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LONGWOOD  
UNIVERSITY

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BOARD OF VISITORS

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December 5-6, 2019

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**BOARD OF VISITORS  
December 5-6, 2019**

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Tab 1



**BOARD OF VISITORS  
December 5-6, 2019**

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

**Thursday, December 5**

- 12:30pm – 3:00pm      Executive Committee and Board Lunch, *Longwood House*
- 3:30pm – 4:30pm      Audit Committee Meeting, *Longwood House*
- 6:30pm – 8:30pm      Board Reception and Dinner, *Radcliff Hall*

**Friday, December 6**

- 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
- 12:30pm – 2:00pm     Board Lunch with Longwood Ambassadors, *Mayo Gallery*
- 2:00pm – 3:00pm      Conversation with Mayor David Whitus '83 and  
Prince Edward County Commonwealth's Attorney Megan Clark '05
- 3:00pm – 4:30pm      Executive Session

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- 5:00pm – 6:15pm      Longwood Foundation Reception, *Bedford Hall Atrium*
- 6:30pm – 9:00pm      Holiday Dinner and Concert, *Dorrill Dining Hall*

Tab 2



## **Overview Message from the President**

*copy follows in this tab, as distributed November 25, 2019*

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**From:** Reveley IV, Taylor  
**Sent:** Monday, November 25, 2019 7:16 AM  
**To:** BOV  
**Subject:** Longwood BOV Meeting

Friends,

The joyful dedication ceremony for Radcliff Hall was a powerful exclamation point to the University's progress --- and a beautiful way to begin the holiday season too. Farmville also held its annual holiday tree lighting celebration over the weekend downtown.

In a somber time nationally and a somber time for many of us personally, moments of fellowship give accent to the higher purposes of life. Devotion to Longwood is something deeply meaningful to all of us.

It will be particularly wonderful to be together next week for our December meeting, and Kay will be in touch this week with further logistical information, as well as regarding delivery of your briefing materials.

In this challenging time for colleges and universities, we will certainly be giving close attention to admissions and enrollment when we are together. We are taking concerted steps to maintain progress. Likewise, we will discuss the dynamic changes in the politics of the Commonwealth.

Mayor David Whitus '83 and Commonwealth's Attorney Megan Clark '05 will join us as well on the Friday afternoon of our meeting to discuss the strong spirit of collaboration between Longwood and the community.

And as is true every year, the Holiday Dinner and Concert will be splendid on the Friday night of our board meeting, and the Foundation will host an elegant reception beforehand.

Thanks, as always,  
Taylor

Tab 3



**LONGWOOD UNIVERSITY  
BOARD OF VISITORS  
September 13-14, 2019  
Minutes**

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

**Call to Order**

The Longwood University Board of Visitors met on Friday, September 13, 2019 in the Stallard Boardroom. The meeting was called to order at 9:05 a.m. by Rector Eric Hansen.

**Members present:**

Mr. Eric Hansen  
Ms. Cookie Scott  
Mrs. Eileen Anderson  
Mr. Michael Evans  
Ms. Pia Trigiani  
Mrs. Colleen Margiloff  
Mrs. Ricshawn Adkins Roane  
Mrs. Nadine Marsh-Carter  
Mrs. Polly Raible  
Mr. Larry Palmer  
Mr. David Hallock  
Mrs. Katherine Bond

**Also present:**

President W. Taylor Reveley IV  
Dr. Larissa Smith, Provost and Vice President for Academic Affairs  
Ms. Louise Waller, Vice President for Administration and Finance  
Ms. Victoria Kindon, Vice President for Strategic Operations  
Ms. Courtney Hodges, Vice President for Institutional Advancement  
Dr. Tim Pierson, Vice President for Student Affairs  
Ms. Michelle Meadows, Interim Director of Athletics  
Mrs. Kay Stokes, Executive Assistant  
Ms. Patti Rosenberg and Mr. Mike Lewandowski, Longwood University Foundation  
Dr. Lee Bidwell, Faculty Representative  
Ms. Haleigh Pannell, Student Representative  
Ms. Becca Shelton, Alumni Board  
Ms. Suzanne Stetson, Staff Advisory Committee  
Mr. Cameron O’Brion, University Counsel  
Mr. Justin Pope, Vice President and Chief of Staff  
Mr. Cameron Patterson, Executive Director of Moton Museum

### **Rector's Welcome and Approval of Minutes and Consent Agenda:**

Mr. Hansen welcomed the group and said he was humbled to follow in the footsteps of Marianne Radcliff following her outstanding service to the Board and University. He thanked everyone for an outstanding Convocation, and welcomed the Board, especially Cookie Scott on the occasion of her first meeting. He extended a welcome to representatives of the Longwood University Foundation, whose work is so important for Longwood's long-term future. He commended the office of Finance and Administration and its work with Fahrenheit Advisors to improve budgeting processes and financial analysis going forward, and said he was grateful for a presentation at the executive committee meeting that gave important insight into the finances of the university and supporting foundations. He briefly commended each of the other vice presidents on aspects of their reports.

The rector asked for a motion to approve the Consent Agenda and the minutes of the previous meeting.

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

### **President's Welcome:**

President Reveley welcomed the Rector on the occasion of his first meeting in that role, and said the start to the year has been among the smoothest during his time, testament to the Vice Presidents and others. He noted on the occasion of the 18<sup>th</sup> anniversary of the September 11 attacks, the freshmen who have just arrived on college campuses were born in the shadow of that event, and are the first children of the 21<sup>st</sup> century. He noted another anniversary: five years since Rector Margiloff presided over the Board's resolution of apology regarding Prince Edward's civil rights history, which was an important step for the university and community.

He noted the world remains uncertain and troubled, and universities often feel turbulence in the world around them especially acutely, and he is especially proud of Longwood's work and direction during difficult times. He introduced the new representatives to the Board: Haleigh Pannell (students); Dr. Lee Bidwell (faculty); and Becca Shelton (alumni).

Dr. Pierson further introduced Haleigh Pannell and noted she is the first African-American woman to serve as SGA president. He said she is part of an excellent cadre of student leadership across campus. He spoke about the importance of professional standards, and efforts to connect the points of emphasis of Civitae into the student affairs portions of student experiences. He also commended Longwood's fraternity and sorority life leadership for taking on aggressively the issue of hazing, and said students have stepped up as well. He commended the students working through IFC for the work they did in advocating to a change in rush procedures. He said Longwood continues to have concerns about the health and well-being of students, consistent with a national trend. He said Potomac Health Services is doing a good job and their addition of a psychiatric nurse-practitioner fills an important need on campus. He provided a report on the move-in to Frazer, which he said went without complaint and students and families were extremely excited about the new building. He also said the new management team with Aramark

has worked hard to make a difference improving food service. One area of particular importance has been the scope of new offerings for students with food allergies or special eating needs.

Ms. Meadows said fall sports have been in full swing for six weeks. The 10<sup>th</sup> anniversary of the G.A.M.E. was especially successful this year, with more than 1500 students and community members participating in the event. She thanked President Reveley for his remarks at Convocation on the power of intercollegiate athletics on a college campus. She gave an overview of some organizational changes within the department built around four units: student-athlete development, fiscal operations (ensuring integrity in the program and the university), athletics communications, and a new position overseeing external operations – someone to take the opportunities presented in college athletics and maximize their impact on behalf of Longwood. Katie Pate will serve as new Associate Athletics Director for External Relations. She highlighted the Lancer Leadership Program, which has evolved and expanded over the years. This year it includes a pilot leadership studies course, open to all students, which will allow for a much more thorough leadership development experience. It is moving through the curriculum approval process to become part of the leadership studies minor.

Dr. Bidwell expressed appreciation for improved communication regarding student-athletes who experience concussion symptoms.

Ms. Kindon began with an update on admissions and the upcoming 2020 cycle. Campus visits are an important indicator of interest and potential yield, though surprisingly some students don't visit a campus they end up attending. This past summer has been Longwood's strongest ever for campus visits, an encouraging indicator following last spring's lower freshman yield. One of the summer programs is called Lancer Summer Decision Days, which this year attracted 400 acceptances. The program typically yields at 50 percent. The staff is excited about the upcoming opening of the Admissions Building and the role it will play in improving the visitor experience to campus.

She noted Longwood's participation in the Common App is prepared to launch. The decision was driven for marketing reasons, including the value of being included among Virginia public universities through the app. Previously Longwood did not have adequate IT infrastructure to handle working with the Common App, but is now in a position to manage it successfully and make sure the students who apply through the Common App receive the same attention as those who apply through traditional routes. She addressed a series of other steps and strategies to generate a strong pool for the incoming class. These include being more pro-active with deployment of merit aid offers. In the past this has happened in conjunction with the broader packaging of financial aid, usually in February. This year Longwood will shift up to October and include merit scholarship offers with acceptance packages. There will also be a new transparent policy of publishing a chart showing what people will be eligible for based on GPA.

She also gave an overview of efforts in conjunction with Academic Affairs to align program development with demand and potential future growth. This includes a broad-based effort underway across the university at the behest of President Reveley to address the cost-of-

attendance issue holistically and develop a stronger system for strategic deployment of financial aid.

An additional initiative is an intensive look at the campus visit experience, ranging from the tour route and landscaping expectations along the route, as well as a faculty-and-staff ambassadors program. She also gave context and overview regarding the planned upcoming RFP for direct marketing services, reflecting how the university's own needs and capacities have evolved in terms of technology to reach prospective students.

Mrs. Roane asked a series of questions regarding application generation, and the downturn in this fall's freshman class, including the process of setting targets for this year, and the potential for negative downstream effect on enrollment and graduation numbers.

Ms. Kindon gave an overview of conversations with deans identifying targets based on recent averages, and how many applications are needed to meet those goals. She noted that while Virginia Tech had a clear impact this year, something else could have an impact in future years, so her focus is relentlessly on identifying students who want to be at Longwood and working to get them here.

Mrs. Margiloff asked a question about evaluating the tour experience, as Ms. Kindon provided an overview of recent efforts to collect feedback about the tour and the overall visit experience. Ms. Waller added that she has noticed a broader range of people at all levels across the university starting to recognize that everyone has a roll in enrollment. There was brief discussion regarding productive ways to share with the Board guidance about admissions targets, different mechanisms for generating applications, and marketing to community college students, where marketing tends to be more program-based. President Reveley noted that the demographic challenges are impacting higher education across the country, and only institutions that can work together productively across divisions will be poised to thrive.

Next, the provost expressed how special Convocation is to the faculty, and expressed her particular commendation to the nursing program regarding its recent honor as among the top-performing programs in the country. She noted two recent National Science Foundation grants of \$600,000 each focusing on archaeology and STEM teacher education. The university welcomed 39 full-time faculty this year, and said Longwood is proud that 80 percent of our faculty are tenure or tenure-track, compared to the national average of 35 percent across higher education. These faculty who make their career at Longwood serve as the lifeblood of the institution. Longwood continues to replace faculty as they retire, but is also working to ensure faculty are deployed where they are needed to support Civitae and accommodate evolving student demand. She said that Longwood is an appealing place in the job market, not just in terms of benefits and tenure-track positions, but in opportunities for young faculty to conduct research and scholarship. She said the rollout of Civitae has brought new energy into teaching at Longwood, challenging faculty to learn constantly and renewing their energy in the classroom.

Civitae's second year is underway, and she is hopeful that Civitae and the coaching groups will continue to show benefits for retention, with the new curriculum's smaller classes and access to interesting courses from top faculty as soon as they arrive at Longwood. When students can't

“hide” in courses they are more likely to get the support they need to succeed. She recognized and thanked Dr. Paul Chapman for his service as dean of the College of Education and Human Services, and noted his help in supporting faculty, the development of teacher education and the launching of the Early Childhood Education initiative. She provided an update on the Office of Student Research and the appointment of Dr. Amorette Barber to lead the office.

The enrollment management team continues to work in conjunction with other divisions across the university to move along possible programs and evolve current ones to make them more attractive to students. She noted Dr. Lissa Power-deFur’s 18-month appointment as interim dean of the College of Education and Human Services will allow her to lead a task force to evaluate possible future incorporation of allied health programs. She also gave an overview of the proposed 2+2 early childhood partnership program in conjunction with Patrick Henry Community College, which would be the only of its kind in the state. Lastly she provided an update on the development of the fully online MBA program in conjunction with Academic Partnerships. She also noted the appointment of both Cameron Patterson and Cainan Townsend of the Moton Museum to statewide boards on African-American history education, and thanked the Board for their support of the partnership between the university and museum.

Ms. Waller provided some context regarding the financial metrics shared in the Board materials. Overall she said the financial position of its university and its supporting foundations is strong, and she thanked her staff as well as Chip Bowman and Fahrenheit Advisors for the substantial progress that has been made giving the university clearer long-term tools and projections for use in budgeting and financial planning.

Regarding construction, the new academic building has passed 50 percent completion. Radcliff Hall is 95 percent complete and expects to move into use in October. She provided an update on the status of other projects further in the timeline, as well as property acquisitions related to Radcliff Hall and the replacement tennis courts. The initial phase of the landscaping plan is underway and 78 trees will be planted around Upchurch next month. The university is working with student eco-reps as well as staff to address how to handle plastics disposal given global challenges finding markets for plastic recycling.

Ms. Waller provided a routine update on audit activities and noted the university is compiling its 2019 financials for the Department of Accounts and the Auditor of Public Accounts in the weeks ahead. She also commended the Office of Community and Economic Development on a \$100,000 grant for entrepreneurial initiatives in support of our region.

In discussion that followed, Mr. Evans noted the view coming into town has been dramatically improved by the Frazer renovation and it is a great thing for Longwood to see that building fit in with the rest of campus.

Ms. Hodges noted the impact of a number of philanthropic initiatives, in particular the Moton Legacy Scholarship, established by the Board of Visitors, whose newest recipient was recently announced. The Simpson professorship is also transformative for faculty and students, as well as the nursing program, supported by Dr. Edward Gordon.

She provided an update on plans for the upcoming Women & Philanthropy summit, with a number of Board of Visitors members actively participating. She noted women undertake philanthropy in different ways from men, and Longwood can be a leader in women's philanthropy.

She gave an overview of the planned launch of a new Family Scholarship Initiative, which aspires to enlist new donors and get additional new dollars deployed on behalf of student financial aid as quickly as possible. She provided an update on other initiatives including the upcoming Day of Giving on November 7 to raise scholarship dollars.

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

Mr. Lewandowski noted the Foundation's support for many of the efforts Ms. Hodges described, in particular the Family Challenge, in which Foundation Board members have been leaders. He also noted the support for the student emergency fund and Elwood's Cabinet. He said "we have 22 people who are very actively engaged with and excited about the university."

He noted the Foundation's overall asset figures will decline some this year as funds that had been held to help to support real estate projects are transferred to the university. He commended the work of Patti Rosenberg for representing the Foundation to the campus community and undertaking the work of automating and smoothing out important processes.

Mr. Walsh commended Ms. Waller on the achievement of keeping numerous capital projects moving forward. He said Frazer has clearly pleased students and families and is a great accomplishment. He also commended Tom Frisbee-Fulton for his work leading the Curry and Frazer projects. He said the Brock Center is going to be an extraordinary addition to campus, and will be an epicenter of student life. He also provided an update on development of the first phase of plans at Hull Springs Farm, which will allow it to reach its potential as an important part of Longwood and the Commonwealth. Ms. Waller said she has heard from students how transformational Hull Springs is and she is particularly excited to be moving forward with construction there.

President Reveley added his commendation to completing Frazer on a tight deadline following an exceptionally challenging schedule.

Mrs. Marsh-Carter said as the mother of a new Longwood student, she has seen many of the aspects of Longwood being discussed, from the tour to orientation to housing move-in, from the perspective of a parent and has been uniformly impressed by the people and welcoming spirit her family encountered. She said her son had been particularly excited to pick his Civitae courses, and commended all involved.

Ms. Pannell introduced some of the other student leaders present. She echoed Dr. Pierson's report that students feel there have been improvements to dining services. She noted SGA has launched a virtual open forum so people who cannot attend or may be too shy to speak can participate in SGA. She addressed the continuing work of communicating with the university to provide feedback and continue to improve emergency communications to campus, as well as a

range of other initiatives and priorities on her agenda. She said the buzz on campus is positive regarding changes in Frazer, dining and the collaboration and initiatives underway with SGA.

Ms. Shelton introduced herself on behalf of the Alumni Board and commended the progress on campus. She named the members of the current Board, and recounted recent activities including the Senior Toast and Alumni Weekend last spring, multiple Longwood career fairs and the One Hour A Month program in conjunction with the Office of Alumni and Career Services. Future plans include a Career Changers Boot Camp in October, and also their board's involvement in the women and philanthropy event.

Dr. Bidwell introduced herself and listed some of her previous roles on campus, including twice serving as department chair, as interim department chair in nursing, Faculty Senate and her longstanding involvement in the development of Civitae. She thanked the Board for its work, and said faculty are devoted to the university and its mission. She said that devotion includes substantial and meaningful work over the summer, as described in detail in her report, including professional development, research, community involvement and teaching.

She said the faculty is surprised and concerned when the freshman class isn't as large as hoped, and she is excited to learn about the new partnerships between admissions and faculty. She said the faculty's main role is to provide an outstanding educational experience that will attract students, and gave a number of examples of students recently who have had the chance to participate in extraordinary research and other programs under the close mentorship of outstanding Longwood faculty. Such opportunities play an important role in recruiting and retaining students.

Ms. Stetson gave an overview of the Staff Advisory Committee's activities and initiatives over the course of the opening of the school year.

The board adjourned for tours of the new academic building and Frazer Hall, and for lunch.

**Afternoon Session:**

The Board returned to Stallard Board Room for a presentation by Peter Blake, Director of the State Council for Higher Education for Virginia (SCHEV). He thanked the Board for their service and commended President Reveley on Longwood's progress during his six years as president.

Mr. Blake led a discussion with Board members regarding SCEHV's role with Virginia's public universities, initiatives, and perspectives on the higher education landscape. He also gave an overview of the demographic landscape for Virginia and the challenges it will pose to the Commonwealth heading into the future, long-term issues of college affordability, and workforce development. He commended Longwood on its early childhood and STEM development work, its engagement with employers, and its critical service to the Southside region.

Next, the secretary asked for a motion pursuant to Virginia Code 2.2-3711 that the Board convene in closed session to discuss matters pertaining to gifts and fundraising activities. Mr. Hallock so moved, Mr. Palmer seconded and the motion was approved unanimously.

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

Mr. Hallock and Mrs. Margiloff departed. In brief discussion that followed, Mr. Hansen and others emphasized the importance of deploying resources to reinforce enrollment strength.

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

### **Saturday Session:**

On Saturday, September 14, 2019, the Longwood Board of Visitors met at the Moton Museum for a workshop on Diversity and Inclusion presented by the Virginia Center for Inclusive Communities. The meeting was called to order at 9:05 a.m. by Rector Eric Hansen. Members present were:

Mr. Eric Hansen  
Ms. Cookie Scott  
Mrs. Eileen Anderson  
Mr. Michael Evans  
Ms. Pia Trigiani  
Mrs. Ricshawn Adkins Roane  
Mrs. Nadine Marsh-Carter  
Mr. Larry Palmer

Also present:

President W. Taylor Reveley IV  
Mr. Cameron O'Brion, University Counsel  
Mr. Justin Pope, Vice President and Chief of Staff  
Mr. Cameron Patterson, Executive Director of Moton Museum  
Mrs. Kay Stokes, Executive Assistant

There being no further business, the meeting was adjourned just before 11 a.m.



Tab 4



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

This section includes standard procedural steps and routine edits, updates, and amendments to policies and procedures. These include approval of

- proposed housing and dining rates for 2020-21;
- a resolution delegating to the President and University Counsel authority to make minor, organizational and procedural changes to university policy;
- a series of routine updates to Information Technology policies;
- a resolution appointing former athletics director Troy Austin to the Longwood Real Estate Foundation Board; and
- the approval of new degree programs (Bachelor of Science degrees in Early Childhood Education, Elementary Education and Teaching, Elementary and Middle School Education and Teaching, and Special Education Teaching – the final three having been previously concentrations under the BS in Liberal Studies).



**Longwood University  
Proposed Housing Rates**

Housing	<b>2019-2020</b>	<b>2020-2021</b>
Main Campus-Double	\$ 7,761.60	\$ 7,956.48
Main Campus-Single	\$ 8,762.88	\$ 9,284.80
Main Campus-Triples	\$ 7,414.40	\$ 7,604.80
Triple ½ Room	\$ 7,661.60	\$ 7,851.20
Early Arrival	\$75/day	\$75/ day
Register-Double	\$ 7,761.60	\$ 8,108.80
Sharp-Double	\$ 7,761.60	\$ 8,108.80
Frazer-Double	\$ 7,761.60	\$ 8,153.60
Curry -Double	\$ 0.00	\$ 8,153.60
Frazer-Single	\$ 8,762.88	\$ 9,284.80
Curry Single	\$ 0.00	\$ 9,284.80
Frazer-Triple	\$ 7,414.20	\$ 7,604.80
Curry- Triple	\$ 0.00	\$ 7,604.80
Lancer Park-Quads	\$ 8,928.64	\$ 9,329.60
Lancer Park-Doubles	\$ 10,111.36	\$ 10,539.20
New Lancer Park-Quads	\$ 9,968.00	\$ 10,393.60
New Lancer Park-Doubles	\$ 10,118.08	\$ 10,550.40
New Lancer Park-Singles	\$ 10,870.72	\$ 11,524.80
Longwood Village	\$ 9,253.44	\$ 9,665.60
LU Landings-Quads	\$ 9,968.00	\$ 10,416.00
LU Landings-Singles	\$ 10,870.72	\$ 11,524.80

**Proposed Summer Rates**

	<b>2019-2020</b>	<b>2020-2021</b>
	Term 202050 & 202060	Term 202150 & 202160
Room & Board		
Weekly Rates:		
Room Double	\$ 224.00	\$ 230.72

**Year Around Housing**

Offered at off campus locations only	
Fee in addition to semester rates	\$ 1,000.00

**Longwood University**  
**Proposed Dining**  
**2020-2021**

<b>Dining</b>	<b>2019-2020</b>	<b>2020-2021</b>
All Access + \$225	\$4,670.40	\$4,858.56
Block 225 + \$325	\$3,906.56	\$4,063.36
Block 160 + \$350	\$3,619.84	\$3,763.20
Block 80 + \$350	\$2,192.96	\$2,280.32
Block 40 + \$200	\$1,155.84	\$1,202.88



**RESOLUTION AND DELEGATION OF AUTHORITY  
UNIVERSITY POLICIES**

WHEREAS, Virginia Code § 23.1-1301 gives the Board of Visitors the authority to make regulations and policies concerning Longwood University;

WHEREAS, the Board of Visitors enacted University Policy 001 by which Longwood establishes policies to promote the effective and efficient operation of the university and to guide the management of university affairs. Such policies address operation requirements of all academic and administrative offices and compliance with applicable laws and regulations;

WHEREAS, the Board of Visitors considers and, if appropriate, approves policies submitted by the President;

WHEREAS, from time to time, minor, organizational or procedural changes are required for university policies; and

WHEREAS, the Board of Visitors wishes to delegate to the President and University Counsel the authority to make minor, organizational or procedural changes to university policies;

THEREFORE, IT IS HEREBY RESOLVED, that Board of Visitors delegates to the President and University Counsel, the authority to make minor, organizational or procedural changes to university policies previously approved by the Board of Visitors.





## Policies & Procedures

### Acceptable Use of Information Technology Resources and Systems 6104

#### II. DEFINITION

IT Resources and Systems: Information Technology (IT) resources and systems include all computers, workstations, peripherals, networks, communications devices, switches, software programs and systems, as well as all related devices, hardware and software owned by Longwood University, covered under contract by the Commonwealth of Virginia or that are the responsibility of Longwood University through agreements with Longwood departments or employees.

#### II. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

#### III. PURPOSE

The purpose of this policy is to establish parameters for the use of Longwood ~~information technology (IT)~~ resources and systems.

#### ~~II. DEFINITION~~

~~IT Resources and Systems: IT resources and systems include all computers, workstations, peripherals, networks, communications devices, switches, software programs and systems, as well as all related devices, hardware and software owned by Longwood University, covered under contract by the Commonwealth of Virginia or that are the responsibility of Longwood University through agreements with Longwood departments or employees.~~

#### III. POLICY

This policy covers all activities involving these IT resources and systems and applies to all individuals using these IT resources and systems. This policy does not cover activities solely involving personal property, but does cover activities which involve the use of personal property connected to or communicating with Longwood University IT resources and systems.

- A. Intent of IT Resources and Systems: IT resources and systems are provided at Longwood and shall be used solely to support the mission of the University-university and its related academic, administrative and service activities. Activities involving Longwood's IT resources and systems must be in accord with the Longwood University Honor Code, the Student Handbook, the Faculty Policies and Procedures Manual and the Administrative Policies and Procedures Manual, as well as, relevant local, state, federal and international laws and regulations.
- B. Privileged Systems: Use of Longwood IT resources and systems is a privilege granted to individuals by the University-university and is restricted to the specific authorities

granted. Access to the use of discrete IT resources and systems shall be explicitly granted by the owner of the IT resource or system or his or her designee.

C. Acceptable Use: For use to be acceptable, it must demonstrate respect for:

1. ~~The~~the intent of the individual authorities granted the user;
2. ~~The~~the usage privileges of other authorized users;
3. ~~The~~the rights of others to privacy;
4. ~~Intellectual~~intellectual property rights (e.g., as reflected in licenses and copyrights);
5. ~~Ownership~~ownership, confidentiality, integrity and availability of systems and data;
6. ~~System~~system mechanisms designed to limit, monitor and/or record use or access (Longwood University IT resources and systems activity are-is routinely monitored and recorded by technical support staff.);
7. ~~Current~~current network topology and configuration; and
8. ~~Individuals'~~individuals' rights to be free of intimidation, harassment and unwarranted annoyance.

D. Responsibility to Investigate Possible Misuse:

1. The ~~University~~university reserves the right to monitor, access and disclose all data created, sent, received, processed or stored on any ~~University~~university IT resource or system with or without cause.
2. When there is reasonable suspicion of misuse the ~~University~~university has the responsibility to investigate. Such investigations will only be undertaken by the CIO or his or her designee with the permission of the President or his or her designee.
3. The CIO or his or her designee has the right to temporarily suspend or modify access privileges.

E. Internal Audit Reviews: In the course of its work, Internal Audit has full and complete direct access to all ~~University~~university books and records (manual and electronic) relevant to the subject of review. All documents and information given to Internal Audit during their work will be handled in the same prudent manner that the ~~University~~university expects of the employees normally accountable for them.

## V. PROCEDURES

Related policies, standards and guidelines may be maintained internally by Information Technology Services.

## IVVI. ENFORCEMENT

The ~~University~~university regards any violation of this policy as a serious offense. Violators of this policy are subject to appropriate disciplinary action such as prescribed in the Longwood University Honor Code, the Student Handbook, the Faculty Policies and Procedures Manual and the Administrative Policies and Procedures Manual, in addition to possible cancellation of IT

resources and systems access privileges. Users of IT systems and resources at Longwood are subject to all applicable local, state and federal statutes. This policy does not preclude prosecution of criminal and civil cases under relevant local, state, federal and international laws and regulations.

Revised and approved by the Board of Visitors, September 7, 2002.

Revised and approved by the Board of Visitors, September 10, 2005.

Revised and approved by the Board of Visitors, September 14, 2006.

Revised and approved by the Board of Visitors, September 12, 2008.

## Information Technology Accessibility 6140

### I. DEFINITION

Accessibility: Accessibility refers to the university objective that everyone within the university community, regardless of physical or technological readiness, will have the opportunity for appropriate access to IT.

### II. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

### III. PURPOSE

This policy is established to support the Longwood University community in promoting equal access opportunity to ~~information~~ Information Technology (IT) by the application of accessibility standards, guidelines, training, tools and methods consistent with higher education. The aim is to provide this opportunity in a setting that fosters independence and meets the guidelines of the Americans with Disability Act (ADA) and the Rehabilitation Act of 1973. This policy sets forth accessibility standards and guidelines that reflect best practices for achieving the accessibility of IT for use by persons with disabilities.

The Commonwealth of Virginia Restructured Higher Education Financial and Administrative Operations Act of 2005 grants institutions additional authority over financial and administrative operations, on condition that certain commitments to the Commonwealth are met. Chapters 824 and 829 of the 2008 Virginia Acts of the Assembly and Longwood's Memorandum of Understanding with the Commonwealth provide full delegated responsibility for management of the institution's IT architecture, infrastructure and ongoing operations, of which IT accessibility is a part. This delegation includes the authority to conduct these activities in accordance with industry best practices appropriately tailored for the specific circumstances of the university, in lieu of following Commonwealth-determined specifications. This policy documents the industry best practices with which the university will align its IT accessibility activities.

### II. DEFINITION

~~Accessibility: Accessibility refers to the university objective that everyone within the university community, regardless of physical or technological readiness, will have the opportunity for appropriate access to IT.~~

### III. APPLICABILITY

This policy is applicable to colleges, departments, auxiliaries, research and administrative entities with Information ~~and Instructional~~ Technology Services supporting the programs or services of the university.

### IV. POLICY

The procurement, development and/or maintenance of IT and user support services for persons with disabilities will be aligned with accessibility standards specified in Section 508 of the

Rehabilitation Act and "Web Content Accessibility Guidelines" from the World Wide Web Consortium (W3C), appropriately tailored to the specific circumstances of the university.

Accessibility standards must be designed to evolve and change, as newer technologies are introduced and user needs change. At the same time, the standards will maintain a consistent framework for accessibility training and support services. University IT development, maintenance, training and support personnel who are responsible for IT procurement, programs and services will possess professional credentials and/or an appropriate level of technical knowledge and experience related to accessibility standards for persons with disabilities.

#### V. PROCEDURES

~~An overview of the University accessibility standards, guidelines, training, tools and methods is available in the and on the~~ Related policies, standards and guidelines may be maintained internally by Information Technology Services.

Approved by the Board of Visitors, September 11, 2009

## Policies & Procedures

### Authentication 6125

#### I. DEFINITION

Authentication: Authentication is the process of verifying the identity of users. Generally, it is accepted that the forms of authentication come in three types that may be used separately or together: something the user knows (e.g., a password), something the user carries (e.g., an ID card) or something about the user (e.g., a fingerprint).

#### II. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

#### III. PURPOSE

The purpose of this policy is to ensure that the person supplying an identity is the person to whom the supplied identity has been assigned.

#### ~~I. DEFINITION~~

~~Authentication: Authentication is the process of verifying the identity of users. Generally, it is accepted that the forms of authentication come in three types that may be used separately or together: something the user knows (e.g., a password), something the user carries (e.g., an ID card) or something about the user (e.g., a fingerprint).~~

#### III. POLICY

The system owner or his or her designee for the system involved will, with input from data owner(s) and system administrator(s), make the decision about the level and type of authentication that will be deployed. The following types of authentication listed in order of strength are permitted for use on Longwood systems:

- A. Network Address/Physical Location: May be used to restrict access to data or a particular service to persons using a specific networked device or any Longwood University networked device in general. "Proxy"-type services may be deployed where it is necessary to provide this access to Longwood users who are not physically attached to a Longwood network segment (e.g., library databases). An additional form of authentication will be necessary to ensure that the person accessing this proxy mechanism is indeed a member of the Longwood community and as such authorized to access the network address-protected services.
- B. Personal Identification Number (PIN): PIN authentication will be available for use as a security measure for ~~mobile phones~~smart devices. The PIN must be ~~4 to 5 digits~~a minimum of four digits. Users will be responsible for safeguarding the integrity of their PIN.
- C. Password: Passwords or passphrases may be used for applications where access to data or information systems requires individual or personal identification, and where this single

password or passphrase is sufficient to authenticate this identity. Passphrases differ from passwords in that they are much longer (typically 20 to 40 characters) making them more secure against "dictionary attacks." The secure password or passphrase should be used for systems requiring a high-level of individual accountability. See the [Password Management Policy](#) for more information on the use of passwords.

- D. Authentication Device: This level of protection makes use of password token technology in addition to a password, for systems requiring a higher level of individual accountability than a password alone can provide. The user must physically possess the device ~~and know the associated PIN~~, in addition to knowing the password associated with the account.
- E. Biometrics: Biometric authentication verifies a user's identity by requiring the capture of a biometric sample (e.g., fingerprint) and comparing that sample to a stored biometric sample that was enrolled by the user. This level of protection is appropriate for systems requiring a higher level of accountability than a password can provide and when a system for secure enrollment of users' biometric samples is present.

All information used for authentication, either stored or in transit, must be protected. The data must be encrypted according to the ~~Minimum Encryption Standards~~ [Minimum Encryption Standards](#). Only the minimum amount of access necessary should be granted to allow the authentication process to function.

#### V. PROCEDURES

[Related policies, standards and guidelines may be maintained internally by Information Technology Services.](#)

#### IVVI. ENFORCEMENT

The ~~University~~ [university](#) regards any violation of this policy as a serious offense. Violators of this policy are subject to disciplinary action, in addition to possible cancellation of ~~information~~ [Information technology-Technology](#) (IT) resources and systems access privileges. Users of IT resources and systems at Longwood are subject to all applicable local, state and federal statutes. This policy does not preclude prosecution of criminal and civil cases under relevant local, state, federal and international laws and regulations.

Approved by the Board of Visitors April 1, 2005.

Revised and approved by the Board of Visitors, September 15, 2006.

Revised and approved by the Board of Visitors, December 5, 2008.

## Policies & Procedures

### Academic Computing Labs Policy 6102

#### I. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

#### II. PURPOSE

The purpose of this policy is to provide guidelines for the use of the academic computing labs by employees and students of the university, as well as other authorized users and groups.

#### III. POLICY

- A. Hours: Academic Computing Labs are open to all Longwood authorized users during posted hours.
- B. ID Requirement: Users are required to present a valid Longwood ID for entry into academic computing labs. A valid Longwood ID or print card is required for printing (see [the -Common Area Printing policyprocedure](#)).
- C. Prohibitions: Food and drink are prohibited in all academic computing labs.
- D. Faculty Right to Ask Students to Leave: Longwood faculty have the right to ask students to leave when a class is in session.
- E. Unauthorized Entry or Access: Unauthorized entry or access into academic computing labs during or after posted hours is a security violation and will be reported to the appropriate authority for action.

#### IV. PROCEDURES

Related policies, standards and guidelines may be maintained internally by Information Technology Services.

#### HV. ENFORCEMENT

The university regards any violation of this policy as a serious offense. Violators of this policy are subject to disciplinary action, in addition to possible cancellation of [Information Technology \(IT\)](#) resources and systems access privileges. Users of IT resources and systems at Longwood are subject to all applicable local, state and federal statutes. This policy does not preclude prosecution of criminal and civil cases under relevant local, state, federal and international laws and regulations.

Approved by the Board of Visitors, September 7, 2002



## Policies & Procedures

### Data Classification 6134

#### II. DEFINITION

Sensitivity: Sensitivity is the degree of adverse effect a compromise of confidentiality, integrity or availability would have on Commonwealth of Virginia interests, the conduct of university programs or the privacy to which individuals are entitled.

#### II. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

#### III. PURPOSE

The purpose of this policy is to identify how the sensitivity of the university's data will be classified.

#### ~~II. DEFINITION~~

~~Sensitivity: Sensitivity is the degree of adverse effect a compromise of confidentiality, integrity or availability would have on Commonwealth of Virginia interests, the conduct of university programs or the privacy to which individuals are entitled.~~

#### ~~III. POLICY~~

University data owners, as defined in the [Security Roles and Responsibilities policy](#), will be responsible for identifying all types of data handled by the university and classifying the sensitivity of the data. In determining the sensitivity of the data the requirements of federal, state and local laws must be considered.

##### A. Classification of Data:

1. Data will be classified based on the following:
  - a. Public data is the least sensitive information and is acceptable for public consumption.
  - b. Internal data is moderately sensitive information. All ~~University-university~~ data is considered Internal unless classified otherwise.
  - c. Restricted data is highly sensitive information for which an unauthorized disclosure may result in identity theft or ~~University-university~~ liability for costs or damages under laws, government regulations or contract.
2. Data owners are required to follow the instructions and format approved by the Information Security Office for conducting and completing their data classification. This includes an initial classification and the re-classification of data at least annually.
3. ~~Data Classifications~~ Data Classifications will be publically available.
4. Users will be responsible for the data they handle and adhering to the ~~Data Handling Standards~~ Data Handling Standards prescribed to consistently protect the data throughout its life cycle and in any form.

## V. PROCEDURES

Data Handling Standards and Electronic Data Disposal Standards are associated with this policy. Related policies, standards and guidelines may be maintained internally by Information Technology Services.

## IVVI. ENFORCEMENT

The ~~University~~-university regards any violation of this policy as a serious offense. Violators of this policy are subject to disciplinary action, in addition to possible cancellation of IT resources and systems access privileges. Users of IT resources and systems at Longwood are subject to all applicable local, state and federal statutes. This policy does not preclude prosecution of criminal and civil cases under relevant local, state, federal and international laws and regulations.

Approved by the Board of Visitors, December 5, 2008.

Revised and approved by the Board of Visitors, September 11, 2009.

Revised and approved by the Board of Visitors, March 25, 2011.

Information Technology and Infrastructure, Architecture and Ongoing Operations 6143

### I. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

### II. PURPOSE

It is critically important that Longwood University's ~~information-~~Information technology Technology (IT) infrastructure, architecture and ongoing operations support the mission of the institution. To help ensure this need is met, decisions affecting these areas must reflect standards, guidelines and practices found to be effective in the higher education environment. This policy establishes the nationally recognized codes of practice with which the University-university aligns its IT infrastructure, architecture and ongoing operations.  
~~and ongoing operations.~~

The Commonwealth of Virginia Restructured Higher Education Financial and Administrative Operations Act of 2005 grants institutions additional authority over financial and administrative operations, on condition that certain commitments to the Commonwealth are met. Chapters 824 and 829 of the 2008 Virginia Acts of the Assembly and Longwood's Memorandum of Understanding with the Commonwealth provide full delegated responsibility for management of the institution's IT infrastructure, architecture and ongoing operations. This delegation includes the authority to conduct these activities in accordance with industry best practices appropriately tailored for the specific circumstances of the University-university, in lieu of following Commonwealth-determined specifications. This policy documents the industry best practices with which the University-university will align its infrastructure, architecture and ongoing operations.

### III. POLICY

The University-university will maintain a list of specific standards and guidelines that should influence decisions affecting key components of its IT infrastructure, architecture and operations. These standards and guidelines will align with industry best practices ~~as described by EDUCAUSE, Internet2 and others~~ within higher education, as well as those from selected technology industries. It is not the intent of this guidance to in any way inhibit research or other institutional endeavors that by their nature may require the use of cutting-edge technology not yet appropriate for normal use. The guidance is descriptive rather than prescriptive to achieve flexibility where needed. The ultimate goal is to create logical relationships between IT resources and the mission of the university and its units.

This policy applies to all University-university IT, whether owned and operated by the university, or used for University-university business through contractual arrangements.

### IIIIV. PROCEDURES

~~An overview of the framework for infrastructure, architecture and ongoing operations, along with the standards and guidelines shall be available from the Administrative Policies and~~

Procedures Manual Related policies, standards and guidelines may be maintained internally by Information Technology Services.

~~with additional policies, standards and guidelines maintained internally by Information and Instructional Technology Services.~~

Approved by the Board of Visitors, September 11, 2009.

## II. DEFINITIONS

- A. Project: "A project is a temporary endeavor undertaken to create a unique product, service, or result," as stated in the most current edition of the Project Management Institute's *A Guide to the Project Management Body of Knowledge*.
- B. Project Management: Project management is the application of knowledge, skills, tools and techniques to mitigate risk, control budget and manage scope of tasks.

## II. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

## III. PURPOSE

Longwood University is committed to continually improving the delivery of ~~information~~ Information technology-Technology (IT) solutions within budget, on schedule, within scope and in such a way as to best contribute to accomplishing the university's mission and strategic plans. This policy furthers that goal by establishing the common and consistent application of project management best practices in the management of IT projects.

The Commonwealth of Virginia Restructured Higher Education Financial and Administrative Operations Act of 2005 grants institutions additional authority over financial and administrative operations, on condition that certain commitments to the Commonwealth are met. Chapters 824 and 829 of the 2008 Virginia Acts of the Assembly and Longwood's Memorandum of Understanding with the Commonwealth provide full delegated responsibility for management of the institution's IT project management and project auditing activities. This delegation includes the authority to conduct these activities in accordance with industry best practices appropriately tailored for the specific circumstances of the Universityuniversity, in lieu of following Commonwealth-determined specifications. This policy documents the industry best practices with which the University-university will align its project management and project auditing activities.

## II. DEFINITIONS

- ~~B.A. Project: "A project is a temporary endeavor undertaken to create a unique product, service, or result," as stated in the most current edition of the Project Management Institute's *A Guide to the Project Management Body of Knowledge*.~~
- ~~C.A. Project Management: Project management is the application of knowledge, skills, tools and techniques to mitigate risk, control budget and manage scope of tasks.~~

## III. POLICY

IT projects will be managed in accordance with best practices promoted by the nationally recognized Project Management Institute, appropriately tailored to the specific circumstances of the Universityuniversity. Projects that engage leading IT consulting or software development

firms to assist with project management may apply additional best practices provided by these firms.

Methods used for project auditing, such as Independent Verification and Validation, will be aligned with industry best practices, consultant expert guidelines and known industry accepted standards, such as [the](#) Institute of Electrical and Electronics Engineers Standard ~~1012-2004~~ for Software Verification and Validation, [the](#) International Standards Organization ~~9000-2000~~-series and [the](#) Software Engineering Institute Capability Maturity Model. These methods will be tailored to the higher education environment by internal departments and in coordination with consultants as warranted.

Project managers will possess professional credentials and/or an appropriate level of project management training or experience.

This policy is established to support the [University-university](#) community in the management of IT projects by application of standardized project management principles, tools and methods. A uniform project management framework promotes consistency and better control of IT projects, thereby reducing risks and increasing project successes.

#### IVV. PROCEDURES

~~An overview of the University's IT Project Management Framework, along with procedures, templates and tools shall be available from the Project Management Office web site. Related policies, standards and guidelines may be maintained internally by Information Technology Services.~~

Approved by the Board of Visitors, September 11, 2009.

## University Information Technology Security Program 6141

### I. POLICY OWNER

The Vice President for Strategic Operations oversees this policy. Information Technology Services (ITS) is responsible for monitoring compliance with the policy and taking any necessary corrective action.

### II. PURPOSE

Longwood University has a highly complex and resource-rich ~~information-~~Information technology-Technology (IT) environment upon which there is increasing reliance to provide mission-critical academic, instructional and administrative functions. Safeguarding the institution's computing assets in the face of growing security threats is a significant challenge requiring a strong, persistent and coordinated program that leverages widely accepted, effective security practices appropriate for the higher education environment. This policy states the codes of practice with which the university aligns its IT security program.

The Commonwealth of Virginia Restructured Higher Education Financial and Administrative Operations Act of 2005 grants institutions additional authority over financial and administrative operations, on condition that certain commitments to the Commonwealth are met. Chapters 824 and 829 of the 200 Virginia Acts of the Assembly and Longwood's Memorandum of Understanding with the Commonwealth provides full delegated responsibility for management of the institution's IT security activities. This delegation includes the authority to conduct these activities in accordance with industry best practices appropriately tailored for the specific circumstances of the university, in lieu of following Commonwealth-determined specifications. This policy documents the industry best practices with which the university will align its security activities.

### III. POLICY

The University's IT security program will be based upon best practices recommended in the "Code of Practice for Information Security Management" published by the International Organization for Standardization and the International Electrotechnical Commission (ISO/IEC 27002:2005), appropriately tailored to the specific circumstances of the university. The program will also incorporate security requirements of applicable regulations, such as the Family Educational Rights and Privacy Act, Gramm-Leach-Bliley Act and the Health Insurance Portability and Accountability Act. Professional organizations, such as the national EDUCAUSE association and the Virginia Alliance for Secure Computing and Networking, will serve as resources for additional effective security practices.

### IV. PROCEDURES

~~The ISO/IEC 27002:2005 Code of Practice and other sources noted in the policy statement will be used to guide development and ongoing enhancement of additional IT security policies as needed. All University policies governing IT security shall be available from the Administrative Policies and Procedures Manual.~~Related policies, standards and guidelines may be maintained internally by Information Technology Services.

~~with additional policies, standards and guidelines maintained internally by Information and Instructional Technology Services.~~

Approved by the Board of Visitors, September 11, 2009.





**BOARD OF VISITORS**  
**LONGWOOD UNIVERSITY REAL ESTATE FOUNDATION (LUREF)**  
**ACTION ITEM**

**Appointment of Troy Austin to LUREF Board of Directors**  
***LUREF bylaws require BOV ratification for appointments to LUREF Board***

**Resolved, the Longwood University Board of Visitors ratifies the appointment of Troy Austin to the Longwood University Real Estate Foundation (LUREF) Board of Directors. He has been nominated by the LUREF Board and has agreed to serve. Mr. Austin will serve a four-year term to expire Dec. 31, 2023, and a biographical summary appears below.**

Troy Austin is Senior Associate Director of Athletics for Internal Affairs at Duke University. He oversees the nationally prominent department's operations in human resources, sports performance, sports nutrition, behavioral health and equipment while serving as lead sports administrator for the men's and women's cross country and track and field programs.

Troy knows Longwood deeply. He served as Longwood's athletics director from 2008 until 2018, guiding the program's transition to NCAA Division 1 membership. He first came to Longwood athletics in 2005 as director of development. Previous experience included positions with the National Football League Coaches Association, as well as Duke and VCU. He is active with the NCAA, serving on the NCAA Division 1 Council as well as the NCAA Postgraduate Scholarship Committee.

A native of Orange, N.J., Austin lettered four seasons as a defensive lineman on Duke's football team, serving as captain his senior year and earning Duke's William J. Griffith Service Award. He holds a degree in sociology from Duke, and a master's degree in sports leadership from the VCU Center for Sports Leadership, as well as a Management Development Program Certificate from the Harvard University Graduate School of Education. He and his wife Kim have one daughter, Emery.



## **CONSENT AGENDA**

### **Approval of the Bachelor of Science in Early Childhood Education**

This item seeks approval for Longwood University to offer a Bachelor of Science (BS) degree program in Early Childhood Education under CIP code 13.1210 Early Childhood Education and Teaching at our off-site location at New College Institute in Martinsville, and eventually, at our main campus in Farmville. The Department of Education and Counseling, which resides in the College of Education and Human Services, will administer the proposed program. The target date of the program's initiation is the fall semester of 2020.

This degree completion program is in response to the Virginia General Assembly's 2018 enablement of education degree programs to teacher education at the baccalaureate level. This BS degree program in Early Childhood Education responds to vital needs in the Commonwealth of Virginia. The Office of the Governor established an Executive Leadership Team on School Readiness in July 2019. The main function of this team is to develop a plan to expand access to publically subsidized care for all at-risk three- and four-year-olds throughout the state by 2025. These classrooms will need qualified staff prepared to support the learning needs of these children. The proposed BS in Early Childhood Education is in line with the focus of this initiative.

The purpose of the proposed BS degree program in Early Childhood Education is to prepare students to serve as early childhood general and special education teachers in schools and community-based settings. The program will focus on providing students with knowledge and skills in teaching children and the education necessary to address and effect change within the early childhood system.

The proposed BS in Early Childhood Education will offer two concentrations. The concentrations will prepare students to apply the knowledge and skills acquired in the program to school and community job settings. Students who pursue the program's teaching concentration will possess the knowledge and skills to serve as early childhood teachers in both public and private settings working with general education students (PreK-3<sup>rd</sup> grade) and special education students, birth through age five. Students will be exposed to multiple and varied teaching situations in which they will work with children birth through age eight. Students will be trained to assess student progress and plan for the needs of diverse learners. Graduates will be prepared to be effective early childhood teachers and, in doing so, will address a critical shortage in Virginia for qualified teachers. Those students who pursue the non-licensure concentration will also be prepared to work with young children as well as serve in leadership capacities in early childhood development settings, especially in the private sector.

In addition to standard Longwood admission criteria, the program will also require the completion of an approved Associate's Degree in Early Childhood Development, a minimum overall college GPA of 2.5 in conjunction with that associate's degree, the preparation of a portfolio with a selection of coursework from that associate's degree, and transcripts of all college coursework.

The curriculum for the degree program has been designed to meet the standards of two organizations, which have been approved by the Council for the Accreditation of Education Preparation (CAEP). Core and concentration courses will meet the professional standards of the National Association for the Education of Young Children (NAEYC) and the Council for Exceptional Children (CEC).



## **CONSENT AGENDA**

### **Approval of the Bachelor of Science in Elementary Education and Teaching, the Bachelor of Science in Elementary and Middle School Education and Teaching, and the Bachelor of Science in Special Education and Teaching**

This item seeks approval for Longwood University to offer Bachelor of Science (BS) degree programs in Elementary Education and Teaching, Elementary and Middle School Education and Teaching, and Special Education and Teaching under the respective CIP codes 13.1202, 13.1206, and 13.1001. These programs will be offered at the main campus in Farmville and, in the case of Elementary Education and Teaching, at our off-site locations at New College Institute in Martinsville and the Southern Virginia Higher Education Center in South Boston, demand permitting. The Cook-Cole College of Arts and Sciences will administer these programs.

Currently the institution offers a BS degree in Liberal Studies, with concentrations in Elementary Licensure, Elementary and Middle School Licensure, pre-licensure for Special Education, and a non-licensure concentration. The goal of the proposal is to extract the first three of these concentrations into separate degree programs. The state has allowed the conferral of four-year degrees in Education subjects. Given the strength of our current teacher preparation programs, the proposal positions Longwood to better market and catalog its education graduates by offering degrees with more readily apparent names. No significant changes to the curriculum of these programs has occurred as a result of this proposal, and accreditation of our teacher preparation programs by the Council for the Accreditation of Educator Preparation (CAEP) will not be adversely affected.

The target date of the program's initiation is the fall semester of 2020. Current students in the concentrations of Liberal Studies will be moved to these new degree programs and will graduate, beginning in fall 2020, with these new degree names.

Tab 5



## **Academic Affairs**

*Larissa M. Smith, Provost & Vice President*

### **Highlights**

- **Brock Experiences growing, thriving**
- **Landmark retrospective exhibit, "Rural Avant-Garde: The Mountain Lake Experience," opens at the LCVA**
- **Greenwood Library instrumental partner in Virginia Children's Book Festival**
- **Longwood selected as new host institution for the Virginia Regional Junior Sciences and Humanities Symposium (JSJS) and for the Virginia History Day regional competition**

### **Brock Experiences**

In the summer of 2020, students will travel on four Brock Experiences: Yellowstone, Boston, Colorado River, and Puerto Rico. The student application process is now open, and applications are extremely healthy to date.

The process of selecting the next Brock Fellow is in motion as well, and the Brock implementation team should make their decision by the end of the semester. Conversation on campus remains positive about this program and its benefit to the faculty. One faculty member remarked recently that the Brock Fellowship is one reason they chose to work at Longwood.

The Brock curriculum team continues to provide professional development to the campus and the Brock Fellows. They have offered two well-attended workshops in the fall semester and plan to continue to hold these once a month. In addition, that team of faculty has been available to assist the Fellows with their course development, provide feedback, and strengthen the overall student experience.

### **Civita Core Curriculum**

Two cohorts of students are now in the Civita curriculum and making good progress through the curriculum (Class of 2022 and 2023), as are the legacy General Education students (Class of 2020 and 2021).

The Civita committee has been busy this semester continuing to vet Perspectives-level course proposals for inclusion in the 2020-2021 academic catalog. As of November 1, the committee



has approved a total of 70 Perspectives-level courses. Most of the courses have been fully approved while a few are still in the approval process (College curriculum committee or Educational Policy Committee). The Civitae Director is actively working with associate deans and department chairs on balancing course offerings so that students will continue to make progress through the program.

The Civitae committee is currently focusing on the development and implementation of the Symposium on the Common Good (CTZN 410), the capstone level of the curriculum. The first theme (*E Pluribus Unum* – “from many, one”) was announced in August, and faculty were encouraged to submit proposals to pilot a section of CTZN 410 in fall 2020. The committee is currently reviewing 13 pilot proposals.

### **Cook-Cole College of Arts and Sciences**

Applications for the Nursing program have risen substantially this year, both for early decision and early action applicants, reaching double the numbers from last year. This surge in interest is buoyed by the number one ranking of our Longwood program and the extremely strong performance of our graduates in the licensure exam. In addition, Longwood Nursing completed an agreement with Southside Virginia Community College for their students in the Associate of the Applied Science (AAS) in Nursing program to have guaranteed admission into our RN-BSN program. This is an effort to increase enrollment in our RN-BSN program. Longwood Nursing celebrated its tenth anniversary this fall with a reception welcoming back faculty, graduates and friends.

The Department of English and Modern Languages will become the host for the international journal *Children's Literature in Education*, one of the top journals in the field, starting in January 2020. Dr. Rhonda Brock-Servais, professor of English, will be the new North American editor. The journal will enable our students to obtain internships in editing and publishing.

The Department of English and Modern Languages, in addition to other campus sponsors such as Greenwood Library, will host Sandra Cisneros, internationally recognized author of *House on Mango Street* and *Woman Hollering Creek*, on March 24, 2020. Ms. Cisneros's visit will include class meetings, discussions with students across the curriculum, as well as a reading and reception for the public.

The Department of Psychology, specifically faculty in the neuro-studies program, are hosting the SYNAPSE (Symposium for Young Neuroscientists and Professors of the SouthEast) conference on campus in spring 2020 and spring 2021. The conference will draw about 200 participants to campus.

## **College of Business and Economics**

The College of Business and Economics is making great progress in its effort to increase enrollment in the Master of Business Administration program. The September kick-off event for the contract with Academic Partnerships (AP) went extremely well. The AP executive team was very complimentary of the progress made, the clarity of vision that was exhibited by all involved, and the overall tenor of the entire project. After discussions with AP and campus partners, the decision was made to begin offering the first courses under the AP contract in May 2020.

The CBE is also working to develop a two-course sequence in entrepreneurship to all students at Longwood University. The courses are intended to be offered at the sophomore and junior level. The first course will focus on entrepreneurial imagination and ideation. The second course will focus on entrepreneurial thinking and innovation. We have held an initial meeting with the new entrepreneurship faculty member at Hampden-Sydney College and are hopeful that we can offer this program in concert with Hampden-Sydney.

Longwood University's Kappa Nu Chapter of Delta Sigma Pi Professional Business Fraternity recently received the Mid-Atlantic Region Outstanding Service Award for a Collegiate Chapter. Communication of the award from Delta Sigma Pi National Headquarters indicated that the award is presented "annually to a chapter that plans and implements the most effective and comprehensive program of service to others" and is a "testament to the chapter's overall excellence."

## **College of Education and Human Services**

The Counselor Education graduate program had a very successful initial accreditation site review with a team from the Council for Accreditation of Counseling and Related Academic Programs (CACREP) in September, culminating in an excellent exit interview in which the team reported "no findings" in any of the five sections of standards. The formal accreditation decision will come when the CACREP board next meets in January. Dr. Marsha Rutledge of the Counselor Education program received the 2019 Brenda Loyd Outstanding Dissertation award from the Virginia Educational Research Association (VERA).

In the Department of Health, Athletic Training, Recreation and Kinesiology (HARK), the Therapeutic Recreation program received continuing accreditation by the Council of Accreditation for Parks, Recreation and Tourism (COAPRT) through fall 2026. The program also hosted the biennial Therapeutic Recreation Internship Showcase at Longwood in October, which featured over 30 agencies within Virginia and D.C. that offer internships. Eight therapeutic recreation students are on their senior internships this fall.

In the Department of Social Work and Communication Sciences and Disorders (CSD), CSD senior Amber Gordon's interview with our audiologist, Dr. Mani Aguilar, was published by the Hearing Health Foundation (see <https://hearinghealthfoundation.org/blogs/close-minded-captioning?rq=Aguilar>).

The CSD graduate program awarded graduate assistantships to six incoming students through a U.S. Department of Education Personnel Preparation grant (in collaboration with VCU's OT and PT programs). Students receive \$16,000 in funding and commit to working in public schools or early intervention for three years. The CSD program received its tenth grant award from the Virginia Department of Education to host national webinars for the speech-language pathologists in this region.

The Speech Language Pathology (SLP) Online program, which is a non-degree seeking program that offers the common prerequisite classes required in graduate speech-language pathology programs, initiated a collaboration with Biology, Chemistry and Physics to include courses in those departments that future speech-language pathologists need for national certification.

Working with the Advancement Office, the Social Work program added to and converted the Cover-Rowles scholarship to an operational scholarship that is now being awarded. The Social Work program was also actively involved in the annual fall Rally in the Valley for social work students, with Assistant Professor Ian Danielsen serving as the keynote speaker.

The Early Childhood Development Initiative (ECDI) continues to support the proposed Bachelor of Science (BS) in Early Childhood Education degree through the internal review process this fall. Additionally, the Andy Taylor Center (ATC) began plans for a relocation of the center in 2021. The ATC also held the third annual walkathon to raise scholarship funds for families who need financial assistance. This semester, the ECDI is proud to partner with Longwood Life to provide job skills training and experience at the ATC for students interested in working with young children.

The Institute for Teaching through Technology and Innovative Practices (ITTIP) hosted their 10<sup>th</sup> Annual STEM Learning Summit in Blackwell Ballroom on September 24. The theme for this year's summit was Artificial Intelligence and was attended by local K-12 educators and administrators. ITTIP collaborated with the Virginia Society for Technology in Education (VSTE) and Virginia Department of Education (VDOE) to bring the statewide Leading Ed Forum to the Longwood campus on October 9 and 10. The two-day event was attended by over 150 technology leaders from K-12 divisions across the state and held in Upchurch University Center. On the second day, Call Me MISTER students had an opportunity to attend sessions about equity in technology education and meet with Rodney Robinson, the 2018 National Teacher of the Year. Plans are underway to host the Leading Ed Forum at Longwood again next fall.

Speech, Hearing and Language Services (SHLS) has been very active these past couple of months with participation in Horse Heroes, the Virginia Children's Book Festival and a Farmville Chamber of Commerce event hosted at SHLS. Project Jumpstart resumed in September and has a total of five students enrolled. In September 2019, Infant and Toddler Connection (ITC) of the Heartland staff members partnered with STEPS, Inc. to complete 57 developmental, vision and hearing screenings for infants and toddlers enrolled at Early Head Start Centers in Amelia, Charlotte, Lunenburg and Prince Edward counties.

## **College of Graduate and Professional Studies**

Using revenue generated from professional studies courses, the College of Graduate & Professional Studies (CGPS) has begun marketing both graduate and professional programs through a partnership with a local marketing team, Letterpress Communications. Several graduate programs have participated in marketing and branding sessions that have led not only to new materials, but also to a better understanding of what differentiates their programs from others in the state and nationally. We hope to finish all graduate programs by the end of summer 2020.

This summer and fall, CGPS staff were able to attend a range of recruitment opportunities that staff has not been able to attend for many years. This included ten regional school convocations and seven graduate fairs at universities across the state. The new GCPS Marketing Specialist is also leveraging social media consistently and effectively to promote awareness and generate excitement about Longwood's graduate and professional studies programs.

Fall 2019 enrollment overall is slightly higher than fall 2018. Non-degree graduate students have decreased in number as new admissions policies and procedures, under the Director of Graduate Admissions, have encouraged potential students to apply to a graduate program rather than remain non-degree. The remainder are taking courses for professional development or licensure through professional studies. Professional graduate students are those enrolled in the educational leadership endorsement cohorts.

**Table 3. Graduate Student Enrollment, Fall 2018 – Fall 2019**

Student Type	Fall 2018	Fall 2019
Graduate Program	350	406
Non-degree Graduate	94	50
Professional Graduate	158	161
Total	<b>602</b>	<b>617</b>

Longwood University CGPS team members worked diligently with graduate college deans and their teams throughout Virginia to deliver the Virginia Council of Graduate School's Fifth Annual Commonwealth Graduate Education Day. This year the event was held at UVA and hosted nearly 70 community college and undergraduate students from underrepresented populations identified as having the potential and desire to continue in higher education. Four of our graduate students presented posters and participated on panels and our newest team member, the Director of Graduate Student Services, served on a faculty panel.

## **Cormier Honors College for Citizen Scholars**

In early November, the Provost announced that Dr. Alix Fink, Professor of Biology and the inaugural The Wilma Register Sharp and Mark Boyd Sharp Dean of the Honors College, would transition after the current academic year to a new role as associate provost for research and

academic initiatives (see page 12 below). In her almost two decades at Longwood, Dr. Fink has established herself as an imaginative architect of academic programs. In 2011, she was appointed the inaugural dean of the Cormier Honors College (CHC), and during her tenure, the CHC has more than doubled its enrollment. There will be a national search for the next leader of the Cormier Honors College.

Innovative, interdisciplinary teaching and learning are hallmarks of the Honors experience. All 118 first-year Honors students were enrolled in an Honors section of CTZN 110 in Fall 2019. Ten sections, almost all of which were taught by Honors Faculty Scholars, offered a wide range of interesting options for students: Society and its Monsters; Spaces for Seeing; Social Entrepreneurship and the Global Citizen; Bodies and Citizens; May the Odds Ever be in your Favor: Citizenship through The Hunger Games; and Social Issues in Film. These courses have involved experiences outside of Farmville. Students in the Social Issues in Film course traveled to Richmond with Professor Nez to attend the Poe Film Festival in October, and students in the Spaces for Seeing section traveled with Professor Grabiec to the Virginia Museum of Fine Arts and the VCU Institute for Contemporary Art.

Students in Professor Dolence's CTZN 110 entrepreneurship sections have developed fascinating projects. While the projects are too many to list here, a few include:

- Developing an app and series of events focused at disconnecting students from their phones and reconnecting them to the world. The students have a working app wireframe and are planning a prototype event. They also intend to continue work on the project next semester.
- Developing a health-focused subscription box for college students, which they have named "boxe." The students have a real prototype and want to go to market. And a third project
- Developing a wind-powered phone charger for long-distance cycling. The students are developing a working 3D-printed prototype.

The 12 students in Ms. Znosko's *City as Text* seminar course traveled to Pittsburgh for four days over fall break. Teams of students explored more than a dozen of the city's neighborhoods and cultural sites. The theme of the course was "Bridging the Gap," and, drawing on that theme, students chose lenses to apply to their explorations in the city: housing security, abled/disabled, connecting generations through sport, and art.

Honors College co-curricular activities also have been rich. Twenty-five students traveled to Hull Springs Farm in September for the Eddie Carey, Jr. Memorial Day of Service. Each semester Honors students connect with organizations in the Northern Neck so that they can complete projects in honor of Mr. Carey, the long-time caretaker of Hull Springs and a pillar of his community. This fall students worked with the women's shelter, an assisted-living community for seniors, the animal shelter, and a local church. Working with Honors Faculty Scholar Professor Dolence, a group of first-year students are proposing a new climbing club, and, with their mentor's guidance, they have had successful climbs in the Lynchburg area.

In November, six Longwood students and four faculty and staff members traveled to New Orleans for the National Collegiate Honors Council's (NCHC) national conference. All students presented scholarly work, with topics covering academic explorations and co-curricular programming. Honors College staff also were active conference participants. Dean Fink, as co-chair of one of the national organization's most active committees, and Ms. Znosko, as a committee member, facilitated the City as Text program, a signature conference event that engaged approximately 400 students, faculty, and staff in academic explorations in New Orleans.

## **Greenwood Library**

Now in its sixth year, the Virginia Children's Book Festival is a regional magnet, drawing public, private, and homeschooled students from Tennessee, the Carolinas, West Virginia, and 30 of Virginia's 95 counties, including most schools in the Southside area. This year, authors included Tui Sutherland (of *Wings of Fire* fame), Kazu Kibuishi (author/illustrator of the *Amulet* series), Victoria Kann (*Pinkalicious*), and many others, including a special guest appearance by living legend Katherine Paterson, author of *Bridge to Terabithia*. Over three days, more than 8,000 students interacted with authors, engaged in crafts and other creative activities, and explored Longwood University. As one of the key Longwood-VCBF liaisons, Greenwood Library served on the VCBF Steering Committee, volunteered, and hosted daily author breakfasts.

The Library also hosted other powerful programming for the community and students this fall. Representatives of the Afro-American Historical and Genealogical Society, Viola Baskerville and Marilyn Campbell, spoke at Greenwood Library on October 14, 2019, as part of the library's ongoing "Finding Your Roots" series. The speakers addressed the challenges and opportunities in researching African-American family history. Event participants, totaling 27 community members, gained valuable insights and did hands-on research, including scanning family photos and utilizing Greenwood Library resources such as FamilySearch, Ancestry and Fold3.

In partnership with the Human Library Organization and Longwood University's Center for Global Engagement and Multicultural Affairs offices, Greenwood Library organized Farmville's first Human Library event on October 22, 2019. The Human Library is a community conversations event that aims to create dialogue and understanding between people. Individuals volunteer as human "books," and participants at the event can "read" the book, meaning they would have a one-on-one conversation and share in a dialogue about that individual's experience. Examples of "book" topics at the Greenwood Library event included religious faith, gender identity, disabilities, lifestyle choices and mental health.

As part of a team that includes the bookstore, DEC, and CAFE, Greenwood Library seeks to reduce students' textbook burden by training faculty, students, and parents about low-cost and no-cost textbook options. Over the summer, Greenwood Library and the bookstore delivered information about Open Educational Resources (OER) to students and parents at Orientation, and during fall semester, the Library collaborated to deliver two faculty workshops on finding

and using OER. In the past year, faculty have adopted open textbooks for 462 students, saving them over \$68,000.

Students have multiple ways of engaging with Longwood librarians and staff – through instruction sessions, visiting the library, seeking research help either through online chats or face-to-face appointments, and checking out materials. The table below presents changes in ways students have used the library and its resources over the last four years.

**Table 4. Student Engagement with the Library and its Services, 2015-2019**

	FY18/19	FY17/18	FY16/17	FY15/16
Total Instruction Sessions	331	281	191	132
Total Students Attending Instruction	5,176	4,811	3,230	2,387
Average Daily Gate Count	1,612	1,833	1,763	1,927
Total Questions Answered	2,691	3,727	2,883	2,413
Total Chats Recorded	1,117	1,197	1,175	753
Total Research Appointments	373	440	313	185
Library Material Checkouts	87,651	97,062	99,729	107,866
Electronic Downloads and Streaming		250,492	206,561	175,887

**Office of Accreditation & Compliance, Assessment & Institutional Research**

External reviews have been received for drafts of all SACSCOC standards that are part of our Fifth-Year Interim Report as well as for our QEP Impact Report. The Fifth-Year Interim Report team members (Dr. Sarai Blincoe, Ms. Jen Fraley, Dr. Adam Franssen, Dr. Emily Heady, Dr. David Shoenthal, Dr. Linda Townsend, and Ms. Louise Waller) have addressed these recommendations. The PVPAA, in her capacity as the institution’s accreditation liaison, will review and make suggestions on all materials in January; the President will then look through materials in February before submission in March.

Assessment and Institutional Research (AIR) staff hosted Dr. Jillian Kinzie, Associate Director of the Center for Postsecondary Research and the National Survey of Student Engagement (NSSE) Institute, for three workshops in early October. The first workshop involved administration representatives, including vice presidents, on documenting unit objectives and their alignment with strategic priorities in Longwood’s Strategic Plan 2019-2025. Two other workshops engaged over 100 staff and faculty in reflecting on their annual assessment reports and determining how to make program and unit assessment practice more meaningful and manageable while contributing to strategic priorities.

**Center for Faculty Enrichment (CAFÉ)**

One of the goals of CAFE's New Faculty Program is to encourage collaboration across multiple communities. To this end, we hosted, An Evening at the Moton: A New Faculty Event, a social-educational event at the Moton Museum for Longwood University's and Hampden-Sydney College's first- and second-year faculty on November 19. New faculty had the opportunity to interact with colleagues from both campuses and were introduced to Moton Museum's rich history and value for teaching and learning.

In October, faculty development directors from across Virginia met to discuss creating a state-wide faculty development network. Jodi Fisler, Associate for Assessment Policy and Analysis at SCHEV, will facilitate the early stages of this project. Dr. Pam Tracy, director of CAFE, will serve on the team responsible for developing the network.

### **Center for Global Engagement (CGE)**

A strong student support infrastructure is key to transforming the lives of the students served by the Center for Global Engagement. The International Student Services unit of the CGE made great strides this semester connecting international students across campus. Most notable is the growth of the International Student Advisory Council and its advocacy efforts. A member of ISAC has been invited to attend the Student Government meetings and as a result the SGA has requested presentations from the international students to understand better their Longwood experience. An ISAC member is also attending the Multicultural Presidents Roundtable. Additionally, connections among students representing a variety of groups – international students, Coaching group students, and Global Leaders – were cemented most recently during an overnight hiking trip to Roanoke.

Continuing the innovative faculty-student engagement initiatives of the CGE, Dr. Deborah Westin, the English Bridge program director, is teaching the new CTZN 110 – Citizenship from a Global Perspective course to 13 American and international students. In addition to learning aspects of citizenship through a global lens, students received instruction on cross-cultural sensitivity followed by knowledge assessment through the well-known Intercultural Development Inventory. Dr. Westin continues to improve the academic English competencies of the students in the English Bridge courses and incorporates multiple opportunities for connection with American students through course collaboration with faculty in other departments.

Four Lancers are taking part in exchange programs for the spring term (and eight others through affiliates): two in Plymouth, England, and two in Seoul, South Korea. While those Lancers are abroad, Longwood will welcome three exchange students to Farmville, two from the Netherlands and one from Seoul. We already have heavy interest in exchange programs for the fall and look forward to placing Longwood students on programs that meet their needs.

### **Hull Springs**



The fundraising initiative for Phase 1 construction at Hull Springs ramps up with seven months remaining to meet the 2:1 challenge grant of \$250,000 awarded by the Mary Morton Parsons Foundation. The first phase of construction funded will include a research laboratory, student and faculty housing, and outdoor teaching and gathering spaces. The Longwood University Real Estate Foundation will review the status of fundraising at its November 20 meeting to consider a start date for construction.

Hull Springs was named as one of eight sites selected for a Virginia Telecommunications Initiative grant application, submitted by the Northern Neck Planning District Commission, to improve broadband capabilities. Westmoreland County has pledged \$15,000, matched by a \$10,000 commitment from Hull Springs, for this critical improvement. Access to broadband will allow for live streaming between campuses and beyond, for the sharing of research data being collected and analyzed on site, and for a successful integration into the general curriculum. Essential to the full development of the property, enhanced broadband not only is key to linking Longwood's "coastal campus" to its main campus, but also opens possibilities for economic sustainability of the site. At full build-out, Hull Springs is positioned to become an integral site for the study of the Chesapeake Bay.

Dates have been set with Westmoreland County Public Schools for the fifth year of the Longwood University Camp for Environmental Exploration (LUCCEE). This year's camp will be held the last week of July and recruitment of Longwood students interested in acting as counselors has begun.

### **Longwood Center for Visual Arts (LCVA)**

On November 15, the LCVA held an opening for "Rural Avant-Garde: The Mountain Lake Experience," an exhibition showcasing the collaborative creative works that emerged from the Mountain Lake Workshop (MLW) series, which spanned four decades. Four years in the making, the exhibition and accompanying catalogue, published by Longwood University in association with the University of Virginia Press, provide an important record of MLW within the context of contemporary creative practice. The exhibition has already traveled to the Gregg Museum of Art and Design at North Carolina State University and to the Maryland Institute College of Art. It will be on view at the LCVA from November 16, 2019 – March 8, 2020. This exhibition is sponsored by the Dominion Energy Charitable Foundation, and supported in part by the National Endowment for the Arts and Virginia Commission for the Arts.

Founded by artist and scholar Ray Kass in 1980 and co-organized with influential art critic Dr. Donald B. Kuspit, Dr. Howard Risatti, and the Virginia Museum of Fine Arts (VMFA), the workshops integrated the arts and sciences in a dynamic experimental creative process that pushed past the traditional boundaries of art, dance, performance, and theater. Community-centered from its inception, it demonstrated the relevance of the arts across disciplines and foregrounded the present-day emphasis arts organizations place on social and participatory learning. Anchored in the idea that artist and audience can work dynamically together to create expressive, process-based art, the workshops ambitiously proposed that every community can create its own "high" art.

Local southwest Virginia residents worked side-by-side with leading contemporary artists such as John Cage, Cy Twombly, Howard Finster, and Sally Mann in the creation of experimental works of art. This exhibition is comprised of such works, many of which are now in museum collections, including the Museum of Modern Art, the Art Institute of Chicago, the Asian Art Museum, and the Whitney Museum of American Art. Several works, including large-scale installations, remain in Virginia at the VMFA, the Taubman Museum of Art, the Mountain Lake Workshop Archival Collection, and the LCVA.

LCVA continues to oversee the redevelopment and programming of two vacant High Street buildings adjacent to El Patron. One is intended to serve as a small independent theatre space used primarily for film, but also adaptive to performance. The other will provide a year-round home for the Virginia Children's Book Festival as well as flexible space for experimental art and pop-up activities. The High Street Theatre Advisory Committee met on August 27, 2019, and developed a vision and mission for the new space. The High Street Theatre engages a diverse community through accessible and inclusive programs, including film, performance, and other forms of visual arts.

The next Winter Gala, the LCVA's largest fundraiser for educational programs, is scheduled for February 15, 2020, in Blackwell Ballroom. The 2020 theme is "Dream."

## **Moton Museum**

In October, Ms. Leah Brown joined our team as the new assistant director for education. Leah previously worked with the Virginia Museum of History & Culture and the U.S. Army Quartermaster Museum. Leah's work will focus on expanding resources for our K-8 audience. Her position is funded by a grant from the Institute of Museum and Library Services (IMLS).

The Moton Museum continues to attract attention and notice both nationally and across the state. In September, the Museum welcomed *Brown v. Board of Education* plaintiff Cheryl Brown-Henderson for a public program at the museum, entitled Recovering Untold Stories: An Enduring Legacy of the Brown v. Board of Education Decision. There was wonderful coverage for this effort provided by The 74, an education advocacy site. To access you can visit [the74million.org](http://the74million.org) (type *Moton* in the search). Historian Dr. Edward Ayers also visited the museum, as he hosted and filmed a Moton-inspired episode for his new PBS show *The Future of America's Past*, in which he takes viewers to the sites of complex and evocative history. This episode will air in April 2020.

The Moton Museum and the Longwood Department of History, Political Science, and Philosophy recently finalized a joint opportunity with the Virginia Museum of History & Culture to become a coordinating district site for the Virginia History Day Competition. This history competition is for students in grades 4-12. It allows students the opportunity to showcase their knowledge and talents in a number of different categories as they compete to advance to the state and national levels. This is the first time that our local district has had a site at which students

can compete. The district competition will be held on March 14, 2020, primarily in the Upchurch University Center.

### **Office of Sponsored Programs and Research (OSPR)**

Recently, Longwood faculty and staff have been successful in winning significant federal grants, including an NSF Improving Undergraduate STEM Education (IUSE) grant awarded to Brian Bates for almost \$600k, an NSF STEM-C grant of over \$600k to Paula Leach and other Longwood colleagues, and an Institute of Museum and Library Services (IMLS) to the Moton Museum for over \$160k. In addition, the Cook-Cole Dean's office spearheaded an initiative last year to provide financial support for faculty to prepare single-investigator grant awards, which resulted in a number of submissions by faculty in the sciences, humanities and the arts for grants and fellowships.

Leveraging this success and interest among the faculty, the Office of Sponsored Programs and Research, in collaboration with Academic Affairs, invited Longwood's grant consultants, McAllister and Quinn, to visit campus and provide a series of workshops targeted to faculty in all disciplines and to staff in academic program areas. These short workshops outlined the support McAllister and Quinn can provide, not only in assisting with the writing of grants, but also in the prospecting for grant opportunities, consulting with sponsors, and, importantly, especially for STEM faculty, having experts review drafts of grants and provide comprehensive feedback to the principal investigator or project director.

The visit was very successful, with over 40 faculty and staff attending during a very busy time of the semester. STEM faculty with fully developed proposals to the National Institutes of Health and NSF have already received detailed feedback from our consultants and are moving forward with further refinement of their proposals. In addition, McAllister and Quinn and Longwood faculty have identified a number of excellent opportunities in the area of health education and in support of the visual arts, and we expect significant submissions in these areas in the near future.

The Office of Sponsored Programs and Research is also working with Finance and Administration to improve policies and procedures to ensure that project directors and principal investigators are well supported by the institution and to provide clear guidelines for complying with sponsor requirements to ensure smooth management of awards.

For the past 18 months, Dean Roger Byrne has ably and kindly served in the role of acting director of the Office of Sponsored Programs and Research. When Dr. Fink begins her new associate provost position starting in July 2020, her responsibilities will include running the OSPR and focusing on strategic initiatives central to academic innovation, such as working on state grant initiatives related to degree production.

As either a principal or co-principal investigator, she has secured more than \$1.4 million in NSF funding. Dr. Fink holds several regional and national leadership positions, including serving as a PULSE (Partnership for Undergraduate Life Sciences Education) Fellow, a SENCER (Science Education for New Civic Engagements and Responsibilities) Leadership Fellow, co-chair of the

National Collegiate Honors Council’s place-based education effort, and an elected member of the Chesapeake Bay Program’s Scientific and Technical Advisory Committee.

**Office of Student Research (OSR)**

Under the leadership of the new director, Dr. Amorette Barber, the Office of Student Research has begun reviewing its programs and undergoing organizational changes. The Office of Student Research has been reorganized to now direct and support multiple student research programs, including the summer PRISM undergraduate research experience and the Longwood Summer Scholars programs. OSR also provides funds for student research supplies and student travel related to research and organizes the Student Research and Creative Inquiry Showcase events.

This fall, the Office of Student Research successfully solicited 24 applications for student research and travel funding. These awards supported research projects and travel to present research at conferences for undergraduate and graduate students. Projects came from 10 different academic departments on campus, including Biological and Environmental Sciences; Health, Athletics, Recreation and Kinesiology; Chemistry and Physics; Theatre, Art and Graphic Design; Sociology, Anthropology, and Criminal Justice Studies; Music; English and Modern Languages; Math and Computer Science; Counselor Education; Communication Sciences and Disorders; and Special Education.

To encourage dissemination of student research, the Office of Student Research organized the Fall Showcase for Research and Creative Inquiry which occurred on November 21 from 3:30 - 6:00pm. During this event, students presented their research in the form of posters, oral presentations, performances, and visual art display. This year’s Fall Showcase featured over 200 posters during three poster sessions and also had three performances, three concurrent oral presentation sessions, and one visual art display. OSR also partnered with Growth4VA and the Virginia Business Higher Education Council to co-brand and advertise the Fall Student Showcase and the summer PRISM and Longwood Summer Scholars programs.

**Table 5. Student Participation in Fall Showcase for Research and Creative Inquiry**

	Number of Students	Number of Poster Presentations	Number of Oral Presentations	Number of Theater Performances	Number of Visual Arts Displays
Fall 2018	387	168	17	3	0
Fall 2019	573	224	26	3	1

Dr. Amorette Barber, Dr. Sarah Porter, and Dr. Andrew Yeagley submitted a proposal for Longwood University to be the new host institution for the Virginia Regional Junior Sciences and Humanities Symposium (JSHS), hosted by the Army Educational Outreach Program (AEOP). Longwood University was selected as the new site for the JSHS and will be the host

institution for this state-wide symposium in 2020 and every year after that until Longwood chooses not to be the host institution anymore. Longwood will receive approximately \$25,000 in support from AEOP annually to run this state-wide high school STEM science fair. JSHS is a collaborative effort with the research arm of the Department of Defense and is administered in cooperation with nationwide colleges and universities. JSHS aims to prepare and support students to contribute as future scientists and engineers -- conducting STEM research on behalf of or directly for the Department of Defense, the Federal research laboratories, or for the greater good in advancing the nation's scientific and technological progress. During this symposium, high school students will travel to Longwood to present their STEM research projects that they have conducted at their local high schools. The high school students compete for awards during the Virginia JSHS, and the award recipients will then attend the national JSHS conference to compete for college scholarships. Longwood will host the Virginia JSHS in March 2020, and approximately 100 high school students and their science teachers from across Virginia will attend the symposium. More information about JSHS can be found here: <https://www.jshs.org/>.

Tab 6



## **Administration & Finance**

*Louise Waller, Vice President*

### **Highlights**

- **Design and Construction Projects Advancing**
- **Landscaping Work Underway Around Brock Commons**
- **Lancer Card and Campus Services Improvements**

## **Campus Planning and Construction**

### **Capital Design and Construction**

#### **New Admissions Building**

Longwood's Admissions team moved into their new home in early October. The building has been named Marianne Moffat Radcliff Hall in honor of former Rector Marianne Radcliff, and a dedication ceremony was held on Saturday, Nov. 23<sup>rd</sup>. The building's 21,000 gross square feet include:

- A multi-purpose lobby, reception, and display area that will establish a friendly, welcoming environment for prospective students and their families.
- Large (250 seats) and small (60 seats) assembly and presentation rooms.
- Staff offices, meeting rooms, and work areas.
- Storage for recruiting and event material and equipment.

#### **New Academic Building**

Longwood New Academic Building is under construction south of Tabb and French Halls, on the former site of the French tennis courts. The building's 42,000 gross square feet will include:

- Classrooms and class laboratories featuring the latest in furnishings and equipment to support collaborative teaching and learning.
- A specialized research laboratory.
- Faculty offices.
- The Center for Faculty Enrichment.
- The Harvill-Stevens Herbarium.
- Space for informal student and student-faculty gathering and collaboration.

### Wheeler Mall Steam Distribution System Replacement

Affiliated Engineers Incorporated completed an engineering study of the steam distribution system on Longwood's campus in 2015. This study recommended a series of construction projects to correct physical deficiencies in various portions of the system. This project addresses the study's highest priority requirement, which is to replace the entire tunnel and piping system in the Wheeler Mall area.

### Curry and Frazer Residence Halls Renovations (a Longwood Real Estate Foundation project)

These 50-year-old iconic Longwood buildings have been the center of campus life for nearly 800 students every year for decades. Renovating the existing two buildings instead of demolishing them and constructing new residence halls is the most cost- and time-efficient solution to satisfying Longwood's near-term housing needs. Renovation is also the most advantageous use of the existing structures and sites, and offers the opportunity to improve connectivity to campus and the Farmville community. These buildings are being transformed into modern and desirable student housing featuring:

- New energy-efficient exterior walls and windows.
- New energy-efficient utility systems and building equipment.
- Approximately 390 beds in each building in mostly suite configurations.
- Improved internal configurations to provide more space and amenities for students.
- A glass-walled lounge at the end of each floor's main corridor.
- More convenient and secure access control for residents and visitors.
- A large open plaza that will improve access to the buildings and create a connection between Main Street and Spruce Street.

### Facilities Annex Building Renovation and Expansion

The Virginia budget bill for the 2018-2020 biennium authorized Longwood to expend non-general funds for pre-planning and detailed planning for the renovation and expansion of the existing Facilities Annex Building (a former retail building located approximately three blocks from campus). The new building will replace the Bristow Building, the current location of the facilities operations and management organizations, and will provide space for:

- Offices for the departments of Facilities Management, Facilities Operations, Environmental Health and Safety, Capital Design and Construction, and Space Planning and Real Estate Services.
- Maintenance and repair shops.
- General and specialized storage.
- State vehicle maintenance and parking.
- Specialized support and repair equipment.

### Wygol Hall Replacement

The 2019 Virginia General Assembly appropriated funds in the FY 2020 budget for Longwood to conduct pre-planning and detailed planning for a replacement of Wygol Hall – Longwood's music instruction and performance building. Wygol Hall was completed in 1971 and has not



been renovated since. Longwood's campus master plan – *Place Matters* – recommended constructing a new music venue on the site of the Bristow Building. Design is estimated to start by late 2019 or early 2020. The building's 60,720 gross square feet will include:

- State-of-the-art teaching spaces and facilities.
- Flexible rehearsal and performance spaces.
- A 500-seat concert hall that will also support academic, student, and community events.

#### Joan Perry Brock Center (a Longwood Real Estate Foundation project)

The largest gift in Longwood's history – \$15 million from Joan Brock '64 – will enable Longwood to construct a new campus events center. Design work has started, and the target opening is 2022. The new structure will be constructed on the site of the Willett tennis courts (which will be replaced), and will provide:

- Capacity of 3,000 for sporting events and 3,800 for concert/lecture events.
- Flexible space for university events, sports competition, and community and regional events.

#### Air Conditioning and Ventilation System Components Replacement

Longwood applied for and received a one-time capital appropriation of \$1.05 million in FY 2020 funding to replace several major air conditioning and ventilation system components in campus buildings:

- The chiller serving Coyner Hall.
- One of two chillers serving Bedford and Wygal Halls.
- Components of the fume hood exhaust system in the Chichester Science Center.

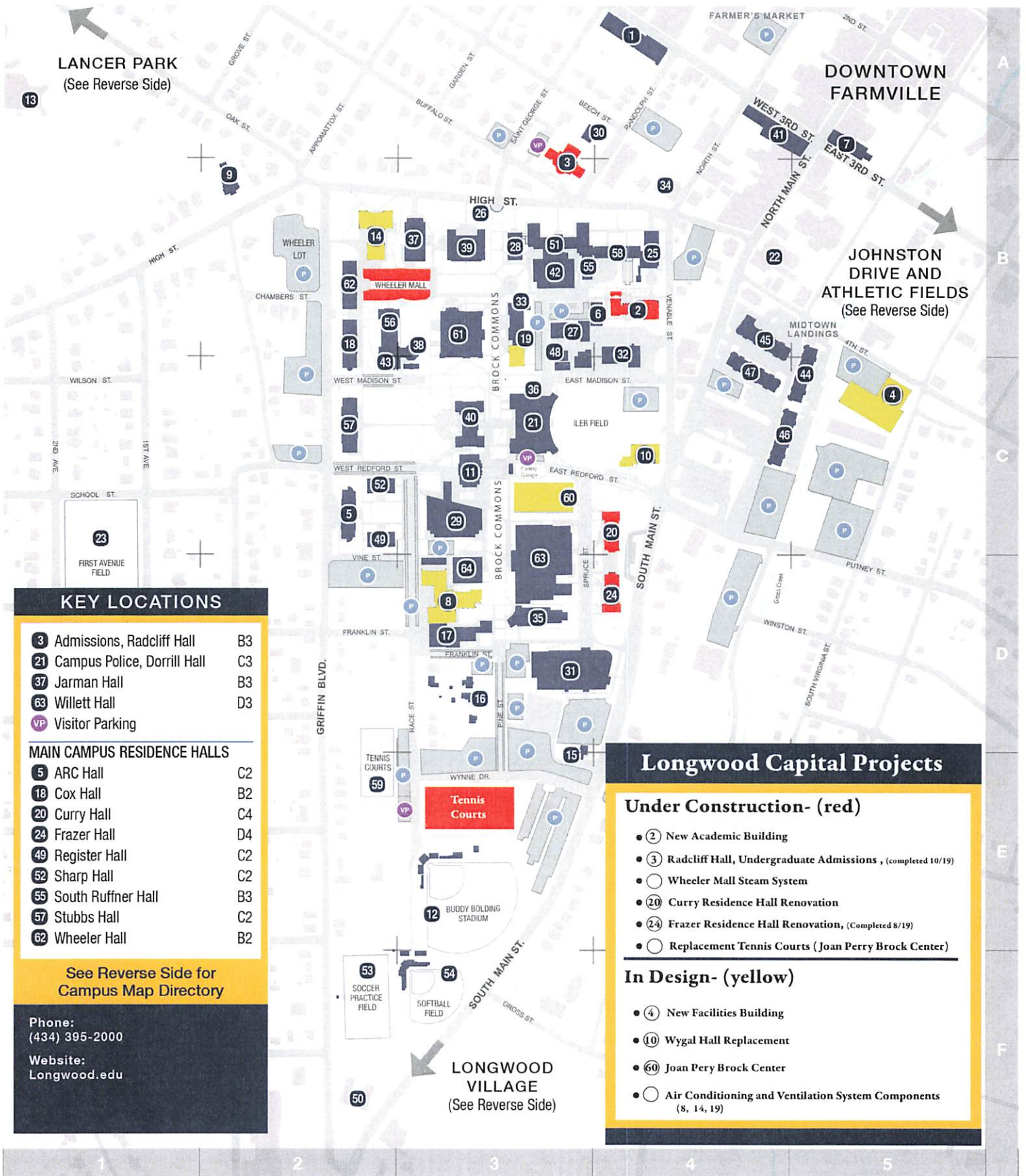
**The following table and map provide construction status and locations.**

**Capital Projects In Design**

Description	New Construction	Renovation	Total Appropriation	General Funds	Non-General Funds	Total Expenditures/ Encumbrances	Authorized Design Phase	Current Design Phase	Milestones
Facilities Annex Renovation and Expansion	19,209 GSF	24,624 GSF	\$1,378,000	\$0	\$1,378,000	\$715,023	Detailed Planning	Preliminary Drawings	Preliminary Drawings were submitted to DEB in October 2019. Obtain General Assembly authorization and appropriation for construction in FY 2021 budget bill.
Wygat Hall Replacement	60,720 GSF	0 GSF	TBD	\$0	TBD	\$0	Detailed Planning	Negotiating Architect's Fee	Obtain DEB's approval of Detailed Planning documents by December 2020. Obtain General Assembly authorization and appropriation for construction in FY 2022 budget bill.
Replace Major HVAC Components	None	Equipment	\$1,050,000	\$1,050,000	\$0	\$0	Construction	Working Drawings	Award construction contracts for sub-projects upon availability of funds.
Joan Perry Brock Center (LUREF project)	64,000 GSF	0 GSF	\$40,000,000	\$0	\$40,000,000	\$922,786 / \$6,039,786	Construction	Preliminary Planning	A/E and construction manager contracts completed. Completion of replacement tennis courts is anticipated in late 2019 or early 2020.

**Capital Projects Under Construction**

Description	New Construction	Renovation	Total Appropriation	General Funds	Non-General Funds	Total Expenditures/ Encumbrances	Construction Contract Amount	% Constructed	Construction Start Date / Completion Date
New Academic Building	42,000 GSF	0 GSF	\$22,713,000	\$22,713,000	\$0	\$18,718,173	\$16,046,000	66%	July 9, 2018 / Summer 2020
Replace Wheeler Mall Steam Distribution System	0 Linear Ft.	1,744 Linear Ft.	\$7,953,000	\$5,090,000	\$2,863,000	\$1,497,900	Total for all 3 phases TBD	5%	August 5, 2019 / Late 2020 (Construction will take place in 3 phases during this time period.)
Curry and Frazer Residence Halls Renovation (LUREF project)	6,800 GSF	207,100 GSF	\$74,340,000	\$0	\$74,340,000	\$73,483,899	\$63,582,762	65%	Frazer: May 14, 2018 / completed August 15, 2019 Curry: May 14, 2019 / August 2020 (15% complete)



LANCER PARK  
(See Reverse Side)

DOWNTOWN FARMVILLE

JOHNSTON DRIVE AND ATHLETIC FIELDS  
(See Reverse Side)

LONGWOOD VILLAGE  
(See Reverse Side)

**KEY LOCATIONS**

- 3** Admissions, Radcliff Hall B3
- 21** Campus Police, Dorrill Hall C3
- 37** Jarman Hall B3
- 63** Willett Hall D3
- VP** Visitor Parking

**MAIN CAMPUS RESIDENCE HALLS**

- 5** ARC Hall C2
- 18** Cox Hall B2
- 20** Curry Hall C4
- 24** Frazer Hall D4
- 49** Register Hall C2
- 52** Sharp Hall C2
- 55** South Ruffner Hall B3
- 57** Stubbs Hall C2
- 62** Wheeler Hall B2

See Reverse Side for  
Campus Map Directory

Phone:  
(434) 395-2000

Website:  
Longwood.edu

**Longwood Capital Projects**

**Under Construction - (red)**

- **2** New Academic Building
- **3** Radcliff Hall, Undergraduate Admissions, (completed 10/19)
- Wheeler Mall Steam System
- **20** Curry Residence Hall Renovation
- **24** Frazer Residence Hall Renovation, (Completed 8/19)
- Replacement Tennis Courts (Joan Perry Brock Center)

**In Design - (yellow)**

- **4** New Facilities Building
- **10** Wygal Hall Replacement
- **60** Joan Perry Brock Center
- Air Conditioning and Ventilation System Components (8, 14, 19)



## Campus Map Directory

# BUILDING	GRID
1 315 W. 3rd St.	A4
2 Academic Building (Future Location)	B4
3 Radcliff Hall	B3
4 Andy Taylor Center for Early Childhood Development	C5
5 ARC Residence Hall	C2
6 Barlow Hall	B3
7 Barnes & Noble Bookstore	A5
8 Bedford Hall	D3
9 Bed and Breakfast	B2
10 Bristow Hall	C4
11 Brock Hall	C3
12 Buddy Bolding Stadium - Baseball Field	E3
13 Centra Southside Community Hospital	A1
14 Chichester Science Center	B2
15 Clark House	E3
16 Clean Virginia Waterways	D3
17 Communication Studies and Theatre	D3
18 Cox Residence Hall	B2
19 Coyner Hall	B3

# BUILDING	GRID
20 Curry Residence Hall	C4
21 Dorrill Dining Hall	C3
22 Farmville Town Hall	B4
23 First Avenue Field	C1
24 Frazer Residence Hall	D4
25 French Hall	B4
26 Gateway	B3
27 Graham Hall	B3
28 Grainger Hall	B3
29 Greenwood Library	C3
30 Hardy House	A4
31 Health and Fitness Center	D3
32 Heating Plants	B4
33 Hiner Hall	B3
34 Hotel Weyanoke	B4
35 Hull Hall	D3
36 Iler Hall	C3
37 Jarman Hall	B3
38 Jeffers Hall	B3
39 Lancaster Hall	B3
40 Lankford Hall	C3
41 Longwood Center for the Visual Arts	A4
42 Maugans Alumni Center	B3

# BUILDING	GRID
43 McCorkle Hall	B3
44 Midtown Landings NE	B4
45 Midtown Landings NW	C5
46 Midtown Landings SE	C4
47 Midtown Landings SW	C4
48 Recycling Center	B3
49 Register Residence Hall	C3
50 Robert Russa Moton Museum	F2
51 Ruffner Hall	B3
52 Sharp Residence Hall	C2
53 Soccer Practice Field	F2
54 Softball Field	F3
55 South Ruffner Residence Hall	B4
56 Stevens Hall	C2
57 Stubbs Residence Hall	C2
58 Tabb Hall	B4
59 Tennis Courts (Race Street)	E2
60 Tennis Courts (Willett)	C3
61 Upchurch University Center	B3
62 Wheeler Residence Hall	B2
63 Willett Hall	D3
64 Wygal Hall	D3

### Lancer Park



### Johnston Drive and Athletic Fields



### Longwood Village



## **Space Planning and Real Estate Services & Printing and Mail Services**

### **1. Strategic Goals**

Build a student employment program that promotes a sound work ethic, camaraderie, and a focus on diversity.

- Status: Printing and Mail Services hired six student workers from diverse backgrounds to include both federal and college work study. Students received training and work/dress expectations. Staff are trained to create a supportive yet firm environment for our students as they are a vital part of the overall employment team.

Create exceptional customer service.

- Status: Staff and student workers are trained to provide exceptional customer service in Print Shop or Post Office communications with students, visitors, faculty and staff.
  - Mail services created a separate self-serve post office for faculty and staff to drop-off and pick-up mail at their leisure. The separate self-serve post office reduced the number of people waiting in line at the university post office creating a more efficient process for our students.
  - Cross trained employees on all aspects of the Print Shop to increase productivity and job turn-around time.
  - Hired a graphic designer to help students and campus partners with the creation of their documents.
  - Created Welcome to Longwood stickers on all new employee name plate orders.

Create sustainable practices that improve efficiencies and reduce costs.

- Status: Use of recycled paper as much as possible. Moved to plant-based ink in the digital press machines. Paper waste is shredded and picked up by the university's sustainability team. The department is consistently evaluating print job requests for efficient production practices which has been a cost savings to students and university departments.

### **2. Significant Projects**

#### **Academic Space Improvement Plan**

Longwood University has partnered with Ayers Saint Gross (ASG), a nationally recognized space analytics, planning, and higher education design firm to develop a vision and plan for improving our campus academic spaces. The Academic Space Improvement Plan will provide a framework for improving instructional space design, furnishings, equipment, physical condition, and utilization.

The project commenced in May 2018, and culminated in the presentation of phasing plans and cost estimates in September 2019. The final report is expected to be completed in November 2019. Based on the results thus far, a project will be devised to renew an initial group of academic spaces during Summer 2019.

## **Facilities Management**

### **1. Strategic Goals**

Maintain 95% or greater steam production from biomass for the fiscal year.

- Status: To date we have utilized woody biomass for 96.7% of our heat energy consumption for the campus.

Complete at least 70% inspection of emergency exit lights in all campus buildings this year utilizing student administrative support team and providing opportunity to better understand EH&S roles. The testing is a compliance requirement for the Virginia Statewide Fire Prevention Code.

- Status: September thru November, we have a completion rate of 65% of emergency exit light testing utilizing the student administrative support team.

Create and implement a New Hire Orientation specific to Facilities Management by March 1, 2020 utilizing student administrative support team.

- Status: The student administrative support team is compiling a list of essential documentation to be included in Facilities Management New Hire Orientation.

Develop procedures for enhancing the aesthetics of prominent buildings being featured in the Admissions tours.

- Status: Implementing.

Develop an apprenticeship program within the Facilities Management team by leveraging the classroom opportunities through Southside Virginia Community College and on-the-job training through Facilities, thereby enhancing the workforce opportunities for region.

- Status: Met with Southside Virginia Community College to gather information on programs/classes offered to complement the trade's within Facilities Management. Met with the Manager of the Facilities Management Apprenticeship program at UVA to gather information on the establishment and operation of their program. Gathering information from the Department of Labor to determine the requirements for the establishment of an apprenticeship program within the Facilities Management Trades team.

Conduct energy audits of at least four different types of buildings that potentially have the opportunity to realize energy savings.

- Status: Met with Trane to discuss opportunities to conduct energy audits of several buildings that may have the highest potential to realize energy savings. Working with Trane's representative to finalize building list and establish the audit schedule.

**Landscape and Grounds/Sports Fields/Office of Sustainability**

**Landscape and Grounds/Sports Fields**

**1. Strategic Goals**

Improve management of Landscape and Grounds/Sustainability. Student employment for all Department areas.

- Status:
  - Working with Dean of Graduate and Professional studies to create opportunities for students to get some type of credit along with pay for department work.
  - Gives department student employees unique tools that can be used to market themselves to future employers. Providing career competencies needed, such as critical thinking, teamwork, Leadership and communication skills, and work ethic.
  - Employment of students in working with community outreach programs the departments does. (Longwood life, High school internship programs)
  - Increase opportunities for working year round with department using the ability for no cost housing in summer.

Improve Campus Landscape and Grounds/ Sustainability Efforts and increase aesthetic awareness of staff and students.

- Status:
  - Recruit student organizations and individuals to perform service work projects on campus in sustainability and Landscape areas.
  - Continue to improve lawn quality for main areas on campus.
  - Landscape Maintenance standards training for staff awareness of admissions tours and events.
  - Continue to improve landscape plantings as funding and capital projects finish.

**2. Department Highlights**

- The Department, working with a contractor and in-house crew, landscaped the new Admissions Building prior to October 12 admission event. Crews installed new sod and mulching materials around building and parking lot, added potted mums to front with fall pansies for color, and installed fall color plants in beds and 40 containers around

campus. New color beds were added on both sides of Ruffner main sidewalk, and landscaping behind Joanie statue was repaired, along with reseeding lawn areas around campus after drought conditions in September damaged turf.

- The Athletics Turf Sports crew, working with Landscape and Grounds personnel, completed another outdoor fall sports season, once again providing quality playing surfaces.
- The Department has worked to install landscaping material around the Upchurch Student Center and additional work on Brock Commons.
- The Department has been working with the Longwood Life program to provide marketable skills for their students in landscape maintenance and installation work.

#### Office of Sustainability

- The office is working with a speaker from the Peace Corp regarding jobs in sustainability and environmental fields.
- Working on the annual spring faculty discussion panel on environmental topics.

#### Housekeeping Contract Administration

- The Budd Group has been on site eight months and has made remarkable strides in improving cleanliness and training of staff.
- Working with Landscape and Grounds on snow training procedures.

### **Material Management & Financial Operations**

#### **1. Strategic Goals**

Update business processes to improve flow of funds from LU Foundations.

- Status: The office continues to work with the Longwood University Trust, the Longwood University Foundation and various departments on procedures for allocating and spending unrestricted dollars transferred to the University.

Improve processes and policies to make it easier for students to register for classes and minimize holds on accounts.

- Status: The financial holds are being reviewed and analyzed in conjunction with Enrollment Management to determine the appropriate amount to prevent registration in future semesters.



Improve process to make financial reporting more accurate and timely.

- Status:
  - Prepared and submitted the 2019 financials to the Auditor of Public Accounts. New processes were developed that allowed Fahrenheit Consulting and accounting faculty to review draft financials for accuracy.
  - Fahrenheit Consulting has been asked to help with a search to find a new director of Financial Reporting. This will commence at the beginning of the new semester.

## 2. Department Highlights

### Materiel Management

- SWaM Spend for FY 2019
  - 49.3% - we exceeded our goal of 42%
    - 2.34% Minority Owned Businesses
    - 3.05% Women Owned Businesses
    - 2.52% Service Disabled Veteran Businesses
    - 41.39% Small Businesses

### Accounts Payable

- Continued involvement 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.

## Budget Office

### 1. Strategic Goals

Refine budgeting model and processes.

- Status: Continuing to work with the Fahrenheit to improve our budgeting model and processes. Processes are continuing to be reviewed and are being streamlined or eliminated if they no longer provide benefit to the institution.

### 2. Department Highlights

- The budget office completed a reconciliation of Banner, Payroll, Human Resources, and Budget employee information. Discrepancies have been shared with the departments and corrections are in process.
- Work continues with Fahrenheit Advisors, the Director of Financial Planning and Research, and Vice Presidents on new monthly budget status reports.

- The office is working toward eliminating paper as much as possible and moving to reports from human resources on a bi-monthly basis rather than individual pieces of paper for many of the position changes.
- The Non-general Fund Revenue report, Out Year Cost Estimates and Supplemental Reporting requirements were submitted to Department of Planning and Budget on time.

## Human Resources

### 1. Strategic Goals

To be open to change, innovation and opportunity which will enhance our efficiency and be beneficial to both our department and our customers.

- Status: HR, Student Employment and Payroll have moved to the first floor of Lancaster Hall, which is a welcoming public space and allows greater efficiency since our offices are now together. All vacant position announcements have been posted in the new applicant tracking system since 9/30/19. HR has conducted training sessions with selected Academic Affairs staff and also provides individual training as needed. Student Employment started something new with the larger departments that hire students. They set up hiring days with REC and Campus Recreation to streamline the hiring process for both Student Employment and the departments.

To focus on recruiting strategies to cultivate an abundant and diverse pool of applicants.  
*(Reflecting the Diversity of America)*

- Status: Diversity mailings by HigherEdJobs is used to target open Instructional Faculty positions.

Offer programs to faculty/staff related to health and wellness to cultivate a good work-life balance on campus.

- Status: HR hosted with Campus Recreation the Wellness and Benefits Fair on September 11<sup>th</sup>. 165 in attendance. Hosted a Flu Shot Clinic by Walgreens on October 22 with 96 participants. A flu shot clinic was also held during the benefits fair and employees are continually offered shots through the University Health Center. DMV will be on campus November 15<sup>th</sup> to offer Faculty/Staff the opportunity to handle several types of DMV transactions without making a trip to DMV.

## 2. Department Highlights

- New Hires from September 10, 2019 to November 10, 2019:
  - 13 Fulltime (8 Administrative and Professional Faculty and 5 Classified Staff)
  - 11 Part-time (Wage)
- Parental Leave: From May 11, 2019 to November 7, 2019 we have seven Classified and AP Faculty employees who have benefited from the Parental leave and we have tracked 1343 hours. We continue to counsel employees with upcoming due dates on the usage of the leave. Since the Parental Leave began (6/26/18), 26 classified staff and AP faculty have qualified and we have tracked approximately 7000 hours.
- We continue to work on tasks assigned by the Cardinal Project Team and reconcile data between CIPPS/PMIS/BANNER in preparation of the state's Cardinal Human Capital Management and Payroll System,
- On September 24<sup>th</sup>, the Department of Labor (DOL) released their final rule increasing the salary threshold for white-collar exemptions to the federal overtime pay requirements under the Fair Labor Standards Act from \$23,660 to **\$35,568**. HR has reviewed and presented to the VP's the impact to Longwood. FLSA exempt salaried staff making below \$35,568 will receive a pay increase bringing them to that level. It will be effective 1/1/2020 and will begin with the pay period starting 12/25/2019.

### **Office of Community and Economic Development**

#### 1. Strategic Goals

Work with Longwood team and Mid Atlantic Broadband Communities to research and develop an actionable plan supporting traded sector business development and retention. Deliverable: Strategy Document (Fulfilling Go Virginia Grant Award). Go Virginia Entrepreneurship and Innovation Strategic Plan (Draft by June 2020). Farmville, Prince Edward, the surrounding region - REGIONAL PROSPERITY. (*College-Town Vibrancy*)

- Status: Longwood Staff and Mid Atlantic Broadband Communities Staff are actively working on the Entrepreneurship and Innovation Strategy Plan for Go Virginia Region 3. Our partnership successfully obtained approval for Go Virginia Grant funding totaling \$100,000 for this project. The team is now conducting research through several focus group opportunities with traded sector businesses throughout Region 3. The team is also actively engaging stakeholders and service providers to identify, link and enhance business ideation and development resources across the region. MBC is actively developing a website for business attraction and support, and has recently visited Farmville to create lifestyle videos as well as professional videos featuring several successful area entrepreneurs as part of this project. Video footage focuses on the valuable community of assets and entrepreneurs in our two college

town. Professional videos of our downtown and tourism attractions are prominently featured.

**Innovation in Community and University Intersections.** Work with partners in LU CBE, CAS (Honors Prof. Jacob Dolence), HSC (Entrepreneurship Center Director Andrew King) to support development of a cross-disciplinary and cross-institutional innovation/ideation (precursor to entrepreneurship) course for both students (HSC and LU) and community members.

**Deliverable:** Course content and partnership structure.

Work with the team mentioned above as well as Longwood Officials to determine feasibility of using Midtown Square (or other space) as innovation/co-working space for innovation courses listed above. The space and programming would create another intersection between the institutional partners, students, and the community while increasing business development opportunities. This type of innovation will be attractive to potential students and serve to retain them in the community. Programming in creative thinking and idea generation will serve as a workforce development tool and will be an attractive resource to market to business prospects considering Farmville. Locating existing resources in the facility will serve to anchor the operational structure of the facility. **Deliverable:** feasibility analysis involving all partners.

- **Status:** Planning meetings are underway and continue amongst faculty and staff at LU and HSC.

## **2. Department Highlights**

### Small Business Development Center

**Economic Impact in Southern Virginia.** Connect with County Administrators/Economic Developers in Central Region at least twice per year to assess SBDC opportunities, share information on research resources and secure continuing financial partnerships. Relevance to University Strategic Plan - Regional Prosperity / Marketing / University Engagement.

- **Deliverables:** Two visits per year resulting in continued financial partnerships with at least 23 of the 25 counties/cities

Lead SBDC consulting and training programming to result in client capital investment of at least 8.5 million in the region – both new and existing businesses

- **Deliverables:** Client success stories and demonstrated impact of \$8.5 million in new investment

### Small Business Development Center – Thus far in calendar year 2019:

- SBDC staff have provided consulting services to 326 potential or existing entrepreneurs in Southern Virginia.

- SBDC clients in all regions of Southern Virginia have invested \$4.5 million in new businesses or expansions, creating 156 new jobs.
- SBDC staff have delivered 74 business training events throughout Southern Virginia for a total of 516 potential and existing entrepreneurs.

### Economic Development

Longwood Staff and Mid Atlantic Broadband Communities Staff are actively working on the Entrepreneurship and Innovation Strategy Plan for Go Virginia Region 3. Our partnership successfully obtained approval for Go Virginia Grant funding totaling \$100,000 for this project. The team is now conducting research through several focus group opportunities with traded sector businesses throughout Region 3. The team is also actively engaging stakeholders and service providers to identify, link and enhance business ideation and development resources across the region. MBC is actively developing a website for business attraction and support, and has recently visited Farmville to create lifestyle videos as well as professional videos featuring several successful area entrepreneurs as part of this project. Video footage focuses on the valuable community of assets and entrepreneurs in our two college town. Professional videos of our downtown and tourism attractions are prominently featured.

### Lancer Card & Campus Services

#### 1. Strategic Priorities

Lancer Card & Campus Services has been working on finding solutions to issues with the card program while automating and streamlining their processes. The department has decided to convert Lenel, CS Access and Micros Symphony to RS2, Atrium and Agilysys.

- Status:
  - Atrium – This is a new card system that is steadily growing across Universities. They began as JSA, offering an online meal plan and deposit solution, and have grown into a full service campus card platform. This system is open source and cloud hosted allowing us to save resources hosting and managing servers while allowing us to integrate with a variety of other systems on campus (Banner, RS2, RMS, Pharos, cellular vending, B&N, etc). This will allow for future growth as well as offering the ability to automate processes so that students, faculty and staff can have real time access to information, funds and services. In addition, the cost is lower than we currently pay CBORD. We will be saving over \$51,000 in the next five years with Atrium.
  - RS2 – For the past year we have looked for a way to better meet the access control needs and alarm monitoring of campus. Moving to RS2, we are able to convert 90% of our existing hardware and only pay a small fee to convert building panels in five buildings. Additionally, we are a Beta site for testing these new

panels that will be released to other Universities, and access customers, for use in their environments. This allows us to streamline into one system, allow online support via the web and updates our features. Since this can be accessed via the web, Campus Police could have the ability to also do lockdowns from their phones or laptops. Additionally, they integrate with Banner, RMS and Atrium for streamlined, automated, real-time access. Moving to RS2 saves approximately \$12,000 over the next five years.

- Agilysys – With the move to Atrium, we needed to make a change to the POS system (used in Dining and Lancer Card & Campus Services). After talking with several companies, we found Agilysys to be the most viable solution providing the same level of service and options we have now at a reduced costs. Like RS2, they offer us the ability to purchase licenses and only pay an annual support fee. Additionally, the POS devices are significantly less expensive than the MICROS terminals which must be purchased through Oracle and require additional licenses. This system will integrate with Atrium so all sales are tracked in Agilysys and allow our campus community to make purchases easily. We will also continue to expand the use of mobile credentials for purchases as well since students appear to utilize the mobile ability in the Dining Hall. The annual savings with Agilysys (realized by Aramark) is approximately \$66,500 over the next five years. The price difference in a register system is roughly \$1,450 per register as new locations are open. In addition, these registers can be used at self-pay kiosks therefore reducing labor costs and streamlining check-out procedures.

## **2. Department Highlights**

Overall, the department will have updated, streamlined services and software while saving roughly \$129,500 over the next five years.



**Longwood University  
Financial Overview  
As of October 31, 2019**

FY2019-20 Budget Dashboard YTD

<b>E&amp;G</b>	<b>BOV Budget</b>	<b>FY Estimate</b>	<b>YTD Actual</b>	<b>Percent</b>	<b>PY Percent</b>
<b>Revenues</b>					
Tuition	39,645,853	38,616,565	16,910,614	43.79%	41.26%
Fees	1,400,000	1,491,549	853,891	57.25%	67.78%
General Fund	31,056,313	31,056,313	11,290,510	36.35%	37.71%
Federal Workstudy	50,000	50,000	0	0.00%	107.63%
Other	222,500	332,104	0	0.00%	0.00%
<b>Total Revenues</b>	<b>72,374,666</b>	<b>71,546,532</b>	<b>29,055,015</b>	<b>40.61%</b>	<b>40.46%</b>
<b>Expenditures</b>					
Instruction	37,265,918	36,783,888	12,930,877	35.15%	35.70%
Public Service	510,885	561,050	231,737	41.30%	36.89%
Academic Support	7,373,335	7,110,262	2,653,889	37.32%	30.13%
Student Services	4,818,920	4,596,621	1,688,561	36.73%	36.20%
Institutional Support	12,233,129	12,306,023	4,927,673	40.04%	33.83%
Facilities Operations	7,201,840	7,399,659	2,972,819	40.18%	34.78%
Scholarships	2,970,639	2,940,639	2,166,414	73.67%	84.03%
Salary Savings	0	(156,865)	(155,865)		86.95%
<b>Total Expenditures</b>	<b>72,374,666</b>	<b>71,541,278</b>	<b>27,416,104</b>	<b>38.32%</b>	<b>35.69%</b>
<b>TOTAL</b>	<b>0</b>	<b>5,254</b>	<b>1,638,911</b>		
<b>AUXILIARY</b>					
<b>Revenues</b>					
Housing	23,846,014	23,392,150	10,217,839	41.70%	53.16%
Dining	5,518,613	6,368,613	4,361,491	79.03%	51.90%
Comprehensive Fee/Other	29,560,440	29,505,638	15,089,171	51.40%	44.15%
Federal Workstudy	154,300	154,300	0	0.00%	0.00%
<b>Total Revenues</b>	<b>59,079,367</b>	<b>59,420,701</b>	<b>29,668,500</b>	<b>49.93%</b>	<b>48.65%</b>
<b>Expenditures</b>					
Housing	23,846,014	23,907,339	7,610,555	31.83%	31.56%
Dining	5,518,613	5,518,613	2,989,085	54.16%	45.81%
Athletics	9,753,137	9,753,137	4,505,597	46.20%	58.41%
Other Services	19,961,603	20,308,899	9,600,008	47.27%	57.48%
Salary Savings	0	0	(127,940)	0.00%	0.00%
<b>Total Expenditures</b>	<b>59,079,367</b>	<b>59,487,988</b>	<b>24,577,305</b>	<b>41.31%</b>	<b>45.41%</b>
<b>TOTAL</b>	<b>0</b>	<b>(67,287)</b>	<b>5,091,195</b>		
<b>Cash &amp; Investment Assets</b>					
			6,931,464		
			76,018,720		
			38,102,200		

Working Paper prepared by management to estimate year end results