

**LONGWOOD UNIVERSITY BOARD OF VISITORS**  
**Friday, December 7-8, 2012**

**Minutes**

**Call to order**

The Longwood University Board of Visitors met on Friday, December 7, 2012, in the Stallard Board Room on the campus of Longwood University. The meeting was called to order at 8:45 a.m. by Mrs. Marianne Radcliff, Rector of the Board.

Members present:

The Honorable John W. Daniel, II  
Dr. Edward I. Gordon  
Mrs. Rita B. Hughes  
Mr. Thomas A. Johnson  
Dr. Judi M. Lynch  
Mrs. Jane S. Maddux  
Mr. Stephen L. Mobley  
Mrs. Marianne M. Radcliff  
Mr. Brad E. Schwartz  
Mrs. Shelby J. Walker  
Mr. Lacy Ward, Jr.  
Mr. Ronald O. White

Member absent:

Mr. Eric Hansen

Present at the request of the Board:

Ms. Marjorie M. Connelly, Interim President  
Mr. Robert Burger, President, Longwood University Foundation, Inc.  
Ms. Jeanne Hayden, Secretary to the Board of Visitors  
Mr. Donald Knight, Student Representative to the Board  
Mrs. Colleen Margiloff, President, Alumni Association  
Dr. Derek Taylor, Faculty Representative to the Board of Visitors

Present at the request of the President:

Ms. Brenda Atkins, Executive Assistant to the President for Governmental Affairs and Special Projects  
Mr. Kenneth Copeland, Vice President for Administration and Finance and Executive Director of the Real Estate Foundation  
Mrs. Penelope Howard, Interim Vice President for Information and Instructional Technology Services and Chief Information Officer  
Dr. Kenneth Perkins, Provost and Vice President for Academic Affairs  
Dr. Tim Pierson, Vice President for Student Affairs  
Dr. Bryan Rowland, Vice President for University Advancement

Also present were:

Faculty Representatives:

Dr. Larissa Ferguson

Dr. David Magill

Dr. Ruth Meese

### **Public Session**

Ms. Mary Jo Stockton, co-chair of the Staff Advisory Committee, presented a letter to the Board expressing concerns from members of the staff on the process that was used by the Presidential Search Advisory Committee in the selection of members of the Committee. The letter also expressed concerns about the advertisement being used for soliciting applicants for Longwood's next president and the fact that the advertised requirements will exclude the interim president.

Dr. Taylor, faculty representative to the Board of Visitors, read a statement on behalf of a group of faculty that expressed their concerns about the advertisement being used in the search for Longwood's next president; these faculty worry that in requiring a graduate degree, the job ad may limit the pool of applicants, and they are disappointed that such a requirement necessarily excludes Longwood's current interim president. Dr. Taylor made it clear that he does not personally share the misgivings of this group of faculty and that many faculty had shared their satisfaction with the job description as written.

### **Rector's Report**

Mrs. Radcliff welcomed those attending the Board meeting. Mr. Daniel was asked to present a resolution of appreciation to Coach Buddy Bolding.

WHEREAS, CHARLES BUDDY BOLDING has served as head coach of baseball at Longwood University since 1978; and

WHEREAS, he has coached his players to over 900 victories and has led the baseball program to the NCAA Division II playoffs and to two Division II World Series and through the transition to Division I Independent and Big South Conference affiliation; and

WHEREAS he has thrown countless hours of batting practice for Lancers batsmen, which led to nine of his former players chosen in the Major League Baseball Draft since 1988, one a first round pick and a member of the 1992 U.S. Olympic Team; and

WHEREAS, he has developed young men who have become leaders in their chosen professions, including over thirty former players coaching on the high school or college level; and

WHEREAS, the Longwood University baseball complex was named the Charles Buddy Bolding Stadium and the Charles B. and Andrea G. Bolding Scholarship was established in his honor; and

WHEREAS, he is highly respected by his former players and the entire Longwood University community; and

WHEREAS, as a faithful and devoted member of the Longwood University community, he has given unselfishly of his time and talents to the University for 35 years;

BE IT RESOLVED that the Board of Visitors and the entire Longwood University Community

extend to Charles Buddy Bolding our most heartfelt appreciation for his devoted service and our best wishes for the future.

Following the reading of the Resolution of Appreciation, Dr. Lynch moved that the resolution for Coach Bolding be affirmed by the Board. The motion was seconded by Dr. Gordon and was unanimously approved by the Board.

Mrs. Radcliff reported that the Executive Committee met on November 13, 2012 in Richmond, Virginia and received a report on JLARC's October 18 meeting with Longwood officials, information and recommendations for the Board's NCAA governance responsibilities, and recommendations from the President regarding Hull Springs Farm and CE<sup>3</sup>.

Mr. Mobley stated that a report on the work of the Compensation Task Force will be posted online. He thanked members of the Task Force for their assistance and dedication in completing the work.

The Rector completed her report by announcing that Ms. Meadows, Associate Athletic Director, has joined the Presidential Search Advisory Committee to represent the Administrative and Professional staff.

### **President's Report**

The President began her report by presenting campus activities that occurred or will be occurring to wind up the semester. She directed Board members to the dashboard indicators presented in the handout file. (A copy of the Dashboard Indicators is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 1, December 7-8, 2012.) She reported that a new metrics were added in "Brand" regarding social media and that there will be more updates to the dashboards at the March meeting.

Ms. Connelly introduced Mr. Scott Habes, Interim Director of the Longwood Center for the Visual Arts; Mrs. Penelope Howard, who is currently serving as Interim Vice President for Information and Instructional Technology Services and Chief Information Officer; and Mrs. Aneicia Stimpson who is serving as Acting Director of Internal Audit while Mrs. Howard serves in her interim position.

She went on to report on the many activities she has been involved in since the September Board meeting. Some of the activities included a trip to China, the Athletics Gala, alumni receptions and reunions, the Hull Springs Farm Open House and most importantly, the creation of a leadership team to carry out the University's Strategic Priorities.

Ms. Connelly reviewed the progress of the University's Strategic Priorities and expanded on the initiatives under each priority. Under the Successful Students priority she updated the Board on the initiatives "Soar in Four/Fly in Five" and STEM-H Degrees. These initiatives will assist students in achieving their education goals in a timely manner and in fields that are in greater demand.

She asked Dr. Ross, Dean of the Cook-Cole College of Arts and Sciences, to report on a research program being offered during the summer of 2013. Dr. Ross reported that it will be an eight

week program and participants will receive a stipend of \$3,500. In addition, the program will pay dormitory and meal plan fees. Students living off-campus will receive an additional stipend to cover their living expenses. (A copy of Dr. Ross' report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 2, December 7-8, 2012.)

Other initiatives she reviewed for Successful Students included: Experience Diversity, Expand Instructional Technology and Focus on Campus Improvements. Under Experience Diversity, the University has created the new English as a Second Language agreement with Guangxi. She reported that Instructional Technology is creating some organizational changes to better serve students and in the initiative Focus on Campus Improvements, the University is examining ways campus facilities can provide enhancement for a learning environment.

Initiatives were reviewed for the priority of Effective and Satisfied Faculty and Staff by the President. She reported that the University is working to close the salary gap, increase professional development, create new rewards and recognition programs, increase support for research and analyze and address workload.

For the Strategic Priority, Financial Capacity, the President reported that a new planning and budgeting process is being created as well as the development of "Path to 6000," a plan to achieve an enrollment of 6,000 students, the development of new revenue sources and strategies to reduce student and internal costs. She went on to review plans for increasing Longwood's value in the community, building a compelling brand and building a consistently high-performing culture.

The President concluded her report with a brief review of the upcoming General Assembly session. The Governor's budget will be released on December 17 and will include his proposed amendments for 2013-2014. She stated that there is no expectation that higher education will receive any new funding. Legislative bills related to governance include: the appointment of nonvoting faculty and student representatives to Boards of Visitors, a mandate that new Board members participate in orientation and proposed legislation by the Governor ensuring that TJ21 continues after he leaves office in 2014. (The text of the President's report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 3, December 7-8, 2012.)

**Mrs. Hughes joined the meeting at 9:40 a.m.**

## **Business**

### **Consent Agenda**

#### Item 1 – Approval of Consent Agenda

Mrs. Radcliff presented to the Board for its approval the consent agenda. A motion was made by Mr. Daniel to approve the consent agenda as presented. The motion was seconded by Mr. Mobley and unanimously approved by the Board. (A copy of the consent agenda is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 4, December 7-8, 2012.)

## **Audit**

### Item 2 – Update on Internal Audit and Institutional Compliance

Mrs. Aneicia Stimpson, Acting Internal Auditor, presented an update on Internal Audit activities. She reported that several audits and reviews are underway and include: fieldwork for Admissions and Conferences and Scheduling has been completed, fieldwork for Campus Police and Information Technology Governance is in progress and the audit of the Housing Residential Management System has been completed. She also reported that the Quality Assurance Review will need to be completed in January 2013 and the Governance, Risk and Compliance software contract has been awarded and vendor provided training is underway. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 5, December 7-8, 2012.)

### Item 3 – Overview of Process for the Upcoming APA Audit

Mrs. Karen Helderman, Auditor of Public Accounts, reviewed with the Committee, an entrance conference agenda for the upcoming audit review for 2012. She discussed at length the audit process for the University’s upcoming annual audit and reviewed an outline of the roles and responsibilities of the auditors and the scope of the audit. Potential fraud risks and an outline of the audit plan were reviewed. Mrs. Helderman reported that the audit should be complete in late February 2013 and a report on the audit will be presented to the Board at its March meeting. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 6, December 7-8, 2012.)

## **Administration, Finance, Facilities and Technology**

### Item 4 – Approval of Policy on Documentation of Written Student Complaints

Mr. Kenneth Copeland, Vice President for Administration and Finance and Executive Director of the Real Estate Foundation presented a policy on the documentation of written student complaints. He stated that in order to be compliant with the Southern Association of Colleges and Schools and Commission on Colleges (SACS/COC) comprehensive standard 3.13.3, the Board of Visitors must approve the proposed policy. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 7, December 7-8, 2012.)

A motion was made by Mr. Mobley to approve the policy on documenting written student complaints as presented. The motion was seconded by Mrs. Hughes and unanimously approved by the Board.

### Item 5 – Approval of New and Revised Administrative Policies

Also presented by Mr. Copeland for the Board’s approval were two new and three revised Administrative policies. The new policies include: Distance Education Student Privacy and Substantive Change Reporting Policy and the revised policies included: Motor Vehicle Parking and Traffic Regulations, Space Allocation and Assignment and Space Configuration Management. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 8, December 7-8, 2012.)

A motion was made by Mr. White to approve the new and revised policies as presented. The motion was seconded by Mr. Ward and unanimously approved by the Board.

#### Item 6 – Approval of Funding Model for the Renovation of Stubbs Hall

A funding model for the renovation of Stubbs Hall was presented by Mr. Copeland for the Board's approval. He stated that Stubbs Hall, after the demolition of the Cunninghams, will be the only dormitory remaining on campus without air conditioning. Stubbs Hall was built in 1966 and is in need of renovations including aesthetics and functional upgrades. Mr. Copeland stated that funding of the project would include the use of remaining bond funding from the Wheeler and Cox renovations and borrowing the balance from Housing Reserves. The University will be reimbursed for the borrowed funds once the Commonwealth sells the 9C bonds. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 9, December 7-8, 2012.)

A motion was made by Dr. Lynch to approve the funding model for the renovation of Stubbs Hall as presented. The motion was seconded by Mrs. Hughes and unanimously approved by the Board.

#### Item 7 – Approval of Request for Funds from Auxiliary Reserves

The President reported that there are a number of renovations needed at Longwood House and when more information and estimates are gathered will have a discussion with the Executive Committee at its February meeting.

#### Item 8 – Review of Unaudited Fiscal Year 2012 Financial Statements

Mr. Copeland reviewed the unaudited financial statements for FY2012 and reported that they were prepared in accordance with Governmental Accounting Standards Board (GASB) requirements. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 10, December 7-8, 2012.) He reported that on a summary basis, operating revenue increased by \$4.6 million or 6% from the previous fiscal year 2011 to fiscal year 2012. He also reported the operating loss was offset by \$33.6 million in non-operating revenues and \$9 million in other revenues.

#### Item 9 – Review of Key Financial Performance Metrics

Mr. Copeland reviewed the University's key financial performance metrics. He reviewed the revised budgetary forecasts for the period ending October 31, 2012. Mr. Copeland also reviewed the Auxiliary Reserve analysis and highlighted the performance indicators. He noted that as of October 31, 2012 unallocated funds totaled \$944,000 but since then \$500,000 has been earmarked for projects and purchases. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 11, December 7-8, 2012.)

#### Item 10 – Review of Internal Controls

A report on internal controls was presented by Mr. Copeland. He reported that the State Comptroller issued Directive 1-07, Agency Risk Management and Internal Control Standards (ARMICS), requiring all state agencies to demonstrate that internal control standards have been implemented and are functioning appropriately. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 12, December 7, 2012.)

**Discussion Topic:** Preview of Tuition and Fees for Fiscal Year 2013-2014

Mr. Copeland presented a preview of some budget assumptions for FY2014. The assumptions were based on revenue sources (appropriations, tuition and fees, other E & G revenues and auxiliary revenue) expenditures (E & G and auxiliary). He stated that the tuition and fee scenarios are based on assumptions and preliminary projections for the upcoming General Assembly session.

A discussion ensued regarding potential legislation limiting or eliminating out-of-state tuition and the possibility of increasing scholarship funds to attract more students.

**University Advancement**

Item 11 – Update on CE<sup>3</sup> and Hull Springs Farm

Dr. Alix Fink, Dean of the Cormier Honors College; Ms. Bobbie Burton, Executive Director of Hull Springs Farm and Mrs. Kathleen Register, Executive Director of Clean Virginia Waterways presented an update on CE<sup>3</sup> and Hull Springs Farm. Ms. Burton reviewed the history and background of Hull Springs Farm and presented financial information on the farm.

Dr. Fink reviewed the proposed CE<sup>3</sup> program and the impact and importance the program would have on regional, statewide and national levels. She demonstrated with exhibits the mutualism between Hull Springs Farm and CE<sup>3</sup> and a recommendation for new leadership structure for CE<sup>3</sup> and the farm.

Mrs. Register reviewed the next steps and the keys to success. She stated that major facility renovations and improvements are key to the farm's success. (A copy of this update and supplemental information is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 13, December 7-8, 2012.)

Following this report, President Connelly outlined several options for the sale and/or the management of the wetlands mitigation bank. She outlined the options from highest risk to lowest: Longwood to manage the mitigation bank; Longwood would manage with assistance from a consultant; Longwood could hire a management company or sell the entire mitigation bank.

Mr. Daniel stated there is further work to be done to prepare for the sale of the mitigation bank credits. He reported that there is uniqueness in this opportunity for outside expertise and assistance and those sources wanting to become a part of the development of maximizing the investment for Hull Springs Farm. He valued the worth of the credits to be somewhere between \$5 to \$7 million and stated that selling them could take time. Mr. Daniel commended the President for moving the conceptual plans for Hull Springs Farm and CE<sup>3</sup> forward and encouraged members of the Board who have not already visited the farm to do so.

President Connelly stated that the next steps for moving forward will be continuing to be effective with fundraising and identifying the perceptions to pursue.

#### Item 12 – Report on University Center

The President reported that the new Student Center plan is being evaluated. She stated that in an effort to reduce costs, the original plan was scaled down in size and the evaluation indicates that the current plan does not provide adequate space. The original plan will not serve the needs of the students. Ms. Connelly reported that a team consisting of Dr. Perkins, Dr. Pierson, Mr. Copeland, Mr. Bratcher, Dr. Rowland and herself has been created to review the plans and visits have been planned to a few universities who have built new student centers in recent years. She assured the Board that the plan will remain on track but the new schematic may be different from the original.

**The Board adjourned for lunch and a tour of some campus facilities at 12:08 p.m. and reconvened at 2:25 p.m.**

**Mr. Johnson did not return to the meeting.**

#### Item 13 – Presentation by Lancer Investment Club

Dr. Rowland, Vice President for University Advancement, introduced students Kyle Profilet and Scott Laabs, members of the Lancer Investment Club. The students presented a report on the history of the investment club which began in 2002 with an investment of \$250,000 provided by the Foundation Board and the benefits of the experience they receive as members. The Club was established to provide an opportunity for student to contribute and see the results over a multi-year period as well as: offer direct practical experience in the investment process, educate students on sound investment procedures, develop leadership skills and provide real life experiences in building team work, decision making, use of technology and communication.

Following the Lancer Investment Club presentation, graduate assistant students Jeff Everhart and Meredith Bennett presented a demonstration on the use and benefits of the promethean board in the classroom.

#### **Academic and Student Affairs**

##### Item 14 – Approval of Admissions Policy

Mrs. Sallie McMullin, Dean of Admissions, presented for the Board's approval a new Admissions' policy that will provide flexibility needed to manage new enrollment. She stated that the intent of the policy revisions is not to change the admissions standards; rather to recognize the numerous variables and situations that must be considered in the admissions process. (A copy of this request and supplemental information is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 14, December 7-8, 2012.)

A motion was made by Mrs. Hughes to approve the Admissions' policy as presented. The motion was seconded by Mr. White and unanimously approved by the Board.

##### Item 15 – Approval to Discontinue an Academic Program

Dr. Perkins, Provost and Vice President for Academic Affairs, requested that the Board approve discontinuing the B.S. degree in Community Health Education. He stated that Longwood discontinued the program in 2006 and did not receive the Board of Visitors' approval. The program has remained on the active list of programs maintained by the State Council of Higher



Education for Virginia. In order to have the program removed, the Board of Visitors must approve its discontinuance.

A motion was made by Mrs. Hughes to approve the discontinuance of the B.S. degree in Community Health Education. The motion was seconded by Mr. White and unanimously approved by the Board.

#### Item 16 – Report on Spring and Fall 2013 Undergraduate Admissions

Mrs. McMullin presented a report on spring and fall 2013 undergraduate admissions. Admissions as of December 5, 2012 included: Spring freshmen, transfers and readmits totaling 285 applications, 158 acceptances and 97 deposits and applications for Fall freshmen and transfers totaled 2205. (An updated copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 15, December 7-8 2012.)

#### Item 17 – Presentation from Peer Mentors

Students Brian Reid, Kevin Bradtke, Heather Monger and Raychelle Beasley presented information on their experiences as peer mentors. Topics included: the purpose and role of peer mentors, training, transition and acclimation assistance to incoming students and Longwood seminar. Each student stated that being a peer mentor has been a rewarding experience.

#### **Report from Representative**

Mr. Robert Burger, President of the Longwood University Foundation Board, presented a report on Foundation activities. His report included:

- a financial report on gift receivables, annual earnings, endowed funds and bequests
- a summary of asset changes as of June 2012
- an announcement regarding Foundation bylaws revisions that will be presented at its September board meeting
- an announcement that the Foundation is accepting nominations for 2013 appointments

(A copy of the details of his report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 16, December 7-8 2012.)

#### **Discussion Topic:** Instructional Technology Strategies in Higher Education

Dr. Perkins began the discussion by stating that there is a question of how Longwood should map the landscape of web based learning resources and platforms for the delivery of higher education content to its students. He went on to state that what is happening on the web related to higher education cannot be ignored if institutions want to be competitive in the future. Higher education institutions will have to come to terms with the growing web based presence of content and credentialing.

Dr. Perkins stated that with the assistance of Dr. Green and Dr. Perry, Longwood started exploring what is needed to do to provide web access to potential students, the cost and what will be the final outcome or credential. He introduced Dr. Jennifer Green, Associate Vice President for Enrollment Management and Student Success, who presented five models of instructional technology strategies in higher education. A power point presentation was used to outline and discuss the different types of models of web based resources. Dr. Green explained that the presentation was created to present the models as they evolved. The models included: the

traditional expansionist, the profiteer, the non-traditional expansionist, the philanthropist and the legitimizer. Each model included a graph that demonstrated access, cost and credentialing. (A copy of the power point is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 17, December 7-8 2012.)

Following the presentation questions were asked about Longwood’s ability to monetize counseling for students with a mixed model of traditional on-campus classes with online classes and Longwood being able to provide a high quality mixed model of education could provide a niche that would shorten the time it takes to complete a degree and cost less.

### **Closed Session**

Mrs. Hughes moved to go into Closed Session under Section 2.2-3711 A 1, 3 and 8 of the Code of Virginia to consider the hiring of new faculty members, discussion of disciplinary action taken in a matter related to a faculty member, discussion regarding the Presidential Search and the potential acquisition of property for a public purpose and matters related to gifts (the naming opportunity for a University classroom). The motion was seconded by Mr. Daniel and approved by the Board.

A motion was made by Mrs. Hughes to return to open session. The motion was seconded by Mr. Ward and approved by the Board.

In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mr. White moved to certify that the discussion in Closed Session was in accordance with the *Code of Virginia*. The motion was seconded by Mrs. Maddux and affirmed by Mr. Daniel, Dr. Gordon, Mrs. Hughes, Dr. Lynch, Mrs. Maddux, Mr. Mobley, Mrs. Radcliff, Mr. Schwartz, Mrs. Walker, Mr. Ward, and Mr. White. (A copy of this compliance is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 18, December 7-8, 2012.)

Dr. Gordon requested that the minutes reflect that although he certified the discussion in closed session, he was not present during the discussion regarding the potential acquisition of property.

Mrs. Radcliff reported that while in Closed Session the Board reviewed and took into consideration the affirmation of new faculty members, an appeal on a disciplinary action in a matter related to a faculty member and the naming of a classroom.

- Mr. Daniel made a motion to affirm the hiring of new faculty members: Dr. David L. Chambers, Lecturer of Biology; Dr. Phyllis J. Jones, Assistant Professor of Education and Special Education; and Ms. Ling Yang, Instructor of Accounting. The motion was seconded by Dr. Lynch and unanimously approved by the Board.
- A motion was made by Mr. Daniel to approve the naming of Room 204 in the Center for Communication Studies and Theatre the Dr. William Stuart Classroom. The motion was seconded by Mr. White and unanimously approved by the Board.

- Dr. Lynch moved to deny the appeal and sustain the decision of the Provost and the President to censure and suspend a member of the faculty and the Secretary of the Board is hereby directed to notify the faculty in writing of the Board's decision. The motion was seconded by Mr. White. With a vote of 10-1 the Board approved the motion. Mr. Daniel voted no.

**The meeting adjourned for the day at 6:44 p.m.**

**Saturday, December 8, 2012**

**Call to order**

Mrs. Radcliff reconvened the Board of Visitors' meeting at 9:05 a.m. on Saturday, December 8, 2012 in the Stallard Board Room on the campus of Longwood University.

Members present:

The Honorable John W. Daniel, II  
Dr. Edward I. Gordon  
Mrs. Rita B. Hughes  
Dr. Judi M. Lynch  
Mrs. Jane S. Maddux  
Mr. Stephen L. Mobley  
Mrs. Marianne M. Radcliff  
Mr. Brad E. Schwartz  
Mrs. Shelby J. Walker  
Mr. Lacy Ward, Jr.  
Mr. Ronald O. White

Member absent was:

Mr. Eric Hansen  
Mr. Thomas A. Johnson

Present at the request of the Board:

Ms. Marjorie M. Connelly, Interim President  
Ms. Jeanne Hayden, Secretary to the Board of Visitors  
Mr. Donald Knight, Student Representative to the Board  
Mrs. Colleen Margiloff, President, Alumni Association  
Dr. Derek Taylor, Faculty Representative to the Board of Visitors

Present at the request of the President:

Ms. Brenda Atkins, Executive Assistant to the President for Governmental Affairs and  
Special Projects  
Mr. Kenneth Copeland, Vice President for Administration and Finance and Executive  
Director of the Real Estate Foundation  
Mrs. Penelope Howard, Interim Vice President for Information and Instructional  
Technology Services and Chief Information Officer  
Dr. Kenneth Perkins, Provost and Vice President for Academic Affairs  
Dr. Tim Pierson, Vice President for Student Affairs  
Dr. Bryan Rowland, Vice President for University Advancement

Also present were:

Faculty Representative:  
Dr. David Magill

## **Presidential Reports**

### Item 18 – Report on Real Estate Foundation Activities

Mr. Copeland presented a report on recent Real Estate Foundation activities. He reported the following:

- the construction project at Lancer Park is on schedule
- the fuel depot property on Highway E460 originally purchased by the REF has been purchased by Longwood
- the REF will condominiumize space from Matt King in the new complex he is building on West Third. The space will be used to house the Small Business Development Center, the Real Estate Foundation and the Longwood Center for Communication, Literacy and Learning
- the REF acquired two properties on West Third Street for use by the Longwood Center of the Visual Arts
- the Weynoke Hotel is up for auction and hopes that it will be purchased by an investor who will create a boutique hotel which will provide expanded living space for people needing short-term housing.

### Item 19 – Report on Longwood Athletics NCAA Violations 2011-2012

Ms. Michelle Meadows, Associate Athletic Director for Student-Athlete Enhancement, presented a report on NCAA violations from 2011-2012. She reviewed the violations and the actions taken. There were 4 Level II and 2 Level I secondary violations to the NCAA Enforcement Staff during this cycle. Ms. Meadows also reviewed changes to the NCAA enforcement structure. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 19, December 7-8, 2012.)

### Item 20 – Recommendations for Oversight of Division I Intercollegiate Athletics

Mr. Troy Austin, Director of Athletics, presented eight areas of general oversight for the Board: presidential leadership, athletics department mission, fiscal responsibility, academics and student-athlete welfare, compliance, personnel and communications. He expanded on the responsibilities recommended by the NCAA and Association of Governing Boards: *Illustrative Policy on Intercollegiate Athletics for Boards and Presidents*. Mr. Austin presented highlights of the oversight responsibilities through a power point presentation. (A copy of this report and the power point presentation is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 20, December 7-8, 2012.)

Following his report, the Rector recommended that at the March meeting, Athletics present a revised mission statement and that the Board formalize the Board of Visitors’ representation on the Lancer Club Advisory Committee.

Mr. Schwartz requested that Athletics be included in the dashboards for future meetings.

### Item 21 – Report on Big South Compliance Audit

Mr. Alex Ricker-Gilbert, Director of Athletics Compliance, presented the report on the Big South Compliance Audit. Overall it appears that the compliance systems at Longwood are strong. The overall organization and structure are sufficient to meet the needs of the administration, coaching staff and student-athletes, as well as outside constituencies. (A copy of

this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 21, December 7-8, 2012.) The recommendations noted in the report are intended to help strengthen the current systems and assist in fostering awareness and understanding regarding the importance of rules at Longwood as a NCAA Division I institution.

Following Mr. Ricker-Gilbert’s report, Mr. Austin announced that a Title IX audit will be conducted in January 2013.

### **Report from Representatives**

Mrs. Colleen Margiloff, President, Alumni Association, presented a report on the Alumni Association activities. Her report included:

- announcing the names of the recipients of the Alumni Awards that will be presented on March 1, 2013
- a report on Class Reunions for 1967 and 1972 and planning for Milestone and Decade Reunions and for two affinity group reunions
- a review of opportunities to engage alumni and families with a gathering at Great Wolf Lodge in Williamsburg as well as a “Farewell” visit to the Cunninghams

(A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 22, December 7-8, 2012.)

Dr. Derek Taylor, Faculty Representative to the Board of Visitors, stated that faculty enjoy and prioritize teaching students. He reported that faculty performance is evaluated annually by teaching, scholarship and service. Teaching is prioritized as at least 50% of a faculty member’s annual evaluation. Dr. Taylor stated that research is a priority of faculty performance but not the main priority.

He stated that Dr. Jim Jordan epitomizes a faculty member who embraces teaching and research and is well respected by his students. Dr. Jordan has taught at Longwood for three decades. Some 10,000 students have taken courses with Dr. Jordan and most were non-majors. Dr. Jordan was a recipient of the Virginia Professor of the Year by the Carnegie Foundation in 1995. He stated that the implications of the interaction between students and professors such as Dr. Jordan in introductory courses are profound.

Dr. Taylor stated that professors are in the business of educating students and creating citizen leaders and that Longwood is good at what it does because it embraces sharing professors like Dr. Jordan with all of its students. He announced that several new professors have been hired in the College of Business and Economics and that Dr. Barrett reports that they are great teachers and researchers.

Mr. Donald Knight, Student Representative to the Board, presented a report on student activities. His report included:

- an update on Oktoberfest activities
- a report on exam week activities including the “Midnight Breakfast”
- a list of activities for the upcoming semester including the MLK service
- an announcement regarding the installation of Orca TV on campus to enhance student organization communication

- a report on student concerns regarding free-speech on campus and their inability to go anywhere on campus to express their right to speak

### **New Business**

#### **Item 22 – Approval of Strategic Plan for the University**

President Connelly presented a request for the Board to approve the University’s current Strategic Priorities as Longwood’s new Strategic Plan. She stated that the current Strategic Plan expires in 2013. The Strategic Priorities and Initiatives are currently being used and will offer continuity from a SACS reaffirmation and reaccreditation perspective and will afford the incoming President time to develop their own strategic plan for Longwood. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 23, December 7-8, 2012.) Mr. Daniel recommended that the plan be amended to include under the priority “Value for our Community” an additional initiative “catalyst for regional economic growth and development.”

A motion was made by Mr. Daniel to approve the proposed Strategic Plan as amended. Mr. Ward questioned whether or not the Board has the authority to direct the President to change the initiatives or rewrite the Strategic Priorities. After a brief discussion, the President advised Mr. Ward and the other Board members that she was comfortable with the recommendation to amend the proposed plan. His motion was seconded by Dr. Lynch and unanimously approved by the Board.

### **Announcements**

There were no announcements.

### **Adjournment**

There being no further business, the Rector adjourned the meeting at 10:18 a.m.

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Ronald O. White  
Board Secretary