

**LONGWOOD UNIVERSITY**

**BOARD OF VISITORS**

**September 13 & 14, 2013**

**-Minutes-**

**Call to Order**

The Longwood University Board of Visitors met on Friday, September 13, 2013 in Cox Hall on campus. The meeting was called to order at 9 a.m. by Rector Marianne Radcliff.

Members present:

Dr. Edward Gordon  
Mr. Thomas Johnson  
Dr. Judi M. Lynch  
Mrs. Jane S. Maddux  
Mrs. Colleen McCrink Margiloff  
Mr. Stephen Mobley  
Mrs. Marianne M. Radcliff  
Mr. Brad Schwartz  
Mrs. Shelby Jones Walker  
Mr. Lacy Ward, Jr.  
The Hon. Robert S. Wertz, Jr.  
Mr. Ronald White

Members absent:

Mr. Eric Hansen

Also present:

President W. Taylor Reveley, IV  
Mr. Kenneth Copeland, Vice President for Administration and Finance  
Dr. Kenneth Perkins, Provost and Vice President for Academic Affairs  
Dr. Tim Pierson, Vice President for Student Affairs  
Mrs. Aneicia Stimpson, Acting Director of Internal Audit  
Mr. Troy Austin, Director of Athletics  
Ms. Brenda Atkins, Vice President for Commonwealth Relations  
Mr. Richard Bratcher, Vice President for Facilities Management and Real Property  
Mrs. Virginia Kinman, Director of SACSCOC Compliance Certification  
Mr. Cameron O'Brion, Office of the Attorney General  
Mr. Robert Burger, President, Longwood University Foundation

Ms. Kathleen Early, President, Alumni Association  
Dr. David Lehr, Chair, Faculty Senate  
Dr. E. Derek Taylor, Faculty Representative  
Ms. Jeanne Hayden, Executive Assistant for Commonwealth Relations  
Ms. Haley Vest, Student Government Association President  
Mrs. Louise Waller, Executive Director, Longwood University Real Estate Foundation  
Ms. Hannah Ledger, Co-Chair, Staff Advisory Committee  
Ms. Allison Dobson, Co-Chair, Staff Advisory Committee

### **Public Session**

No public comments were received at this meeting.

### **Rector's Welcome**

Mrs. Radcliff introduced new board members Colleen Margiloff and Bob Wertz and also recognized Bob Burger, President of the Longwood University Foundation, and Kathleen Early, President of the Alumni Association. The Rector then recognized the long service of Ms. Jeanne Hayden to the Board of Visitors and applauded Ms. Hayden's new key role as Executive Assistant for Commonwealth Relations. The Board rose in a standing ovation for Ms. Hayden.

### **Approval of Consent Agenda**

Mrs. Radcliff presented to the Board for its approval the consent agenda, which was approved unanimously. The consent agenda included the minutes of the June 2013 Board of Visitors Meeting, an articulation agreement between the University and University Foundation, and an approval of real estate signatory authority. (A copy of the consent agenda items is included as Appendix 1.)

### **President's Welcome**

President Reveley offered welcoming remarks, noting he has now passed his first 100 days in office, and presented a financial overview of the University, which he described as in strong financial condition. He asked Virginia Kinman to update the Board on the status of the SACSCOC reaffirmation of accreditation process and she shared with the Board information gathered for the Compliance Report. The reaffirmation process is moving smoothly. President Reveley explained the University has elected to report itself fully compliant with all SACSCOC requirements and standards except one: it is reporting itself as partially compliant concerning faculty evaluation, due to issues with how Longwood has evaluated some adjunct faculty in the past. All full-time faculty receive appropriate evaluation. He and Dr. Perkins said steps are being taken to ensure existing policies are followed going forward. Mr. Mobley asked about the costs of the SACSCOC reaffirmation process. President Reveley replied they are considerable but easier for

Longwood to bear than some other institutions. The decennial reaffirmation of accreditation process is expected to be fully complete in December 2014.

### **Academic Affairs**

Dr. Perkins explained the structure and scope of his division. President Reveley described the importance of the curriculum review that will take place in the coming years, and described aspects of the Quality Enhancement Plan and its connection to general education reform, as well as how undergraduate research will become a signature portion of a Longwood education. Mrs. Maddux inquired about funding for the Center for Academic Faculty Enrichment. Dr. Perkins responded its support currently comes from other budgets but the goal is for CAFÉ to have its own. Dr. Lynch emphasized the center's importance.

### **Administration and Finance**

Mr. Copeland offered an overview of the University's financial position and funding sources. He described progress of the Lancer Plan, the University's new budget and planning tool, and emphasized the importance of professional development, namely maintaining professional and trade designations – an area that may have received insufficient attention during the economic downturn. Mr. Burger noted the improved state of the Foundation's endowment. President Reveley emphasized the importance of streamlining operations that remain paper-based, and improving payment to student employees. He noted Longwood is unusual in holding such a high level of reserves exclusively with the state rather than also as local funds. He wishes to explore options for more effectively managing cash reserves going forward. Mr. Copeland described efforts to ensure bill collection does not interfere with other University goals such as retention and is not unduly punitive, and said a \$50 graduation fee has been abolished for 2014. Mrs. Radcliff emphasized the importance of a strong financial foundation for instilling confidence in potential funding sources, namely the Commonwealth and donors.

### **Commonwealth Relations**

Ms. Atkins described her new role as of September 1 and her goals of developing programming to benefit Longwood students but also attracting 100-300 VIPs to visit campus and develop a closer relationship with the University. She updated the Board on interactions with state officials, and efforts to introduce the president to key decision-makers, and to attract more of them to campus. She noted the recent capital campaign had been relatively successful considering its unfortunate timing just ahead of the global financial crisis, and discussed goals to reach a broader corporate and foundation audience, as well as expand conference activities.

Mr. Mobley asked about the cost and effectiveness of Longwood's fundraising efforts. President Reveley said the University's cost per dollar raised is somewhat lower than the general target of 10 cents on the dollar but better information is needed and more resources are needed for advancement. Due to pressures on Virginia's budget, he said Longwood will over a ten-year horizon need to develop philanthropic support approaching current levels of state support. Mrs. Margiloff posed a question regarding how best

to instill a culture of giving in current students and recent alumni, and Dr. Lynch emphasized the importance of class affinity for fundraising. President Reveley said the warmth alumni feel for Longwood isn't currently fully translated into giving, and emphasized better retention could improve class affinity by keeping students together with their cohorts. Ms. Vest emphasized the importance of developing small donations, considering the difficulties of students facing loan debt. Mr. Schwartz noted how the revived football program has driven student engagement at Old Dominion University. President Reveley agreed that sports at the Division I level offer unparalleled opportunities for developing identity and marketing the University.

### **Athletics**

Mr. Austin gave an overview of all departmental operations. He noted the goal of holding flat and eventually reducing the student athletic fee, and discussed the rapidly changing landscape of the NCAA, including how Longwood would be affected if the NCAA allows institutions to pay student-athletes. President Reveley noted the importance of building contacts with orthopedic experts given their paucity in Farmville. Dr. Gordon suggested exploring an arrangement with Centra to provide orthopedic services to Longwood student-athletes.

*The Board adjourned for lunch at approximately 12:05 p.m., and was addressed by men's basketball coach Jayson Gee. The Board reconvened at approximately 1:15 p.m.*

### **Reports from Representatives to the Board of Visitors**

Dr. Taylor, Faculty Representative, said the faculty is excited about the prospect of a campus-wide discussion of general education. He emphasized the importance of general education being both practical and preparing students for the unknown. He said while general education is often vague and easy at other institutions, at Longwood there is potential to be a place where general education is an exceptionally strong part of the curriculum.

Ms. Vest, Student Representative, reported positive student reviews of the new facilities at Lancer Park and updated progress on the voter registration initiative TurboVote. She urged continued efforts to encourage faculty to post more course material online. She reported students, while aware of and somewhat concerned about the athletic fees, are excited about the progress and potential of the athletics program.

Ms. Early, President of the Alumni Association, provided an update on the recovery from injuries of Nancy Shelton and on activities of the Alumni Association, including sports clinics in Northern Virginia, which it hopes to expand to other regions.

Mr. Burger, President of the Foundation Board, reported on a strong year for the Foundation, with receivables up significantly and the investment relationship with Spider Management proving successful. Only eight funds remain under water from before the financial crisis that began five years ago, and assets

are \$10 million higher than a year ago. He emphasized the potential of Hull Springs Farm for the University both in terms of educational opportunities and expected income from wetlands credits. He was asked about a recent decline in the total number of donors to the University. He said he would explore the reason, but expected the earlier-year numbers may have reflected a fundraising promotion at that time, and noted the total amount of donations last year was similar to that of 2006-07.

Mrs. Waller, Executive Director of the Real Estate Foundation, provided updates on the expansion at Lancer Park and the acquisition of a former lumber yard with retail and residential space, to provide valuable transitional space during other renovations and eventually a home for facilities management.

Hannah Ledger and Allison Dodson gave a brief presentation introducing the board to the work of the Staff Advisory Committee.

### **Student Affairs**

Dr. Pierson gave an overview of the scope of Student Affairs. He discussed changing student behavior issues, with students' psychological struggles a growing part of his work while behavioral discipline is declining.

A motion was presented to the Board for Approval of a Memorandum of Understanding by and between Longwood Counseling Center and Crossroads Community Services Board. The motion was approved unanimously. (A copy of the memorandum of understanding is included as Appendix 2.)

### **Facilities**

Mr. Bratcher provided an update on construction plans and projects, noting a figure of \$170 million of construction on campus since 1996. The University is considering undertaking another Campus Master Plan, which can be helpful in attracting state or private funding. This time, the University anticipates improving the process by conducting thorough space and infrastructure studies.

### **Discussion of Governance and Strategic Matters**

President Reveley addressed the importance of a residential college experience to Longwood's identity but also the importance of partnering in Farmville's economic development aspirations. He also emphasized the importance of the first two years of college for Longwood's retention goals. He said he believes the best balance of those goals would be to attempt to offer all freshmen and sophomores Longwood housing, while allowing developers to compete for the business of juniors and seniors. Such a change would likely require construction of a new sophomore dorm.

President Reveley fielded several questions from the Board and from students about the proposed change and possible new dormitory, which he said had been envisioned in the previous Master Plan. Dr. Gordon

was asked about the expected reaction of the town and he said he expected it to be very favorable. Other issues raised in the discussion included the potential for increased future demand due to growth of international and graduate students, and whether additional construction could endanger bond covenant occupancy requirements. Mr. Copeland expressed confidence the level of Longwood-owned housing demand would be strong.

Mrs. Maddux introduced a motion concerning the University's student housing policy: "*The University's student housing policy shall be revised to eliminate any requirements of University housing use for students beyond their first two years.*" Mr. Mobley seconded the motion, and it was approved unanimously, with Dr. Gordon abstaining.

There was further discussion of housing issues, particularly related to the possible new sophomore dorm, and whether it might be possible to keep the Cunningham dorms open one more year. President Reveley said the Cunninghams would have a meaningful likelihood of experiencing system failures if continued in use beyond this academic year.

President Reveley raised before the Board the prospect of an evolving partnership between the Moton Museum and the University, pending possible action in the General Assembly to create a partnership similar to that between the Virginia Foundation for the Humanities and the University of Virginia. President Reveley and Mr. Ward spoke to the symbiotic relationship and potential for further collaboration – Longwood making further use of the museum's educational resources, and the museum, which has never been a collecting museum, making further use of Longwood's library and back-office resources. A closer partnership could also tap into the growing heritage tourism market and benefit the region.

President Reveley opened up the meeting, fielding several follow-up questions related to auxiliary cash reserves. There was discussion, chiefly involving Dr. Lehr and Ms. Vest, as well as other students in attendance, regarding the experience of Longwood students with collaborative learning, and possible ways to consider "how students learn" along with "what students learn" in the upcoming curriculum review.

Mr. O'Brion gave the board a short presentation concerning the requirements of the state's open meeting and Freedom of Information Act laws.

The Rector adjourned the day's session at approximately 5:30 p.m. The Board joined student peer mentors for dinner in Dorrill Dining Hall.

### ***Saturday, September 14, 2013***

The Longwood University Board of Visitors resumed its meeting on Saturday September 14 at the University's new offices at 315 Third Street in Farmville for a wide-ranging and informal discussion of retention and graduation rate challenges and opportunities for improvement. All Board members from the Friday meeting were again present, joined by the University's deans as well as vice presidents. Following a tour of the new offices, President Reveley called the meeting to order at 10:00 a.m.

President Reveley reiterated that a systematic, cutting-edge effort to raise the University's retention and graduation rates is the foremost priority for Longwood. The first step is --- through discussion and subsequent study --- to understand the specifics of the issue at Longwood.

Chuck Ross, Dean of the College of Arts and Sciences, discussed summer programs, gateway courses and general education. Since the change to per-credit tuition charges, he said, he has seen more students taking 12 credits per semester rather than 15, in order to save money. Jennifer Green, associate vice president for enrollment management, said the change had caused the average course load to decrease 1 credit on average but that many students need to work. President Reveley expressed concern the change reduced the incentive for students to take exploratory courses. Mr. Copeland said he himself has received positive feedback from parents about the opportunity to pay per credit.

Dr. Gordon asked several questions regarding the relative leniency of Longwood's course repeat policy, and Ms. Vest expressed concern the policy could devalue the value of the GPA component of a Longwood resume. Mrs. Margiloff suggested general education requirements could be a more effective vehicle for helping students explore prospective majors. Dr. Lynch agreed that course credibility is important, but also said it's important that college be a time for second chances for students who struggle.

Mr. Mobley emphasized the importance of collecting institutional data. Dr. Lehr discussed opportunities for data-mining techniques to identify students most at-risk of not graduating. Dr. Green said Longwood has not effectively identified the students it needs to target. Dr. Lehr mentioned the work other institutions have done identifying risk factors to persistence. Mr. Johnson encouraged looking at success from international students and what might be learned from them.

President Reveley and Mrs. Radcliff thanked everyone for the candid and thoughtful discussion.

The meeting adjourned at 11:30 a.m. and was followed by lunch at Longwood House for those present along with department chairs.

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