Construction is nearly completed 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 project, commencing in May 2018, and planned for completion in August 2019. The Curry Hall renovation will commence in May 2019, and is planned to be completed by August 2020.

Deutsche Bank is the lending partner on this project. LUREF expects to close on the bond issuance in early December 2017.

Hull Springs Farm

A Memorandum of Understanding between Longwood University, the Longwood University Foundation, and the Longwood University Real Estate Foundation (LUREF) has been executed to allow REF to oversee the management and development of Hull Springs Farm.

LUREF has selected Train Architects to lead an evaluation, planning, design, and costing exercise that will result in schematic plans for Hull Springs Farm. Preliminary building and site plans have been developed, and will be reviewed and refined during the next few months. The plans will be in line with the vision of the campus master plan.

Property Acquisition

LUREF has closed on the former Watkins Abbitt Federal Building located at 103 S. Main Street in Farmville. The Longwood University Space Planning Committee will determine the best use for the property. This property was a targeted acquisition in the campus master plan.

Facilities Management Highlights

The Landscape and Grounds department brought in a new property management tool to use for cleaning up undergrowth along Gross creek behind the Midtown Landings. The department contracted with a company call Goat Busters to bring in approximately 68 goats to clear the undergrowth, so that the L&G crew could clear brush without working in poison ivy, oak and other vines. It was a big attraction for students, staff and residents of the town. The children from the Andy Taylor Center were able to visit the site and observe the goats at work since it was adjacent to their parking lot. The goats completed their work in only 3 ½ days. The department worked closely with the town for permitting and DEQ as well since the creek is a protected

waterway. This was the most environmentally sustainable approach to cleaning up the area around Gross' Creek.

The Department worked closely with Capital Design and Construction, the Real Estate Foundation and staff at the Andy Taylor Center in constructing the children's play area, walkways at the rear of the building and new landscape planting in front. Staff also provided benches, annual flower pots and new trash cans, and met the main goal of reducing costs for the project by using in-house talent for this work.

The Facilities Operations team is working on re-lamping the campus to LED lights; Greenwood Library atrium lights, Grainger soffit fixtures, Heating Plant lights, as well as some of the parking lot lighting have been converted to LED. The team also installed a new set of double automatic sliding doors at the loading dock of Dorrill Dining Hall which increases efficiency of loading and unloading trucks and minimizes door damage that was occurring with the existing doors. The team completed implementation of the Preventive Maintenance and Asset Management module in the Computerized Maintenance Management System (AiM).

For the past four months, the University's Landscape and Grounds department has been working with Stand Up, Inc., an organization with a mission to assist individuals to increase their independence by providing unequaled, personalized planning, supports and opportunities for success, to support STEP (Student Transition Employment Program). STEP is a partnership between Stand Up Inc., our county high schools, and community businesses that is designed to aid participants in learning the necessary skills to become successful in a competitive workplace environment, through various classroom and hands-on learning experiences. Longwood's Landscape and Grounds department has developed a training program for students from Amelia County schools based off of an existing in-house training program for full-time and part-time employees. The students are being coached in a number of skills that apply to Landscape Construction, Grounds Maintenance, Hardscape work, and Equipment maintenance and Operations. The students even worked with L&G crew in completing the play yard area for Andy Taylor Early Child Development Center.

Budget, Financial Operations and HR

Budget Office

The Budget Office has had a busy start to fiscal year 2018, submitting an updated University Six Year Plan to SCHEV and an updated Six Year Capital Plan to the Department of Planning and Budget. Closer to campus, housing and dining rates for the 2018-19 school year have been prepared. The department filled a position that was reinstated after going unfilled since 2010.

Financial Operations

Accounts Payable

- Involved in the DocFinity implementation, which is an enterprise content management solution that will not only permit electronic storage of documents but also the electronic submission of forms such as the Request for Travel Authorization form.

Financial Reporting

- FY 2016 financial statement audit has been published on the Auditor of Public Accounts (APA) website and the LU Financial Operations website.
- FY 2017 unaudited financial statements were issued.
- Management Entrance for the FY 2017 audit is scheduled for December 6, 2017.
- APA has stated that all audit resources are being directed towards higher education audits for the period of January 2018 through April 2018. The Longwood audit is scheduled to be completed June 2018.

Human Resources

The Human Resources has been exceptionally busy working through recruitment of positions across the university and onboarding of new hires. Payroll continues to work through the intensive Cardinal Payroll conversion process, while payroll and HRIS staff continue to be involved in the Cardinal conversion and related projects such as Web-based time entry.

Community and Economic Development

The Office of Community and Economic Development has convened and continues to facilitate two regional community working groups.

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 focused on building an active entrepreneurship eco-system that supports recruitment and retention of local talent and an innovative workforce. First steps discussed include development of cooperative innovation and entrepreneurship programming for students of all levels and the community. The group met at Hampden Sydney College on September 29th to begin planning. The next meeting is November 15th, hosted by the Town of Farmville and the SBDC at the Woodlands Community Center. This meeting will include additional business and community leaders for input.

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 1.8 million people, with 105,980 becoming actively engaged on the site since the launch in September 2016.

The Small Business Development Center is focused on connecting university resources to support the development of new and existing small businesses in the region. The Center serves 26 localities in Southern Virginia through several full and part time office locations – Farmville (Lead Office), Petersburg (Crater SBDC, in partnership with Crater PDC), Emporia (In partnership with the Southside Virginia Higher Education Center, South Boston (In partnership

with The Southern Virginia Higher Education Center), Danville (In partnership with DCC), and Martinsville (In partnership with New College Institute).

2017 results will be available in January. In CY 16, 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

The SBDC has also assisted in the planning for university based community outreach centers such as the Andy Taylor Early Childhood Development Center and the Archaeology Institute.

Lancer Card Office

The Lancer Card Center continues to expand services. The management of Lenel and door access is now handled by the Lancer Card Center. As such, we are learning about the system, processing door requests and tweaking procedures. There is now an online access request form that we hope will make it easier for requesting and tracking all access requests. In addition, we are working closely with Campus Police and Capital Planning related to new and ongoing projects in regards to access and any card needs. We are also working closely with Dining to begin setting up the POS terminals and locations in the new Upchurch University Center as well as other location changes around campus.

LONGWOOD UNIVERSITY
Statement of Revenues and Expenditures
As of October 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	(818,182)	39,896,361	1	16,377,520	41.05%	15,575,304	40.56%
Fees	1,387,611	32	1,387,643	2	1,061,543	76.50%	1,051,693	78.47%
State General Fund Appropriation	27,728,101	522,274	28,250,375		9,751,112	34.52%	10,363,640	38.45%
Other Sources	202,500	29,839	232,339	3	179,253	77.15%	148,862	58.25%
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	(266,038)	69,599,051		27,369,428	39.32%	27,139,499	40.51%
EXPENDITURES:								
Instruction	35,497,000	(149,325)	35,347,675		13,010,518	36.81%	11,836,896	34.50%
Public Service	508,390	33,430	541,820		170,914	31.54%	163,076	30.44%
Academic Support	8,263,449	(342,592)	7,920,857		2,204,679	27.83%	2,112,825	28.39%
Student Services	4,625,699	(2,240)	4,623,459		1,771,827	38.32%	1,685,836	34.52%
Institutional Support	11,542,193	647,619	12,189,812		3,868,124	31.73%	3,811,988	32.66%
Operation and Maintenance of Plant	7,600,477	(548,840)	7,051,637		1,966,920	27.89%	2,018,028	30.35%
Scholarships & Fellowships	2,327,880	-	2,327,880		1,194,217	51.30%	-	0.00%
Salary Savings	(500,000)	295,018	(204,982)	5	(296,221)	144.51%	(472,202)	94.44%
TOTAL EXPENDITURES	69,865,088	(66,930)	69,798,158	6	23,890,978	34.23%	21,156,447	31.42%
Revenues Over/(Under) Expenditures	-				3,478,449		5,983,052	
			(199,108)					
AUXILIARY ENTERPRISE								
REVENUES:								
Housing Fee and Sales	22,281,809	(204,570)	22,077,239		10,858,941	49.19%	10,117,390	45.55%
Dining Fee and Sales	8,069,258	13,740	8,082,998		4,181,666	51.73%	4,101,988	48.50%
Comprehensive Fee/Other	25,961,333	(486,363)	25,474,970		11,578,978	45.45%	12,442,958	52.30%
Federal Work Study	154,300	-	154,300			0.00%	-	0.00%
TOTAL REVENUES	56,466,700	(677,193)	55,789,507		26,619,586	47.71%	26,662,336	48.82%
EXPENDITURES:								
Housing Services	22,354,109	68,191	22,422,300		7,249,352	32.33%	6,907,842	30.91%
Dining Services	8,139,258	-	8,139,258		4,148,134	50.96%	3,700,738	43.39%
Athletics	9,058,304	255,375	9,313,679		5,074,008	54.48%	4,452,360	50.58%
Other Services	15,869,941	2,067	15,872,008		9,931,631	62.57%	7,748,843	51.42%
Salary Savings	-	-	-		(53,662)	0.00%	(57,483)	0.00%
TOTAL EXPENDITURES	55,421,612	325,633	55,747,245	7	26,349,463	47.27%	22,752,300	41.56%
Revenues Over/(Under) Expenditures	1,045,088		42,263		270,123		3,910,036	
State Auxilairy Balance July 1, 2017			16,506,793					
Less Funding Requirements of Capital Projects			9,196,377		2,026,570			
Projected Unencumbered State Auxiliary Balance June 30 ,2018			7,352,678		14,750,345.09			

[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] Salary Savings adjusted for amount used for academic affairs
[6] YTD adjustments reflect reductions, transfers between programs
YTD Adjustments reflect additions or transfers between programs

Anticipated E&G surplus (deficit)
Anticipated addition(reduction) to reserves

7

Intercollegiate Athletics

Troy Austin, Director of Athletics

Highlights

- 2017 Fall Season Review
- Hampton, USC Upstate strengthen Big South
- 2017-18 Men's and Women's Basketball Preview
- Lancer Club Advisory Board Student-Athlete Scholarship Initiative

2017 Fall Season Review

It was a record-breaking fall for Longwood athletics, led by field hockey and women's soccer performances that were the best in program history since Longwood became an NCAA Division I athletic program more than a decade ago. In mid-November, the Big South announced that the University of South Carolina-Upstate and Hampton University would join the conference, bringing conference membership to 12 institutions – four each in Virginia, North Carolina and South Carolina.

Women's Soccer

It was a historic season for Longwood women's soccer, which amassed a 13-5-3 overall record, a third-place Big South finish and the program's first-ever trip to the Big South Championship game. The Lancers pulled off a near-sweep of the Big South's major awards, earning Big South Coach of the Year (Todd Dyer), Defensive Player of the Year (Sydney Wallace), Freshman of the Year (Carrie Reaver) and Scholar-Athlete of the Year (Teresa Fruchterman), along with six All-Big South selections. That group tore through the Big South, posting a 10-game unbeaten streak that extended into the postseason before top-seeded High Point eventually ended it, 1-0, in the Big South Championship game. The championship game appearance punctuated a 2017 season in which the Lancers set the program's Division I record for winning percentage, shutouts and goals against average and led the conference in each of those categories.

Women's soccer's success also generated national attention for Longwood throughout the season, as two members of the team – senior Janese Quick and sophomore Emilie Kupsov – both appeared on ESPN SportsCenter's Top 10 plays.

Field Hockey

Longwood field hockey enjoyed one of its best seasons of the Division I era, amassing an 11-6 record and a third-place finish in the Mid-American Conference. The Lancers set the program's Division I record for winning percentage, finished just two wins shy of matching the program's

D-I record of 13 victories, and secured a second straight trip to the Mid-American Conference semifinals. Led by a roster that featured All-MAC selections Lil-Sophie Achterwinter, Edel Nyland, Leonie Verstraete, Clara Meschini and Katie Wyman, the Lancers surrendered the 10th-fewest goals in the nation and led the MAC in scoring margin. Their third-place MAC finish marked the program's second straight top-three finish, following the program's breakout 2016 season.

Men's Soccer
One season after reaching the 2016 Big South Championship game, the Longwood men's soccer team endured an injury-riddled 2017 in which it lost nine one-goal games en route to a 1-15-2 season. The Lancers suffered a number of injuries to key starters and reserves, including a season-ending injury to star forward Willy Miezan, who ranked among the top 15 goal-scorers in the nation in 2015. His injury, along with a season-ending injury to Max Poelker midseason, decimated the Longwood attack. With the front-line succumbing to injuries, Longwood relied upon a back line that was anchored by All-Big South second team selection Tom Devitt and senior captain Marten Pajunurm. Star forward Dan Campos finished his career as the program's all-time Division I career assists leader with 25, a number that also ranks third among Longwood's all-time leaders.

Cross Country
Longwood's 2017 cross country season saw men's senior Leon Beard cap a record-breaking career and women's freshman Casey Williams assert herself as the team ace in her first season. Beard, who broke Longwood's all-time 10K record as a junior, clocked two more top-two times in his final season, including the second-fastest 6K and 10K in Longwood history, the latter coming in the last race of his career and trailing only his own school record. Williams, meanwhile, was the women's team's top finisher in the final five races of the season and cracked the school's all-time top-10 list in the 4K.

Postseason Individual Accolades

Field Hockey – Mid-American All-Conference Selections
2017 All-MAC First Team
Lil-Sophie Achterwinter, Senior, Midfield
Edel Nyland, Senior, Forward
Leonie Verstraete, Senior, Midfield

2017 All-MAC Second Team
Clara Meschini, Redshirt Sophomore, Midfield
Katie Wyman, Junior, Goalkeeper

2017 MAC All-Tournament Team
Edel Nyland, Senior, Forward
Lil-Sophie Achterwinter, Senior, Midfield

Men's Soccer – Big South All Conference Selections
2017 Big South Second-Team All-Conference

Tom Devitt, Senior, Defense

2017 Big South All-Academic Team
Vaughn Fowler, Redshirt Senior, Defense

Women's Soccer – Big South All Conference Selections
2017 Big South First-Team All-Conference
Emilie Kupsov, Sophomore, Forward
Janese Quick, Senior, Midfield
Sydney Wallace, Junior, Defense

2017 Big South Second-Team All-Conference
Taylor Alvey, Sophomore, Defense
Maria Kirby, Senior, Goalkeeper

2017 Big South Honorable Mention All-Conference
Kathryn Miller, Junior, Midfield

2017 Big South All-Freshman Team
Madison Hommey, Midfield
Carrie Reaver, Defense

2017 Big South All-Academic Team
Teresa Fruchterman, Senior, Forward

2017 Big South All-Tournament Team
Emilie Kupsov, Sophomore, Forward
Carrie Reaver, Freshman, Midfield
Sydney Wallace, Junior, Defense

2017 Big South Women's Soccer Defensive Player of the Year
Sydney Wallace, Junior, Defense

2017 Big South Women's Soccer Freshman of the Year
Carrie Reaver, Defense

2017 Big South Women's Soccer Student-Athlete of the Year
Teresa Fruchterman, Senior, Forward

2017 Big South Women's Soccer Coach of the Year
Todd Dyer '92

Men's and Women's Basketball Season Preview

Men's Basketball

Armed with the largest and deepest roster of the Division I era, Longwood men's basketball enters the 2017-18 season poised to take the next leap in the program's development. The program open its season with a tip-off dinner in Blackwell Hall that attracted record attendance. Following an injury-plagued 2016-17 season that left the Lancers with just seven available players by season's end, Longwood is set for a bounce-back with a team that includes 11 upperclassmen, tied for the most veterans of any team in the Big South. Leading that group are returning starting guard Isaiah Walton, who is the team's top returning leader in points, rebounds, assists and steals, and fifth-year senior B.K. Ashe, a two-time all-conference guard at Mount St. Mary's who transferred to Longwood and sat out last season due to NCAA transfer rules. Those two make up one of the Big South's top backcourts, which complements a deep frontcourt headlined by fourth-year team captain Damarion Geter and highly-touted 2017 signee Jahleem Montague. Both Geter and Montague fell victim to the injury bug last season, with Geter breaking his foot in the third game of the season and Montague suffering a knee injury in the preseason. Those two return to the lineup healthy in 2017-18, however, and will anchor Longwood in the post.

Women's Basketball

New expectations are set for Longwood women's basketball in 2017-18 with a blend of experience and youth. Longwood returns eight letterwinners from last year and welcomes nine newcomers who add size and depth in 2017-18. Head coach Bill Reinson enters his eighth season with a squad that promises to be one of the deepest and most talented in his tenure. Leading the charge will be senior point guard Micaela Ellis, who is coming off a dynamic junior season in which she finished with 133 assists to rank fifth all-time in the Longwood record books in single season assists. The Oak Park, Mich., native enters the season 45 assists shy of entering the top 10 all-time in the program's history in career assists and sits just 100 assists away from breaking Longwood's Division I record.

Lancer Club Advisory Board Student-Athlete Scholarship Initiative

As the charge below indicates, some Longwood teams are able to award scholarships at the NCAA maximum equivalency each sport may award, while several fall significantly short of the NCAA maximum, as well as peer institutions, in conference and at Division I institutions that do not sponsor football.

Team Sport	FY17 Equivalency	NCAA	LWD	Conference Affiliation	Division IAAA	Division I
Baseball	11.62	11.7	11	11	11	12
Men's Basketball	12.67	13	13	13	13	13
Men's Cross Country	0.52	5	1	5	6	9
Men's Golf	2.94	4.5	2	4	3	4
Men's Soccer	6.8	9.9	6	9	9	9
Men's Tennis	2.2	4.5	2	4	4	4
Women's Basketball	15	15	15	13	13	13
Women's Cross Country	0.27	6	0	8	7	14
Field Hockey	6.9	12	6	11	9	11
Women's Golf	4.97	6	5	4	4	5
Lacrosse	5.75	12	6	7	9	9
Women's Soccer	11.96	14	12	10	12	13
Softball	11.93	12	12	9	10	11
Women's Tennis	2.54	8	3	5	6	7

To enhance the comprehensive competitive stance of the Athletics Department, the scholarship gap must be closed. Longwood University Athletics will need to aggressively grow the private philanthropic support for scholarships with annual and renewable operational scholarships. The focus on philanthropic scholarship growth can reduce the dependency on student fees.

8

Institutional Advancement
Courtney Hodges, Vice President

Highlights

- **Andy Taylor Center for Early Childhood Development grand opening and dedication held**
- **Governor McAuliffe to introduce 2018-20 budget December 18**
- **New *25Live* room/event reservation system rolled out**

Development

Grand Opening & Dedication: On October 20th, Dr. Jane Taylor '71 and her late son, Andy Taylor, were honored at the dedication and ribbon-cutting ceremony for Andy Taylor Center for Early Childhood Education. Dr. Jane Taylor, whose $1 million commitment supports the Center's mission, helped the Center's young students cut the ribbon.

Annual Giving: Increasing Longwood's alumni participation rate remains a primary focus for the 2017-18 fiscal year. The calendar year-end campaign has kicked off, encouraging donors, through a series of direct mail and email pieces, to renew their gift before the year-end tax deadline. This campaign consists of two print pieces as well as a series of email solicitations. This is the largest direct mail campaign of the fiscal year.

Lancer Line students called alumni, parents, and friends October 2nd through November 30th. While the main objective is to ask for philanthropic support for Longwood's Annual Fund, they also share information on Longwood's new initiatives. Lancer Line will also call for six weeks during the spring semester.

MARK YOUR CALENDARS: Our third annual Day of Giving (Love Your Longwood Day) is set for March 27, 2018. This will be a 24 hour campaign encouraging gifts to all areas of campus and student life.

The Annual Scholarship and Benefactor Luncheon has been scheduled for February 27, 2018 and will be hosted by the Longwood University Foundation. We expect nearly 200 donors and student recipients to attend.

Government and Community Relations

Governor-elect Ralph Northam will take office in January. We are looking forward to working with the Governor-elect and his Administration on their higher education priorities. The elections on November 7th resulted in a lot of change in the House of Delegates. As of this writing – and pending the outcome of recounts in several races –Democrats have won 15 seats in the House, just two seats shy of a majority. About 1/3 of the members of the Appropriations Committee and the Education Committee retired or were defeated. Just half of the members of the Higher Education Subcommittees of Appropriations and Education will return to Richmond for the 2018 General Assembly Session.

President Reveley and Emily O'Brion have spent the last several months meeting with key legislators and staff members in advance of the upcoming session – the first session to be held in the Pocahontas Building, which will be home to the General Assembly for the next four years. New members will make up nearly a quarter of the House of Delegates, and we will have an opportunity to meet with many of these new members during the session.

Governor McAuliffe will introduce his last proposed budget for 2018-20 on December 18th. While the Commonwealth's revenues are up compared to this time last year, additional general fund dollars for higher education will likely still be limited, given other state priorities like Medicaid, public education, and reinvesting in reserves.

The Joint Subcommittee on the Future Competitiveness of Virginia Higher Education held its first meeting in October. Cost of Education, as well as Dual Enrollment and Transfer Policy – two issues highlighted in a recent JLARC report – remain central to the work of the Joint Subcommittee and to the House Appropriations and Senate Finance Committees, which held their annual retreats in mid-November. The Senate Education and Health and the House Education Committees will hold a Virginia Education Summit on December 11th and 12th. One of the topics on the agenda will be the challenges Virginia faces as student demographics change.

Jen Cox in Community Relations recently met with a variety of constituency groups and attended Chamber of Commerce meetings and ribbon cutting events for Uptech (located in Midtown) and Piedmont Senior Resources. She also attended the Piedmont Area Veterans Council meeting on Sept 18th with Latrice Pearl from the Registrar's Office. Cox and Pearl reminded the Council of resources for veterans attending Longwood.

"Lancer Swag Bags" were given to alumni working at Prince Edward County Public Schools and Fuqua School. PECPS has 63 alumni working for the school district this year (though once the "Swag Bags" were announced more than 70 alumni came forward). Lancers account for more than 15% of all Prince Edward employees. Fuqua has 15 alumni employed, constituting more than 1/3 of the faculty.

Rock the Block 2017 was held September 15th. Community feedback on the event has been positive, though some businesses feel that students are still unaware of the location of businesses after the event. We are in the process of reimagining ways to connect the students to the greater community. The Town of Farmville continues to be a strong supporter of this event.

Landlord contact continues with monthly emails and special events. In partnership with Residential & Commuter Life, a Landlord Breakfast was held in September and the annual Housing & Rental Fair was held in November. Local landlords continue to contact University staff for support on student situations.

Conference and Event Services

Recent staffing changes have offered us the opportunity to restructure and diversify staff responsibilities. There are now three full-time event managers: Emily Gilbert, Ashley Cravens and Christi King. They each divide their time among all areas of university coordination, with 50% of their time on conferences, 25% on scheduling, and 25% on event coordination for our other campus events.

Conferences

In preparation for the 2018 summer conference season, follow-up appointments with summer conference clients were scheduled during November. Contracts should be negotiated and signed before closing for Winter Break.

We expect to welcome back: Virginia Department of Forestry, three Men's Basketball Camps, Longwood Women's Basketball, Longwood Field Hockey Camp, American Legion Auxiliary Virginia Girls State, Christian Family Conference, Summer Institute for School Nursing, Youth Alcohol and Drug Abuse Prevention Project (YADAPP), Summer Literacy Institute, and a new conference; the Virginia Academy of Science (VAS)/Virginia Junior Academy of Science (VJAS.)

Events

In an effort to optimize the University's event and room reservation process, 25Live, an upgraded interface to our online scheduling system, was rolled out in September. The system provides a more efficient, integrated reservation request model. The benefits of the 25Live room reservation solution include:

- Enhanced management of non-academic events for better use of classroom and lab spaces;
- Ability to publish on-campus academic and non-academic events for public viewing;
- Ability for campus community to view room and event calendars and to communicate room booking requests via a self-service portal;
- The ability to assess the layout and attributes of rooms prior to selecting an event location;
- Enhanced access to available space for internal and external events by the campus community;
- Enhanced analytics regarding the utilization of University space.

YTD Fiscal Year Comparison
Gifts through October 31

Fiscal Year	Unrestricted	Operating Accounts	Total Annual Giving
2009 YTD	$84,825.31	$112,755.51	$197,580.82
2010 YTD	$106,474.46	$228,907.06	$335,381.52
2011 YTD	$90,640.06	$152,232.17	$242,872.23
2012 YTD	$78,284.96	$193,833.19	$272,118.15
2013 YTD	$88,703.43	$142,776.74	$231,480.17
2014 YTD	$88,534.97	$111,505.28	$200,040.25
2015 YTD	$65,413.38	$192,190.11	$257,603.49
2016 YTD	$95,442.00	$215,488.06	$310,930.06
2017 YTD	$90,371.64	$279,903.65	$370,275.29
2018 YTD	**$65,243.04**	**$604,179.18**	**$669,422.22**

Fiscal Year	TOTAL RAISED[1]
2009	$5.69M
2010	$5.42M
2011	$5.77M
2012	$5.52M
2013	$9.43M
2014	$2.82M
2015	$7.94M
2016	$4.18M
2017	$11.18M
2018 YTD	**$1.91M**

[1] *Total new funds received or pledged*

Fiscal Year	Annual Giving	Grants & Special Initiatives	Endowment/ Capital	Bequest	Non-cash/ Gift-in-Kind	Total Cash Giving	Total Donors
2009 YTD	$197,580.82	$120,018.00	$232,628.78		$5,236.00	$555,463.60	1,375
2010 YTD	$335,381.52	$158,545.00	$264,157.41		$11,778.69	$769,862.62	1,810
2011 YTD	$242,872.23	$94,200.00	$258,119.97	$390,434.85	$37,145.51	$1,022,772.56	1,645
2012 YTD	$272,118.15	$130,059.00	$539,194.70	$79,843.56	$4,941.20	$1,026,156.61	1,488
2013 YTD	$231,480.17	$78,250.00	$257,898.01	$3,743.20	$130,693.00	$702,064.38	1,543
2014 YTD	$200,040.25	$97,560.06	$461,801.36	$1,115,474.67	$1,239.00	$1,876,115.34	1,327
2015 YTD	$257,603.49	$185,526.06	$63,943.15	$257,500.07	$10,109.43	$774,682.20	997
2016 YTD	$310,930.06	$119,000.00	$151,063.87		$83,103.10	$664,097.03	1,299
2017 YTD	$370,275.29	$106,325.00	$86,875.28	$42,960.94	$59,906.58	$666,343.09	1,354
FY2018	**$669,422.22**	**$112,175.00**	**$2,151,764.29**	**$163,598.18**	**$3,462.62**	**$3,100,422.31**	**958**

Alumni Participation*	
FY2009	13.12%
FY2010	13.69%
FY2011	11.41%
FY2012	10.97%
FY2013	10.15%
FY2014	9.47%
FY2015	10.94%
FY2016	11.21%
FY2017	10.07%
YTD	**2.46%**

** Alumni Participation reflects participation rates through the end of the fiscal year, with the exception of 2018 which is through October 31.*

9

Strategic Operations

Victoria Kindon, Vice President and CIO

Highlights

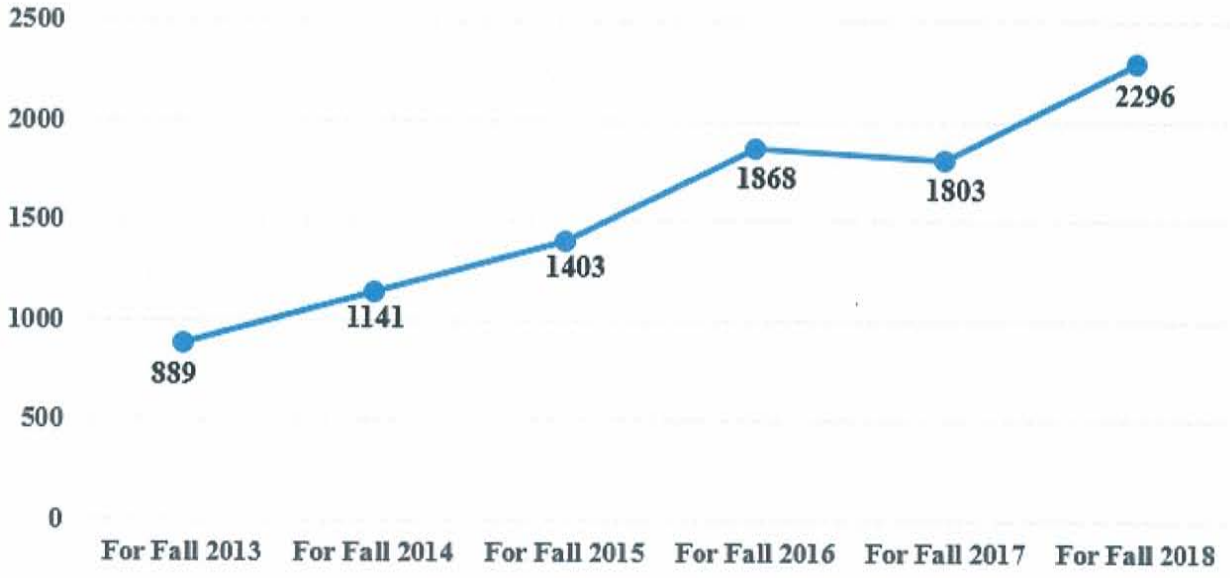
- Applications for fall 2018 freshman class continue to hit record high
- Early decision option available for nursing program applicants
- Focus on professional networks kicks off
- Electronic storage and workflow system on target to launch in 2018

Enrollment Management and Student Success

Applications for admissions continue to trend higher

While it is still early in the application process, the number of undergraduate applications year over year has increased 27 percent and nearly tripled since November 2012.

Applications for freshman class as of each prior November 10 (i.e., 11/10/2017 for fall 2018)



Initiatives that support timely graduation continue to expand

Enrollment Management and Student Success has undertaken multiple initiatives designed to facilitate a seamless transition into and progress toward graduation for Longwood students. Based on the positive impact our degree advising software has had on graduation rate, we are in the process of implementing the planning component of the software, which allows students to create a plan for the courses they will take each semester. To further support this initiative, the registrar's office will implement two additional technologies, including a catalog publishing system that shows when courses are offered.

Smoothing articulation agreements with community college system

An additional initiative that is critical to support transfer students' smooth transition is the guaranteed admissions articulation agreement with the Virginia Community College System (VCCS). This agreement is being updated to ensure alignment with the new core curriculum as well as new state standards. The next step will be standing up specific program by program agreements—with Longwood faculty and academic administration in the lead—to facilitate the transfer of students into popular majors from Longwood's top feeder institutions. These efforts will be aided by a third new technology being implemented in the Office of the Registrar, a transfer evaluation system that will help students, faculty and staff research courses and identify course equivalencies from transfer institutions.

Early decision option available for nursing program applicants

During this admissions cycle, we have implemented a binding, early decision option for Longwood's Bachelor of Science in Nursing (BSN). By choosing this option, applicants are agreeing to attend Longwood if they are admitted. The goal is to fill about half to a third of the entering class through this early decision program, allowing us to more strategically manage yield and total class size.

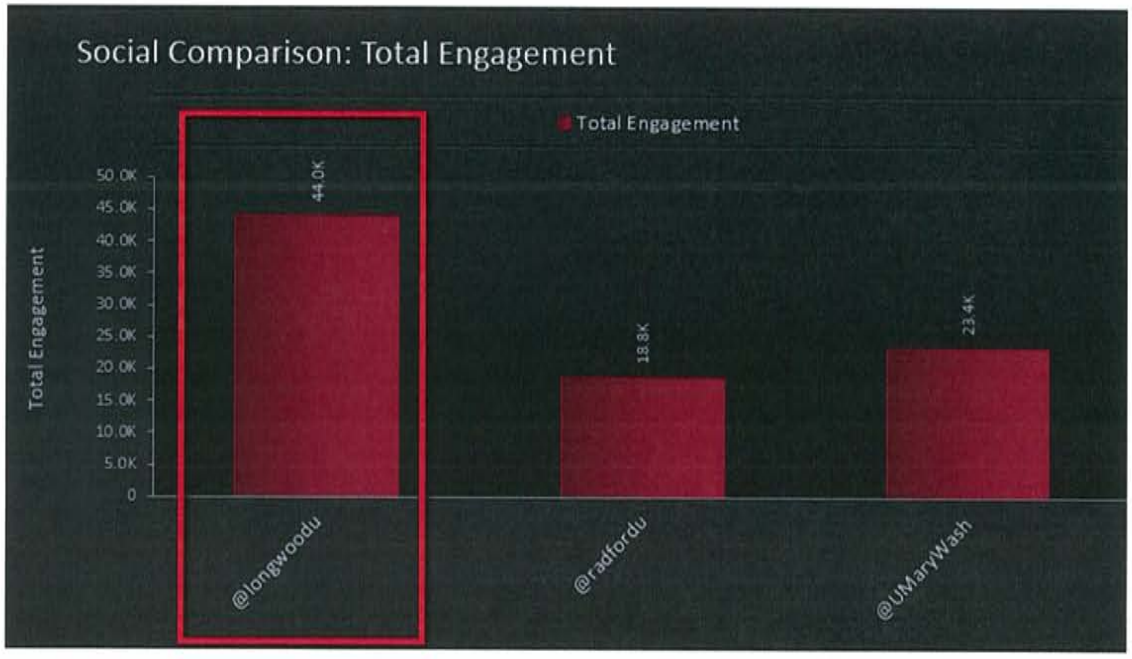
University Marketing and Communications

Longwood's social engagement reaches levels far above peer institutions

This fall, Longwood's engagement on social media (Facebook, Twitter and Instagram) continued to soar past that of Radford and University of Mary Washington, with more engagement (likes, shares, comments, retweets, etc.) than both universities *combined.* This is a result of engaging

content that resonates, including captivating videos and photos that spark emotion—all helping to tell Longwood's story.

Total social engagement for Aug. 15 – Nov. 1 for Longwood, Radford and UMW



Longwood earns third SportsCenter Top 10 appearance of 2017

For the second time this fall and the third time in 2017, Longwood appeared on ESPN's daily countdown of the top 10 moments in sports around the world. The most recent appearance featured women's soccer sophomore forward Emilie Kupsov, whose game-winning goal in the Big South semifinal win against No. 2 seed Liberty ranked as the No. 9 play on ESPN SportsCenter's Top 10 countdown on Nov. 4th. Kupsov became the second women's soccer player to earn a SportsCenter appearance this season, joining senior teammate Janese Quick, who had the No. 4 play on Sept. 1st. Those two are the latest Lancers to appear on ESPN's award-winning flagship program, joining recent Top 10 Play selections Jessica Smith (softball, 2017), Emily Murphy (softball, 2016), JaShaun Smith (men's basketball, 2015), Tristan Carey (men's basketball, 2014) and Lucas Woodhouse (men's basketball, 2013).

Longwood's women's soccer appears on ESPN's SportsCenter Top 10 on November 4, 2017

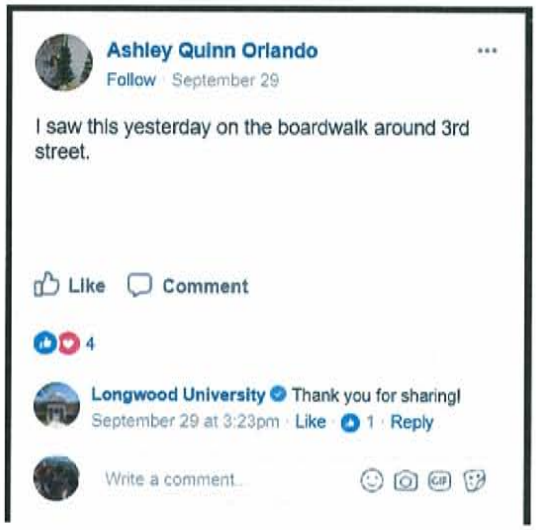
November issue of Longwood magazine features award-winning children's authors, illustrators

Longwood magazine pulled off a coup in its November issue, with contributions from several leading children's authors and illustrators to a story about Longwood's front-line efforts aimed at motivating kids to read. Included are the cover illustration by 2015 Caldecott Medal winner Dan Santat and comments from author Sophie Blackall, winner of the 2016 Caldecott Medal. Also in the November issue is a feature story on the critical and timely societal issue of foster care and how the multifaceted efforts of the Longwood community are making the system better.

Longwood pushes creativity in traditional advertising

Longwood's marketing strategy hinges on the most powerful marketing approaches today—social media engagement; strong word of mouth by alumni, students and families; and direct engagement. However, traditional advertising is important as well. It helps amplify our social tactics and adds credibility and name recognition. In order to deploy traditional advertising campaigns that maximize social engagement without breaking the bank, University Marketing and Communications has implemented several highly creative campaigns. Following are some examples of those campaigns as they were shared in social media:

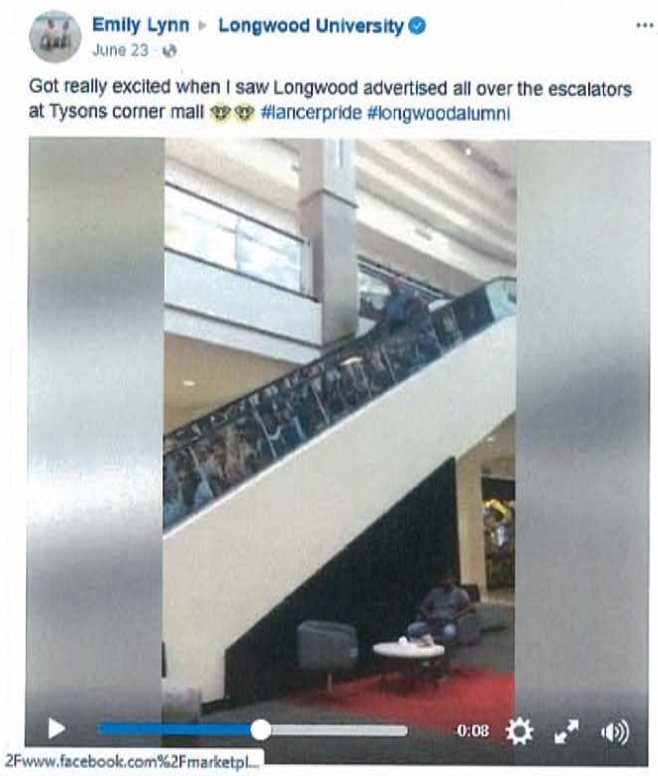
Sidewalk and boardwalk placement at September 2017 Neptune Festival, Virginia Beach, VA



Capital Bikeshare, Metro DC's bikeshare service

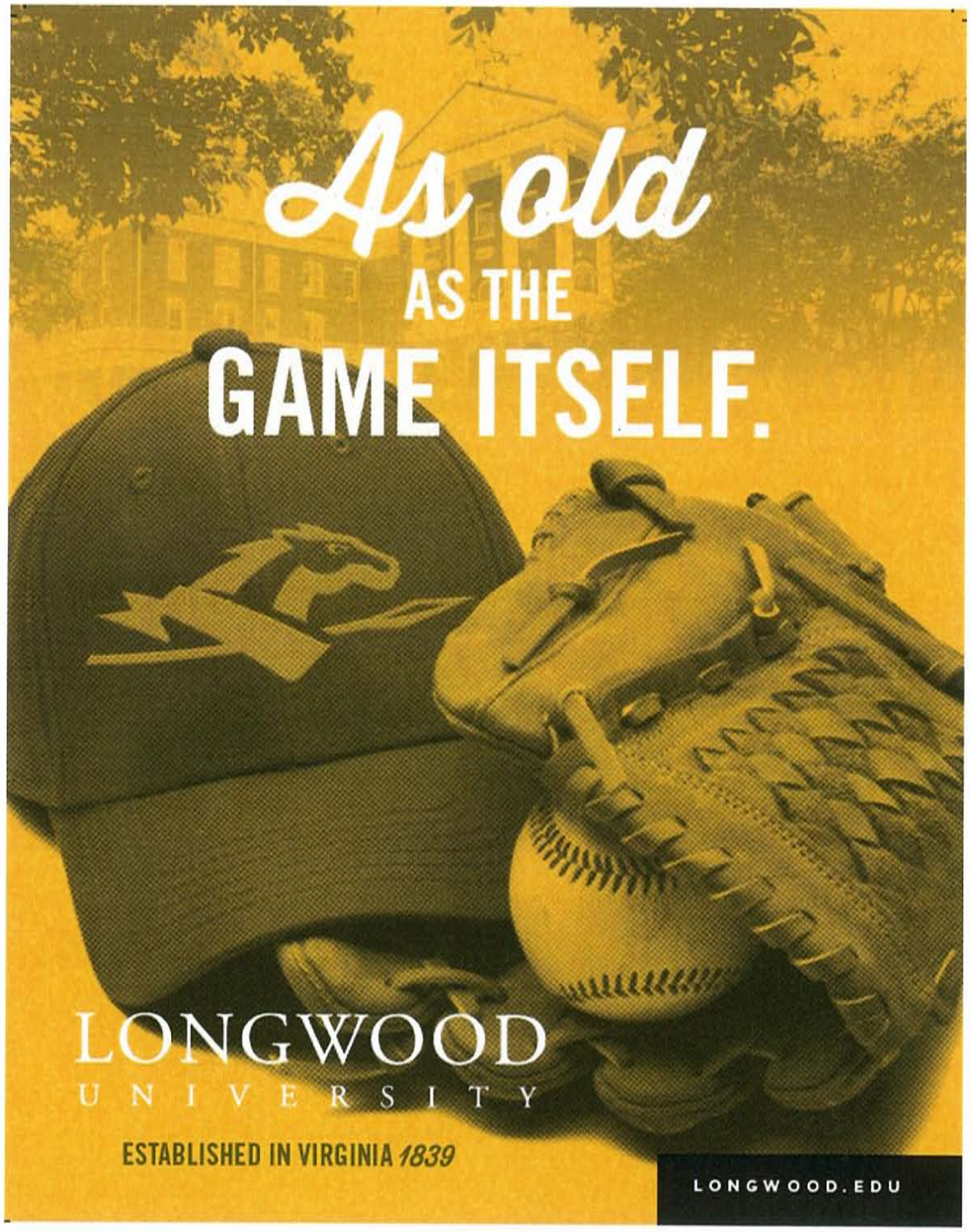
Short Pump Mall in Richmond, VA

Tysons Corner Mall, Tysons VA



Back page of the Washington Nationals Playoff program

This was the official in-stadium souvenir program that was to be available at Nationals Park for the duration of the MLB Playoffs (unfortunately the Nats didn't advance past the NLDS but there is always next year...)



Office of Alumni and Career Services (OACS)

Longwood ladies reunite in September

As part of our new on-campus calendar of events, OACS hosted its first Joan of Arc Celebration honoring alumnae who have already celebrated their 50th class reunion. More than 70 alumnae ranging in age from 77 to 93 returned to campus. Event locations included the historic Farmville train station, where many of the ladies remembered arriving at the beginning of each semester; the Colonnades and front campus for a wine and cheese social; and Johns Memorial Episcopal Church for a service of remembrance. Student vocalists from the music department joined the Longwood ladies to sing in the Rotunda before dinner, just as it was in the 1950s and '60s. Our guest speaker, Dr. Steven Isaac, gave a fantastic presentation on the history of Joan of Arc and how she became our patron hero. OACS is currently prepping for Alumni Family Game Day (Jan. 6th) and Mega Reunion (May 11th-13th).

Career services is back in class

OACS career services team members gave 59 presentations to more than 1,300 Longwood students in the first two months of the fall semester, putting the staff on pace to eclipse the number of presentations made last year. More than 70 employers engaged with Longwood students at five career fairs this fall. Our most successful fairs have been "boutique" events matching industry-based employers with Longwood students by major, including accounting, law enforcement and nursing. Additionally, we held Job, Internship and Graduate School Fairs and a Local Employer Job Fair.

A focus on professional networks

The OACS team expanded this fall to increase efforts aimed at developing professional networks. Macrae Hammond was promoted to director, professional networks, and Teresa Dodson joined the team as assistant director, network events and internship services. The team is working to create a job shadowing program, set to pilot over winter break, that will connect students with shadowing experiences in the workplaces of our most engaged alums. Macrae and Teresa are focused on gaining a nuanced understanding of the current state of Longwood's internship structures, particularly in the College of Arts and Sciences, and on actively engaging alumni in creating more opportunities for current students in the areas of internships and work experiences.

Information Technology Services (ITS)

Information security system enhancements

Several new appliance systems have been purchased to enhance data security and compliance to ISO security standards. These include an appliance that will aid in penetration testing of the university network and identify potential risks. Another system will store all changes to systems to include analysis of data log files alerting to suspicious activities and unauthorized access.

Enterprise Content Management (ECM) implementation continues

Docfinity, the system awarded the contract for Longwood's ECM in 2016, is on schedule to launch in 2018 with automated electronic workflows, including escalation, reporting and management tools and rules.

10

Student Affairs

Tim Pierson, Vice President

Highlights

- Food Services Enhancements
- Library Engages Student Requests
- Demand For Mental Health Care Rises
- Campus Safety and Security Improvements

While campus traditions serve as an essential component in Longwood's student life, change, growth and improvement are all important. Most notable this fall were improvements in the presentation and offering of food choices in Dorrill Dining Hall. Additionally, meal plans were extended the flexibility of using meal swipe in three retail locations. Student response to the enhancements were overwhelming positive. Student Government in particular experienced a high level of satisfaction as these changes, in part, were a result of a student initiated Food Service Committee.

Greenwood Library also received high praise for its responsiveness to student requests and suggestions by the Library's Facilities Task Force. Hours were extended Sunday through Thursday until 2:00 am and will continue. Tables with electrical outlets and comfortable chairs were added to the second floor along with carpet in the atrium to reduce noise.

It is no surprise that there continues to be extraordinary demand for mental health services. This "new normal" is a serious reality with broad impact across the Longwood community. The Educational Advisory Board (EAB) research reports that utilization of college counseling services has grown by five times the rate of college enrollment growth. At Longwood, there has been a 57 percent increase in students served at Counseling and Psychological Services (CAPS) over the last five years. A remarkable number of students are struggling or experiencing significant distress. The complexity of issues is substantial, including significant trauma histories, family dysfunction, chronic suicidality, debilitating anxiety and depression that, in many cases, leads students to struggle socially and academically.

A significant effort this quarter has been to address concerns about the overall safety of the university community. Since a 2012 outside study there has been a significant investment,

totaling by a conservative estimate at least $2.5 million, by the university in staff, technology and other resources, and operational development, to address most of the findings of that report. The university is engaging another consultant to take stock of progress since 2012 and make recommendations for next stages of investment, particularly regarding building security and supporting software.

Assistant Vice President for Student Affairs (AVPSA)

Following an opening staff session focused on developing multi-generation communication competencies, the professional development priorities shifted to fostering resiliency in students and on exploring ways to collaborate with campus partners to positively influence student learning, engagement, and success, all with faculty, deans, and Student Success partners as presenters and guests.

A small group of faculty and staff continue to meet and discuss campus-wide issues important to all students but to first-generation college goers in particular. Communication with incoming students and their parents has surfaced as a priority consideration. Once the learning outcomes for the first-year experience have been articulated, the various ways that peer mentors can be used in the near future will be explored. The research briefs, webinars, and white papers generated by the Educational Advisory Board (EAB) have served as helpful resources to this group.

As part of an expectation that all departments within Student Affairs participate in a formal program review once every five years, two nationally benchmarked assessments have been completed with an 88 percent (n=528) response rate for the Fraternity and Sorority Life Assessment and 46.4 percent (n=275) for the Student Club and Organization Leadership Assessment. The Campus Recreation Assessment will be completed in late November 2017. Analyses of strengths and weaknesses and comparisons of Longwood results to those from benchmark institutions will help inform evidence-based decisions and strategies for program and service improvement.

Student Conduct and Integrity

Disciplinary cases so far this semester have remained steady, as compared to the 2016-2017 academic year at this time. Violations of the Alcohol and Other Drug policy have decreased overall. However most notably we have seen a substantial increase, from one in 2016-2017, to 17 in 2017-2018, in other drug (non-alcohol) related offenses. The Conduct Board was suspended for the fall semester as a Recognized Student Organization for failure to follow required student organization procedures during the re-registration process, making it ineligible to serve as a Hearing Body. All cases that would normally have been heard by the Conduct Board have been directed to other appropriate Hearing Bodies, mainly Administrative Hearings, though otherwise there is no change to the process. The Conduct Board will resume normal operations in the spring semester.

Primary training initiatives for alcohol, drugs and sexual misconduct, including in-person prevention programs were completed for new, incoming students. During this semester, the office has provided numerous educational and preventative programs across campus, including our signature program for the Fall, the Red Flag Campaign. With assistance from student volunteers and campus partners, our campaign highlighted awareness and campus support with Wear Red Day, and interactive programming that educates on behaviors of unhealthy intimate partner relationships, appropriate active bystander messages, as well as campus and local resources. A new addition was the Open Mic Night @ STU Stage, which generated a diverse audience and continues to create conversation amongst students, faculty, and staff.

Additional programming included Title IX training for individual student groups, Alcohol and Other Drug Sanction Classes, Training for Intervention Procedures Workshops (TIPS) both as preventative and rehabilitative program options, Bystander Intervention programming including STEP UP! and the Great American Smoke Out. Initiatives supported by our Office included National Hazing Prevention Week with Tracey Maxwell and a Suicide Prevention speaker hosted by COPES, our local partner in suicide prevention.

A new academic integrity initiative is the Ethical Research Module; an online Canvas Course designed to educate students about plagiarism, paraphrasing, citations and Greenwood Library Resources. One hundred thirty six students, from seven academic classes, as well as the Writing Center Tutors, have participated in the course. Increased participation is anticipated as this resource is expanded. Longitudinal data will be compiled for assessment purposes.

University Clery and Title IX

Title IX
This Office received 38 reports of notice thus far during the fall semester, none of which resulted in a formal complaint.

Clery
A Campus Security Authority policy was drafted to better reflect the federal guidelines regarding identification and training of CSA's. This Office is collaborating with a variety of departments to establish a Clery Act compliance committee to address necessary changes/amendments to Longwood's policies and procedures pursuant to ever-changing Clery requirements.

Dean of Students

A large number of reported cases involving students struggling academically, emotionally, or physically is not uncommon. What is surprising is the intensity of the cases, particularly those struggling with emotional concerns and more complex disabilities. The biggest growth is in the number of students struggling with anxiety. The Care Team has worked with 439 students already during the 2017-2018 academic school year.

Disability Resources

The current roster of self-identified, registered students with disabilities is approximately 11 percent of the Longwood population. Attentional deficits, significant learning and processing disorders, as well as emotional disabilities are the most commonly presented.

Disability Resources is actively seeking grants and other opportunities to provide resources that can meet the growing amount and significance of deficits we see. Next fall, a new software that focuses on reading, writing skills, and executive functioning ability will be launched. This software will be made accessible to all students in hopes that all students could benefit from such assistive technology.

Housing

Forecasting occupancy needs to meet the housing demand during the renovations of Curry and Frazer is underway. On main campus, spaces that have been formally used in the past as triple occupancy will again be utilized for these purposes during the renovations. The housing registration and off-campus intent process for continuing students was advertised to students in mid-October. This information was emailed to all residential students through their Longwood email account. The Resident Commuter Life (RCL) office held the Housing and Rental Fair on November 8th. This event provides students with an opportunity to learn additional information regarding the housing registration and off-campus intent process. It also provides students that are interested in the off-campus intent process the opportunity to meet with local landlords.

Student Engagement Unit

Citizen Leadership and Social Justice Education

Providing diversity training and conversation with students, faculty and staff related to inclusion has been a priority this fall. These programs have occurred with a large number of academic classes, campus departments, and student organizations. Participants have shared very positive feedback about the experience.

Fraternity and Sorority Life

College Pan-Hellenic Council (CPC) sororities are experiencing higher retention rates of members. Inter Fraternity Council (IFC) fraternities saw an unusually large increase in recruitment this fall (44 new members in 2017 vs. 14 in 2016). Increasing recruitment and retention is a primary goal of the office and these outcomes are very good news for the groups as well. A challenge to these positive developments is that two IFC fraternities and six of the seven National Pan-Hellenic Council (NPHC) sororities and fraternities will be losing lounge space with the upcoming renovations to Curry and Frazer halls. Efforts have been focused on identifying potential temporary space on campus.

University Center and Student Activities

Monthly events are occurring to celebrate the Lankford Student Union's role on campus during the past 50 years. The activities also seek to inform and build excitement about the Upchurch University Center through educating students about the spaces and resources that will be available. Several student groups have been allowed to take a tour of Upchurch—an SGA tour was shared on Facebook Live so that others could experience it virtually. There was an opportunity in November for students, faculty and staff to sign a wall in Upchurch before the drywall is applied and become part of Longwood history.

Wellness Unit

Campus Recreation

On September 6, 2017, Campus Recreation opened the Midtown Fitness Performance Center. This group training facility will complement the activities at the HFC by providing instructor guided programs for individuals and small groups. In the first two months of operation, 12 individual sport clubs have taken advantage of the team training offerings, three weekly group fitness classes are being held and three 6-week workshops have been held introducing functional fitness based workout options to students, faculty and staff.

Counseling and Psychological Services (CAPS)

CAPS is providing clinical training space for graduate students enrolled in the Counselor Education program. Four rooms originally designed as student health exam rooms have been renovated and will be furnished to provide a space conducive to role playing and other supervised activities designed to advance counseling skills and techniques. This project exemplifies Student Affairs/Academic Affairs collaboration at Longwood University.

In effect, the mental health field is experiencing the successful result of decades of effective stigma reduction campaigns. However, that success presents genuine challenges in terms of resources and support. There is increasing concern in the Longwood community that CAPS has become known as being "too busy," which is not our desired reputation, and the university will need to address the escalating mental health needs of our students. At Longwood, the "the right size" staffing should be based on our residential campus, Longwood's identity of providing high touch care, and the limited availability of local treatment referral options.

Campus Police

Operations

The Operations Division of the LUPD will hold a two-day training campus wide of the program ASIST Suicide. This program is the state of the art suicide intervention and prevention program designed for faculty and staff of Institute of Higher Education.

Two new academy graduates completed their Virginia Department of Criminal Justice Services twenty eight week certification training and have now completed their twelve week Field Training and are assigned to patrol operations shifts.

LUPD is again ranked in the top 500 of the best security operation in the nation for seventh consecutive year.

Office of Emergency Management

The Office of Emergency Management continues to move forward in its mission to build, sustain, and improve the university's capability to mitigate against, prepare for, respond to, and recover from natural and man-made disasters. Emergency management projects include the following:

Updating and marketing LiveSafe, the mobile safety communications app used by students, faculty, and staff to report emergencies and tips to campus police and to participate in safe walks when traveling alone on campus.

An emergency LED display was installed in the lobby of the library. This sign displays the date and time during normal conditions. During an emergency, the sign will present with an audible and visual display to include text with the emergency message.

Office of Integrated Security Systems

The Early Childhood Development Center (ECDC) was fitted with three access controlled doors and two monitored doors. The fire panel and two video cameras were also installed to keep the building secure.

OISS has worked with Capital Planning on the placement of Lenel doors for the Curry/Frazer renovation. There will be a total of 734 doors and 86 cameras in the newly renovated facilities.

BOARD OF VISITORS
STUDENT AFFAIRS

INFORMATION ITEM

Report on Student Housing

CURRENT OCCUPANCY
As of November 8, 2017, 2793 students are assigned to main campus residence halls, Lancer Park, Longwood Landings, and Longwood Village.

Category		±Continuing Students	New First Time Freshman	New Transfer Students	Readmitted Students	TOTAL RESIDENTS
Fall 2017 (11-08-17)	MC	420	1022	68	3	1513
	APTS	1210	0	63	7	1280
	TOTAL	**1630**	**1022**	**131**	**10**	**2793**
Fall 2016 (11-10-16)	MC	503	900	47	6	1456
	APTS	1242	0	72	11	1325
	TOTAL	**1745**	**900**	**119**	**17**	**2781**
Fall 2015 (11-10-15)	MC	511	1002	52	12	1577
	APTS	1374	0	63	15	1452
	TOTAL	**1885**	**1002**	**115**	**27**	**3029**

SUDENT DISTRIBUTION	**Fall 2017**	**Fall 2016**	**Fall 2015**
On-Campus Residents	1513	1456	1577
Longwood Landings	388	379	402
Lancer Park	666	683	697
Longwood Village	226	263	353
Total	**2793**	**2781**	**3029**

CLASS DISTRIBUTION:	**Fall 2017**	**Fall 2016**	**Fall 2015**
±Freshman	1044	913	1016
Sophomore	733	791	888
Junior	542	622	657
Senior	474	455	468
Total	**2793**	**2781**	**3029**

GENDER DISTRIBUTION:	**Fall 2017**	**Fall 2016**	**Fall 2015**
Females	1847	1878	2035
% Female	66.1	67.5	67.2
Males	946	903	994
% Males	33.9	32.5	32.8
Total	**2793**	**2781**	**3029**

Housing Summary

- Having a smaller new freshmen class size in fall 2015 and fall 2016 has decreased the number of continuing students assigned to Longwood housing in fall 2017. Having 100 fewer new freshmen in housing for fall 2016 coupled with the smaller new freshmen class size in fall 2015 has decreased the occupancy percentage from our typical rate in previous years.

- The current occupancy percentage in Longwood housing is 88 percent. Last year at this time the overall occupancy percentage was 85 percent. The increase in occupancy this year is due to the larger freshmen class size in fall 2017 compared to the class size in fall 2016.

- In fall 2018 the standard occupancy will decrease to 2926 due to the Frazer Hall renovations. If the standard occupancy in fall 2017 was 2926, the current occupancy percentage would be 95 percent. Therefore, it is very likely that for fall 2018 the standard occupancy will be 95 percent or greater due to having an increase in continuing students next year compared to this past year.

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LONGWOOD
UNIVERSITY

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1839-2014

LOOKING TO OUR THIRD CENTURY
Strategic Plan 2014-2018

Our Mission: *Longwood University is an institution of higher learning dedicated to the development of citizen leaders who are prepared to make positive contributions to the common good of society. Building upon its strong foundation in the liberal arts and sciences, the University provides an environment in which exceptional teaching fosters student learning, scholarship, and achievement. As the only four-year public institution in south central Virginia, Longwood University serves as a catalyst for regional prosperity and advancement.*

Our Opportunity:

A Model for American Higher Education – few institutions in the country have Longwood's potential to make great progress; we have kinetic energy without the entrenched views prevalent at many institutions

Our Key Principles:

Academic Enterprise at the Heart – as one of the hundred oldest U.S. colleges and universities and Virginia's third oldest public university, we prize faculty engagement with students, our residential character, research and scholarship, and the role of a broader learning community beyond the classroom in the preparation of citizen leaders

Transforming Lives – we are at our best when helping to transform lives, by helping our students to truly realize their potential and by helping keep higher education affordable

Camaraderie – we enjoy a distinctive camaraderie, enriched by our many traditions and attention to diversity; a camaraderie that gives us a distinctive advantage when working through challenges and challenging times

Our Priorities:

Retention & Graduation – it is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Renewing General Education – we can build a powerful curriculum, building on the liberal arts and sciences for citizen leaders, our unique assets such as Hull Springs, the LCVA, and nearby Moton, and our technology

National Marketing – institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well-known as it should be

Foot Traffic by Alumni and Friends – philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood

Prosperity of One of America's Oldest Two-College Communities – Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together

Strengthening the University Community – faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring

Organization, Structuring, and Governance – we must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources

Measuring Progress:

Each part of the University will determine how best to assess progress against these priorities in its own area; here are metrics Longwood will measure and monitor as barometers that will reflect our institution-wide progress:

- Student Progress to Graduation
- Consensus on General Education, Implementation, and Assessment
- Alumni Annual Giving Rate
- Overall Attendance at University Events (Performances, Games, Exhibits, Conferences, Lectures, etc.)
- Total Population of the Local Community
- Compensation for Faculty and Staff
- Composite Financial Index (CFI)

LONGWOOD UNIVERSITY

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LOOKING TO OUR THIRD CENTURY
Strategic Plan 2014-2018

– Dashboard of Principal Metrics –

Retention & Graduation -- It is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Principal Metric:
Student Progress to Graduation

Undergraduate	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Applications Prior Year	*4075*	*4167*	*4290*	*4576*	*5248*	*5847*	*6615*
Freshmen	1055	1007	1091	1077	1009	951	1070
Sophomores	760	840	809	854	872	799	728
Juniors	710	687	774	745	798	782	718
Seniors	704	668	635	734	711	740	742
5th year +	214	224	259	223	235	187	187
Transfers and Part-time	744	885	891	907	971	913	994

National Marketing -- Institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well known as it should be.

Principal Metric:
Alumni Annual Giving Participation

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY 2017
Alumni of Record	30,360	30,024	30,868	27,197*	27,197*	27,894*	28,691*
Alumni Donors	3,465	3,293	3,133	2,575*	2,976*	3,126*	2,890*
% Rate	11.41%	10.97%	10.15%	9.47%	10.94%	11.2%	10.07%

**Beginning in FY14, per standard national practice, only undergraduate alumni are included in this category*

Foot Traffic by Alumni and Friends -- Philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood.

Principal Metric:
Overall Attendance at University Events (M&W Basketball, LCVA, Conferences, Events, B&B Nights)

FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY 2017
39,099	35,654	39,354	44,584	51,729	71,662	124,844*

**This figure does not include foot traffic brought to campus by the Vice Presidential Debate*

Prosperity of One of America's Oldest Two-College Communities -- Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together.

Principal Metric:
Total Population of Buckingham, Charlotte, Cumberland, and Prince Edward Counties (by registered voters)

July 2011	July 2012	July 2013	July 2014	July 2015	July 2016	July 2017
39,184	39,258	39,168	38,925	37,626	38,078	39,338

Strengthening the University Community – Faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring.

Principal Metric:
Average Compensation for Faculty and Staff

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Classified Staff	$37,068	$38,975	$39,549	$40,969	$42,201	$42,572	$42,416
AP Staff	$57,577	$58,673	$60,458	$62,433	$63,851	$65,084	$67,196
Professor	$77,300	$77,300	$77,200	$80,000	$80,100	$82,057	$83,437
Associate Professor	$63,000	$61,400	$64,300	$65,800	$67,100	$69,146	$69,921
Assistant Professor	$53,800	$55,100	$57,100	$59,600	$59,200	$62,622	$65,056
Instructor	$56,400	$57,200	$60,000	$55,700	$58,400	$65,634	$59,068
All Faculty	$62,625	$62,750	$64,650	$65,275	$66,200	$69,472	$70,833

Organization, Structuring, and Governance – We must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources.

Principal Metric:
Composite Financial Index (CFI)

FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
4.19	-1.14	3.98	3.55	2.57	-0.61*	N/A

**Beginning with FY2016, the Commonwealth's APA reflects the notional full value of the VRS obligation to Longwood employees as a liability on the University's balance sheet. The FY2017 audit is underway.*

The Strategic Priority of Renewing General Education will be gauged as a matter of process until the appropriate juncture of implementation.

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Report from the Longwood University Foundation Board
December 1, 2017

Academic Works (AW):
- The Board voted to proceed with purchasing AW to aid faculty and students with streamlining the process of: providing details about each scholarship, aid with awarding scholarships, and consolidation of multiple sources for efficient reporting.
- Installation is scheduled to be completed by December 31st.
- Information sessions with Deans and faculty are ongoing.

Bylaws:
- The structure of the Board has been changed to be more efficient by reducing committees from 7 to 4. The bylaws revisions are primarily focused on the related changes.

Financials:
- Investments with the Spider Management totaled $55.5 million as of September 30th, which reflects growth of approximately 8.5% for the calendar year. The projected balance by year-end is over $58 million.
- Total assets as of September 30th were in excess of $83 million. A drawdown of approximately $3 million will be made early 2018 for the Upchurch Center. The funds are currently invested in laddered bonds.
- The audit of the financials is in its final stages.
- Scholarships awarded in fiscal 2017 were approximately $1.8 million versus $1.8 million in fiscal 2016.

Hull Springs Farm (HSF):
- A business plan is being prepared in tandem with a facilities study.
- A skiff was purchased by the Honors College this fall.
- A series of talks are being held to focus on the Northern Neck and its environment in partnership with old Dominion Electric Coop.
- 40,000 trees were planted in the spring on formerly agricultural land.
- HSF continues to have a strong relationship with Westmoreland County Schools.

Hotel Weyanoke:
- Work is progressing on schedule with the opening tentatively scheduled for 1Q18.
- Longwood Center for the Visual Arts (LCVA) and Weyanoke have teamed up to present art work owned by LCVA.
- The Board is planning to hold its June meeting at the facility.
- Campus organizations will be given information on utilizing the facility.

Board of Visitors Meeting, December 2017

Longwood University Real Estate Foundation

Curry and Frazer Residence Halls Renovations

The renovation of Curry and Frazer Residence Halls is in the Construction Documents phase, with drawings and specifications under review by the University and the Longwood University Real Estate Foundation (LUREF). The all-in construction budget is approximately $63 million. Transfer of the property from the University to LUREF is expected to occur in late 2017. In October, the Farmville Town Council approved the transfer of all rights-of-way in respect of Spruce, East Madison, and East Redford Streets to the University and the construction of a new entrance drive to Curry and Frazer from South Main Street. Construction is nearly completed on two model rooms within Curry, and early site work for the project is planned to begin in December 2017. Plans call for the Frazer renovation to begin in May 2018 and be completed in August 2019. The Curry renovation will commence in May 2019, and be completed in August 2020.

Deutsche Bank is the lending partner on this project. LUREF expects to close on the bond financing in early December 2017.

Hull Springs Farm

The transformation of Hull Springs Farm contemplated by "Space Matters" is in the active planning stage. A Memorandum of Understanding among the University, Longwood University Foundation and LUREF has been executed. It authorizes LUREF to act as the developer of the project. A multi-disciplinary working group has been formed to prepare a draft business plan for the transformation and operation of the Farm.

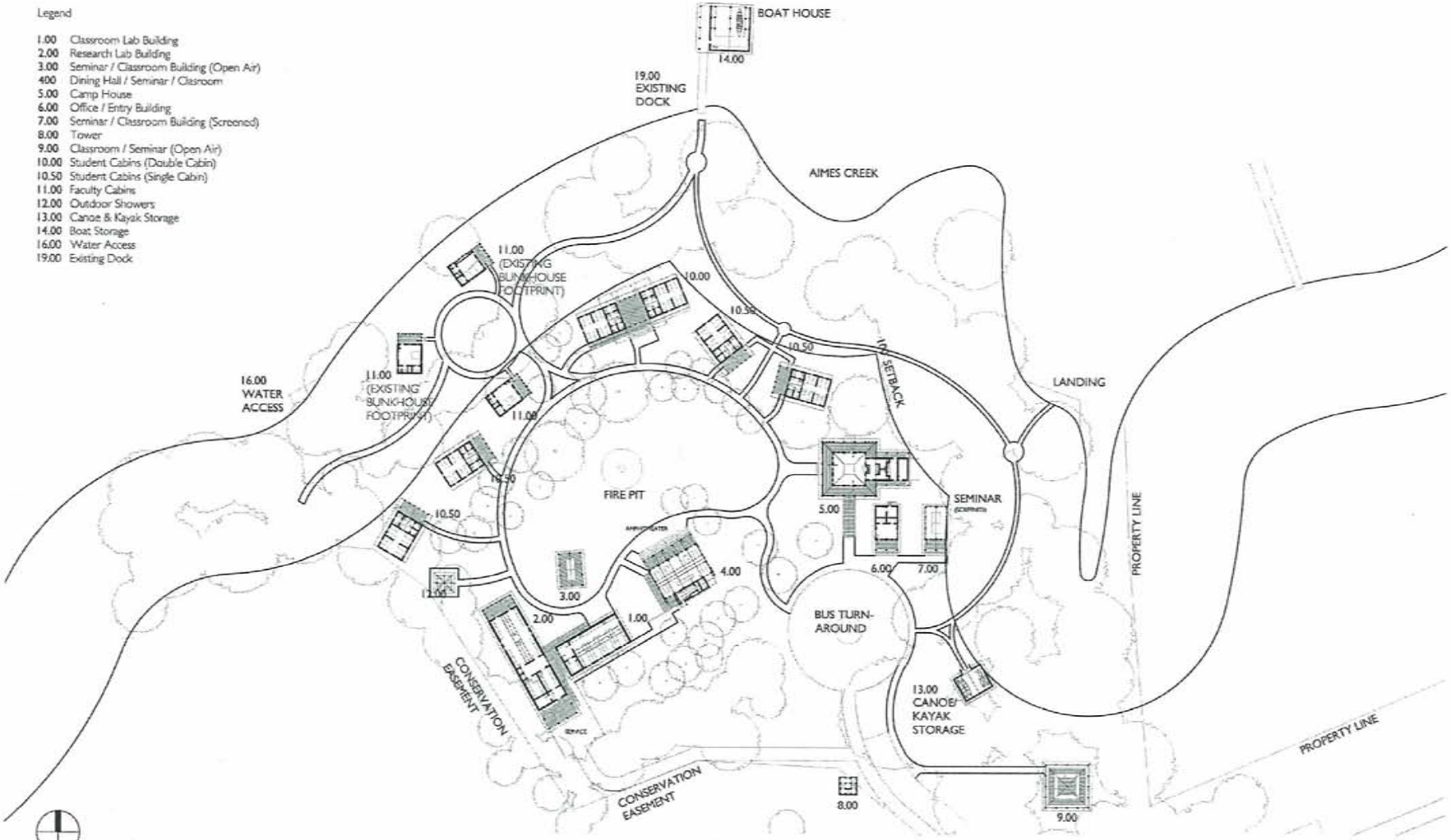
Train Architects of Charlottesville was selected to provide preliminary planning and design services. Schematic building and site plans have been developed and will be reviewed and refined during the next few months.

Property Acquisition

LUREF has closed on the former Watkins Abbitt Federal Building located at 103 S. Main Street in Farmville. The University Space Planning Committee will determine the best use for the property. This property was one of the most strategically important acquisitions designated in "Space Matters."

Legend

1.00 Classroom Lab Building
2.00 Research Lab Building
3.00 Seminar / Classroom Building (Open Air)
400 Dining Hall / Seminar / Clasroom
5.00 Camp House
6.00 Office / Entry Building
7.00 Seminar / Classroom Building (Screened)
8.00 Tower
9.00 Classroom / Seminar (Open Air)
10.00 Student Cabins (Double Cabin)
10.50 Student Cabins (Single Cabin)
11.00 Faculty Cabins
12.00 Outdoor Showers
13.00 Canoe & Kayak Storage
14.00 Boat Storage
16.00 Water Access
19.00 Existing Dock



26 October 2017

0 32' 64' 128'

CAMP HOUSE SITE

LONGWOOD UNIVERSITY - HULL SPRINGS FARM - MONTROSS, VA

Train Architects

Google Maps

Imagery ©2017 Google, Map data ©2017 Google 100 ft

Report from the Alumni Board
December 1, 2017

On September 23rd Alumni Board members met early in the morning and volunteered at FACES, a food pantry that assists Farmville and surrounding counties. Our main job was to put together bags of assorted produce. The outreach projects in which we have engaged have helped us in getting to know one another better and in connecting with other alumni. For the months of November and December, the Board will be involved in the annual Giving Tree project, purchasing items and placing them in gift bags for children in need in the Farmville area.

Our meeting followed the volunteer project. Amy Harris and Katherine Bulifant from Institutional Advancement spoke at our meeting and asked the Board for additional ideas to increase overall alumni giving. We will continue our partnership with their office in this endeavor. One opportunity will be Love your Longwood Day, March 27th. This provides a venue for not only donating to our alma mater but also re-connecting with friends in a spirit of giving back and sharing memories.

Plans are currently underway for a Longwood Ring ceremony or event to be held on March 17th. The Alumni Board is working with OACS and Balfour to increase ring sales and create a fun and engaging experience for juniors and seniors who purchase rings this year. Eventually, we hope to move towards a ceremony primarily for juniors.

Our Events Committee continues to work on specific ways the Alumni Board can be engaged in the Mega Reunion. Plans are being discussed for an event to be hosted by the Alumni Board.

The Alumni Awards Committee is finalizing details for our Annual Alumni Awards Dinner on Friday, March 16th.

Regional and campus Fall events planned by the Office of Alumni and Career Services included:

- a family day at the Norfolk Zoo. Children really enjoyed themselves. Ironically, a Longwood alumna was getting married at the Zoo later in the day, and the Office of Alumni and Career Services was able to provide something (Longwood) blue for her big day.

- the first ever Joan of Arc Celebration in late September for alumnae who have already celebrated their 50th reunion. Over 70 alumnae returned. Highlights included "The Welcome Back at the Historic Farmville Train Station", singing with Longwood music students in the Rotunda, cocktails on the Colonnades, and a presentation on Joan of Arc by faculty member, Dr. Steven Issacs.

- FeedMore on September 20th in Richmond. Three hundred fifty-four pounds of nonperishable food items were collected at this event. (When attending FeedMore, alumni are asked to donate

canned good items. There is a competition among the various colleges and universities for the amount of canned goods donated).

- an Oktoberfest at Steam Bell Beer Works in Midlothian. Live music, good food, and fun was had by all who attended.

- two alumni networking events for the new Dean of the College of Business and Economics, Dr. Tim O'Keefe. One was in Richmond at Capital Ale House and the other was in NOVA at Mad Fox Brewing Company. These evenings were in place of a "Meet the Dean" strategy and allowed him to meet alumni in Richmond and NOVA organically. Fifty-four alumni attend the Richmond event, and forty attended the NOVA event.

- Longwood University sponsored the annual Grand Illumination Parade and Angel Tree collection event at Short Pump Town Center on November 10th. Alumni were welcome to attend, lead the parade and show off their Longwood pride with the Longwood cheerleaders. Before and after, the cheerleaders and Elwood were in the mall collecting donations for children ages 12-14, whose angels unfortunately are often left on the tree. Maugans Alumni Center had been serving as a collection site for new clothes for children's sizes 10-12 and everything was delivered to the mall on Friday, November 10.

Upcoming events include:

- Longwood on Ice, another great family friendly event! This will be on Sunday, December 3rd at MacArthur Center Ice Rink in Norfolk, VA. From 9-11:30 a.m. the rink will open early for a private Longwood event. Longwood University has sponsored the Ice Rink for the season and Admissions will be hosting an event there as well on December 17 for current AND prospective students.

- Alumni Family Day, which will be held on January 6th. The OACS is excited to partner with Athletics. Four to five hundred participants are expected this year. Everyone can enjoy early bird pricing through December 6. This is a day full of ways to burn off some energy and reconnect with friends. Refer to the website for a detailed listing of the wonderful events planned for children and adults.

- Mega Reunion is scheduled for May 11th-13th. Save the Dates are dropping in the mail at the end of the month, and planning has really ramped up.

- Season 2 of the Day After Graduation podcast was launched in November with a teaser episode for the full season. The full 10-12 episode Season 2 will return in February with a new episode each week through graduation.

Remember to visit the longwood.edu website to stay up to date on alumni related events and activities.

Tammy Bird Jones
Alumni Board President

Report from the Student Government Association

December 1, 2017

Board of Visitors—

The atmosphere on Longwood's campus has been more positive this semester than it has been during any other semester that I have been here. Conversations regarding dining services, the library, parking, and campus safety have led to more compliments than complaints. I believe this is a testament to student activism and the incredible faculty and staff members that have been hired over the past couple of years.

Having said that, and aside from all of the positive aspects of this semester, there have been three major concerns voiced from the Student Body. The first concern regards the future of Conduct and Honor Board. We, being myself and the rest of the Student Government Association, are working on altering the process of selecting new Board members, as well as looking into the possibility of combining the two organizations due to lack of participation.

The second concern for our students is the availability of mental health services offered on campus. Across the nation today, college students are asking for more opportunities to attend counseling sessions. Many universities have now increased advertisement to first-year students about what types of mental health services are offered, making it easier for students to find what they need. CAPS at Longwood offers excellent services, but on a limited basis. With more availability, Longwood students could access services that would benefit their overall well-being.

The third concern that students have been discussing is in regard to changes accompanying the new core curriculum. Students are chiefly worried about the future of Peer Mentors and the LSEM experience. They look forward to hearing more about the changes and what it will look like here at Longwood.

Overall, students seem to be satisfied with the direction the University is heading. And I agree with that assessment, particularly after experiencing the progress made over the past couple of years.

I would like to personally thank you all for your continued passion to put students first at Longwood University.

Kevin Napier
President
Student Government Association

Report from the Faculty Representative to the Board of Visitors

December 1, 2017

One of the unique experiences available to Longwood undergraduate students is the ability to join a faculty member in research. At the time of this writing, I am gathering information from the faculty regarding such research opportunities for students, including opportunities students have had to present or publish this research.

In addition, I will be reporting on some of the actions of Faculty Senate at its November 30 meeting, reflecting the well-attended Budget Forum offered by Vice President Copeland and Provost Neff on October 30.

Lissa Power-deFur, Ph.D.
Professor, Communication Sciences and Disorders

Report from the Staff Advisory Committee

December 1, 2017

The Staff Advisory Committee had a great fall, starting with Spirit Week – Financial Aid office as the winners. Halloween Bash was certainly fun – IT was back with "Rockin' Out the 80's" – they took the trophy from the Library for Large Group winner and Billy Tucker won Small Group as "The Headless Horseman". Finally, our Annual Silent Auction in November netted us over $700.