



**BOARD OF VISITORS
- June 2014 -**

T A B L E O F C O N T E N T S

	<u>Tab</u>
Schedule of Events and Public Meeting Agenda	1
Overview Message from the President (as distributed June 16)	2
<i>-Consent Agenda-</i>	
Minutes of March 2014 Board of Visitors Meeting	3
Edits, Updates, and Amendments Regarding Policy and Procedure	4
<i>-University Reports-</i>	
Academic Affairs – Ken Perkins	5
Administration & Finance – Ken Copeland	6
Commonwealth Relations – Brenda Atkins	7
Athletics – Troy Austin	8
Student Affairs – Tim Pierson	9
Facilities – Dick Bratcher	10
Strategic Operations – Victoria Kindon	11
<i>-FY 2014-15 Finance-</i>	
Finance Overview	12
Operating Budget and Plan	13
Capital Budget and Plan	14



BOARD OF VISITORS
- June 2014 -
Primland
Meadows of Dan, Virginia

Schedule of Events and Public Meeting Agenda

Sunday, June 22

6:30pm – 7:30pm Cocktail Reception, *East Terrace*
 7:30pm Dinner, *Fifth Elements – Private Room*

Public Meeting Agenda	
<u>Monday, June 23</u>	
Prior to 10:30am	Breakfast Available, <i>Elements Restaurant</i>
10:30am	Meeting Convenes, <i>Galaxy Major Conference Room</i> Rector’s Welcome and Consent Agenda
11:00am – 11:30 am	President’s Report and Discussion
11:30-12:30	FY2014-15 Finance
-BREAK-	
12:30pm – 1:30pm	Lunch, <i>Galaxy Reception Hall</i>
1:30pm – 3:30 pm	Strategic Discussion
3:30 pm-4 pm	Executive Session
4:00 pm	Adjourn

6:30pm – 7:30 pm Cocktails, *East Terrace*
 7:30pm Dinner, *Fifth Elements – Private Room*

Tuesday, June 24

Breakfast Available, *Elements Restaurant*



Overview Message from the President

copy follows in this tab, as distributed June 16

From: Reveley IV, Taylor
Sent: Monday, June 16, 2014 7:16 PM
To: Reveley IV, Taylor
Subject: BOV Retreat

Friends,

The upcoming retreat will be intensely useful for reflecting on the future of the University. Primland makes for a reflective setting, and we are thankful to Primland executive Steve Helms of the Longwood class of '84 for helping facilitate arrangements.

As I write, there is still not yet a finalized state budget in Richmond. We are moving ahead with distributing briefing materials, including University budgeting materials for FY2014-15. Your briefing book should arrive by overnight express by Wednesday, and we will provide you with an online link to the materials as well.

Review of the University's operating and capital budgets for FY2014-15 is one key focus of the upcoming retreat. Even with the state budget in flux, we can make prudent plans for the coming year, hopefully (as I believe we can) accommodating for whatever the state budget may ultimately hold for the University.

Another key focus of the retreat will be to consider in close detail the University's strategic direction, which we began to do at our first retreat last June. Academia rightly prizes consultative decision-making, and moving forward with strategy in the space of one year is good and stately progress (whereas in other sectors, strategy rightly should be in firm place almost instantly).

By the close of the retreat, we will have a crisp and concise draft strategic plan, which will then be shared with the Longwood community again for comment and thoughts before the BOV finalizes and adopts the plan in the fall.

At the retreat, as we think about the strategic direction of the University, it will also be an appropriate juncture to consider closely the working relationship of Longwood and the Moton Museum. Universities and museums often have partnerships and affiliations. Longwood and Moton hold real promise for one another. Modest in scale as it is in comparison to Longwood's budget (Moton's budget is less than a fraction of one percent of the University's), Moton is nationally and profoundly significant.

This has been a momentous year, with so much to celebrate --- along with hard junctures to mourn. Jane in particular had such insight and passion for Longwood's future. Her voice will be so keenly missed when we are together and musing about the great days and years ahead.

Thank you, as always,

Taylor

LONGWOOD UNIVERSITY

BOARD OF VISITORS

MARCH 28-29, 2014

Minutes

Call to Order

The Longwood University Board of Visitors met on Friday, March 28, 2014 in the Stallard Board Room in Lancaster Hall. The meeting was called to order at 9:35 a.m. by Rector Marianne Radcliff.

Members present:

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

Members absent:

Mr. Thomas Johnson

Also present:

President W. Taylor Reveley IV
Mr. Kenneth Copeland, Vice President for Administration and Finance
Dr. Kenneth Perkins, Provost and Vice President for Academic Affairs
Ms. Victoria Kindon, Vice President for Strategic Operations
Mr. Troy Austin, Director of Athletics
Ms. Brenda Atkins, Vice President for Commonwealth Relations
Mr. Richard Bratcher, Vice President for Facilities Management and Real Property
Mr. Justin Pope, Chief of Staff
Mr. David Overstreet, Senior Auditor
Mr. Cameron O'Brion, Office of the Attorney General
Dr. Audrey Church, Faculty Representative
Ms. Haley Vest, Student Government Association
Mr. Jabari Scott, Staff Advisory Committee
Ms. Hannah Ledger, Staff Advisory Committee

Rector's Welcome

Mrs. Radcliff welcomed Board members and all in attendance.

Approval of Minutes

Mrs. Radcliff presented to the Board for its approval the minutes of the Board's December meeting. Mr. Mobley moved to approve the minutes, Mr. Ward seconded, and the motion was approved unanimously.

Approval of Consent Agenda

Mrs. Radcliff presented to the Board for its approval the consent agenda, including items concerning standard edits, updates and amendments to University policy, procedure and planning, specifically regarding: Internal Audit; full Board ratification of a new degree program that was discussed by the Executive Committee in February; updating policy as to tuition and fee waivers for senior citizens, student records and annual notification; and naming of rooms within the Maugans Alumni Center. Mrs. Walker moved to approve the consent agenda, Dr. Lynch seconded, and the motion was approved unanimously. (A copy of the consent agenda items is included as Appendix 1, attached hereto.)

President's Welcome

President Reveley provided an update on the state of the university, reporting positive trends in admissions and retention improvement; faculty collaborative efforts with the Longwood Center for the Visual Arts and Moton Museum; and the active pace of events at Longwood House facilitated by its refurbishments, all of which the Board commended. He provided an update on the strategic planning process, and emphasized the importance of working in the coming years to make performance-based salary increases a part of the regular budget process, not exceptional events.

The president said he hoped Longwood could aspire in the coming years to take the lead among Virginia institutions in the percentage of alumni who donate. He asked that Virginia Kinman stand and be recognized for her exceptional work during the SACS-COC reaffirmation of accreditation process. He also recognized and thanked for his decades of service Franklin Grant, who briefly addressed the Board.

Public Session

Dr. Bill Abrams made a presentation on Longwood faculty salaries. He said faculty were pleased that salary increases beat the Consumer Price Inflation rate for the first time since 2007, but still remain below 2007 figures, accounting for CPI. Mr. Mobley asked him about faculty morale. Dr. Abrams reported is moving in the right direction. Dr. David Lehr agreed morale is improved, but said Longwood's relative compensation position remains a concern. President Reveley said Longwood remains well short of where it should be in relation to other Virginia institutions.

Mr. James Ghee, president of the Prince Edward branch of the NAACP, addressed the Board and expressed concern about hiring opportunities at Longwood for people of color.

Reports from Representatives to the Board

Mr. Robert Burger, president of the Longwood University Foundation, provided the Board details on the foundation's investment performance, with total assets at \$73 million, up from \$69.3 million a year ago.

Internal Audit

Mr. David Overstreet, Senior Auditor, gave the Internal Audit report and outlined plans for upcoming audits. Audits scheduled for the fall of 2014 include: NCAA; Student Interns – Environmental Health and Safety; Follow-Up - University Center/Office of Fraternity Sorority Life; and Follow Up - Leadership & Service Learning/Office of Diversity and Inclusion. Audits scheduled spring 2015 are Student Government Association; Student Interns – Facilities: Motor Pool; Student Interns – Post Office; and Follow Up – Contract Management.

Continued Reports from Representatives to the Board

Kathleen Early updated on Alumni Board activities, including the new Tamara Byrd student award and plans for sports clinics in alumni-rich regions.

Dr. Audrey Church, faculty representative, reported faculty are looking forward to the implementation of the QEP. She said early work has begun on general education revision process. She expects to begin creating courses in 2015-16 and implementing the revised curriculum in 2016-17. She presented a comprehensive display listing the full range of faculty and student research topics, to emphasize the breadth of research underway at Longwood.

Ms. Haley Vest, president of the Student Government Association, emphasized the importance to students that faculty be well compensated, and expressed concern over the loss of some strong faculty in recent years. She said students were familiar with and excited about the QEP, and introduced the next SGA president, Joe Gills. Dr. Tim Pierson and Mrs. Radcliff praised Ms. Vest's leadership on campus during her tenure.

Ms. Hannah Ledger of the staff advisory committee introduced her successor, Mr. Jabari Scott, and provided an update on activities and initiatives. She emphasized her support for faculty raises, but emphasized that staff also play a critical role in the student experience. Dr. Lynch also emphasized the critical role of staff.

General Discussion

Mr. Schwartz asked a series of questions regarding changes in tuition and the effect on revenue in the financial statements. Mr. Copeland explained how the timing of collections affects revenue. In response to a question from Mrs. Maddux, President Reveley provided an approximate breakdown of financial aid sources – federal, state, philanthropic and institutional - for Longwood students.

The Board adjourned for lunch at 11:35 and reconvened at 1:15.

Upon reconvening, the Board considered a motion to approve the initiation of a new master planning process for the University and approve the location siting and modifications to the current master plan as

set forth in Mr. Bratcher's report to the Board, included in the Board's briefing materials. Dr. Lynch made the motion, Mrs. Maddux seconded, and the motion was approved unanimously.

Prof. Larissa Smith Ferguson gave the Board a presentation describing recent collaborations between Longwood and the Moton Museum, and an overview of opportunities moving forward. She emphasized the opportunities for Longwood to distinguish itself from other institutions by serving as the library and archive of the important history of Prince Edward's role in the civil rights movement.

President Reveley praised the potential for future collaboration between Moton and Longwood and suggested that the specifics of how a working relationship might be structured be discussed at the June meeting of the Board. Mrs. Maddux asked that the planning process include a report, with financial information, showing clearly how such an arrangement might be structured.

Discussion of Board Governance

Dr. Stephen Portch, chancellor emeritus of the University System of Georgia, facilitated a discussion about Board practices and procedures. Topics included how to improve the usefulness of Board materials, whether the Board's meeting schedule is appropriate, whether the Board is addressing policy matters at the proper level of detail, the role of the executive committee, and whether the Board might benefit from a more robust committee structure. Other topics included protocols for contact between Board members and university officials, whether the strategic plan might serve as the basis of a committee structure, and the potential merits of a professional board secretary to serve as liaison.

The Board adjourned at approximately 5 p.m. for a tour of the Moton Museum and dinner.

Saturday, March 29, 2014

The Longwood University Board of Visitors reconvened on Saturday, March 29, 2014 at the Longwood Center for the Visual Arts.

The meeting was called to order at 9:35 a.m. by Rector Marianne Radcliff. Dr. Lynch moved to go into Closed Session under Section 2.2-3711 A 1,3, and 7 of the Code of Virginia to discuss personnel matters including the review or consideration of promotion of faculty members and tenure, discussion of the acquisition of real property for a public purpose, and consultation with legal counsel regarding active litigation. The motion was seconded by Mr. Schwartz and approved by the Board.

A motion was made by Mr. Wertz to return to open session. The motion was seconded by Mr. White and approved by the Board.

In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Dr. Lynch moved to certify that the discussion in Closed Session was in accordance with the Code of Virginia. All members then in attendance voted to affirm: Dr. Gordon, Mr. Hansen, Dr. Lynch, Mrs. Maddux, Mrs. Margiloff, Mr. Mobley, Mrs. Radcliff, Mr. Schwartz, Mrs. Walker, Mr. Wertz, and Mr. White.

Dr. Lynch made a motion to approve the recommendations presented concerning promotion and tenure as documented in correspondence from Dr. Perkins to President Reveley. Mr. Schwartz seconded the motion. The motion was approved by the Board.

Mrs. Radcliff reported the June Board meeting will take place June 22-24.

President Reveley discussed his views on proceeding to set undergraduate tuition for 2014-15, and presented a proposal to increase tuition charges 7.4 percent while decreasing mandatory fees 4.9 percent, for a net increase of 2.1 percent, which would be the smallest at Longwood in 14 years and the smallest at any Virginia 4-year institution since 2001. The proposal called for auxiliary fees to be applied equally regardless of whether a course is offered in-person, online or offsite.

Mrs. Radcliff expressed support for the motion. Dr. Church, Dr. Lynch and Mr. Hansen asked a series of questions about the fee changes and on related topics such as charges graduate students, which President Reveley explained would be considered at the next Board meeting.

Mr. Schwartz introduced a motion to approve the charges as presented in a draft document circulated by President Reveley. Mr. White seconded, and the motion was unanimously approved by the Board. (The draft document announcing details of the 2014-2015 tuition charges is included as Appendix 2).

There being no further business the meeting was adjourned at approximately 12 noon.

**BOARD OF VISITORS
AUDIT**

ACTION ITEM

Approval of Fiscal Year 2015 Audit Plan

ACTION REQUESTED: On behalf of the President, I move that the Board of Visitors approve the 2015 Audit Plan as presented below.

RATIONALE: The Internal Audit plan is updated and approved on an annual basis to ensure the audit process reviews the most timely and important risks to the institution.

BACKGROUND: The annual audit plan provides guidance to the internal audit function in managing yearly accomplishments of the office.

Proposed Audit Plan

A. Fall 2014 Audits

- a. NCAA audit
- b. Student Interns – Environmental Health & Safety
- c. Follow Up – University Center / Office of Fraternity Sorority Life (FSL)
- d. Follow Up – Leadership & Service Learning (LSL) / Office of Diversity & Inclusion (ODI)

B. Spring 2015 Audits

- a. Student Government Association (SGA)
- b. Student Interns – Facilities: Motor Pool
- c. Student Interns – Post Office
- d. Follow Up – Contract Management

**BOARD OF VISITORS
AUDIT**

INFORMATION ITEM

Update on Internal Audit and Institutional Compliance Activity

Audits and Reviews

Audit Plan FY 2014	Status
Contract Management	In Progress
Student Union & Fraternity / Sorority Life	Findings Issued
Diversity & Inclusion / Leadership & Service Learning (Student Interns)	In Progress
Recreation Center Follow-up	Beginning Summer 2014
Banner Finance	Placed on Hold (Vacant IT Auditor Position)
Information Technology – General Controls	Placed on Hold (Vacant IT Auditor Position)
IT Governance Follow-up	Placed on Hold (Vacant IT Auditor Position)
Information Technology – Lancer Card	Placed on Hold (Vacant IT Auditor Position)
Admissions Follow-up	Complete
Cashiering and Student Accounts Follow-up	Complete
LCVA Follow-up	Complete
Student Health and Wellness Follow-up	Complete
Conference and Scheduling Follow-up	Complete
Fraud, Waste, Abuse Hotline Issues	None since previous BOV meeting
University Risk Assessment	Beginning Spring 2014 / Summer 2014

CONSENT AGENDA

Approval of Master of Education M.Ed.

The Master of Education in Reading, Literacy and Learning at Longwood University in Farmville is sponsored by the Department of Education and Special Education which is housed in the College of Education and Human Services. Implementation is proposed for the Fall 2014 semester. The purpose of the program is to prepare teachers to be PreK-12 reading specialists and literacy coaches.

Literacy and Culture has been offered as a concentration in the Master of Science in Education at Longwood University since Fall 1976. At the strong encouragement of SCHEV based on the number of concentrations located under Longwood's Master of Science in Education umbrella (General CIP code 13.0101) and based on the strength of the program, Reading, Literacy, and Learning is proposed as a stand-alone program.

Longwood University has a long history in Virginia of offering a nationally recognized program for the preparation of teachers seeking to become reading specialists and literacy coaches. Enrollment and graduation rates are strong. The Integrated Postsecondary Education Data System now offers a CIP code, 13.1315, for Reading Teacher Education (<http://nces.ed.gov/ipeds/cipcode/cipdetail.aspx?y=55&cip=13.1315>), defined as "A program that prepares individuals to diagnose reading difficulties and to teach reading programs at various educational levels." Longwood's program would appropriately fit under this CIP code.

The proposed Master of Education in Reading, Literacy, and Learning is fully aligned with the 2010 IRA Standards Reading Specialist/Literacy Coach (http://www.reading.org/General/CurrentResearch/Standards/ProfessionalStandards2010/ProfessionalStandards2010_Role5.aspx). The degree of Master of Education in Reading, Literacy, and Learning aligns more readily with the true course of study for our graduates.

For BOV

Policy 2113

Tuition and Fee Waiver for Senior Citizens

I. Purpose

The purpose of this policy is to provide notices to persons over sixty (60) years of age of tuition and fee waiver regulations provided for by the Senior Citizens Higher Education Act of 1974, as amended in 1977 by Sections 23-38.55, 23-38.58, and 23-38.59 of the Code of Virginia and as amended by Senate Bill 307 July 1, 1988.

II. Policy

Senior citizens age sixty (60) or over at the beginning of the an academic year ~~semester, and~~ has had legal domicile in Virginia for one year, shall be permitted under rules and regulations as may be prescribed by the State Council of Higher Education to register for and enroll in courses as a full-time or part-time student for academic credit if such senior citizen had a taxable income not exceeding ~~ten thousand (10,000)~~ fifteen thousand (15,000) dollars for federal income tax purposes for the year preceding the year in which enrollment is sought and will pay no tuition or fees except fees established for the purpose of paying for courses materials, such as laboratory fees. ~~They~~ A senior citizen, regardless of income level, may register for and audit courses offered for academic credit and register for and enroll in courses not offered for academic credit in any state institution of higher education in this Commonwealth and will pay no tuition or fees except fees established for the purpose of paying for courses materials, such as laboratory fees. ~~Such senior citizen shall pay no tuition or fees except fees established for the purpose of paying for courses materials, such as laboratory fees.~~ Such senior citizen shall meet additional conditions; ~~but shall~~ be subject to the admission requirements of the University and may be admitted to a course on a space-available basis after all tuition paying students have been accommodated. ~~a determination by the University of its ability to offer the course or courses for which the senior citizen registers.~~

There shall be no limit to the number of terms, quarters or semesters in which a senior citizen who is not enrolled for academic credit may register for courses but he may register for no more than three courses in any one (1) term, quarter or semester.

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

For Catalog and website

Senior Citizens Higher Education Act Senior citizens aged 60 or over, with a Federal taxable individual income of less than \$15,000 per year, and who have lived in Virginia for one year, can enroll as a full or part-time student in credit courses free of tuition, provided they meet the admissions standards of the college and space is available. Any senior citizen aged 60 or over can enroll in a non-credit course or audit a credit course free of tuition, regardless of taxable income, provided they meet the admissions standards of the college and space is available. The senior citizen is obligated to pay fees established for the purpose of paying for course materials, such as laboratory fees. If enrolled as a ~~non-degree~~ credit seeking student (audit), a maximum of three courses may be taken per semester.

Approval and processing to register for classes under the Senior Citizens Higher Education Act may be obtained in the Office of the Registrar, Barlow 101. Such students will be enrolled after all tuition paying students have been accommodated but before the add/drop period of the term.

Policy 1007

Student Records and Annual Notification

I. Purpose

The Family Educational Rights and Privacy Act (FERPA) of 1974 (20 U.S.C. § 1232g; 34 CFR Part 99) is a federal law that protects the privacy of student education records and requires the establishment of policies to safeguard student records and data. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education; Longwood student records policies comply fully with FERPA.

FERPA gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reaches the age of 18 or attends a school beyond the high school level. Students to whom the rights have transferred are "eligible students." All students at Longwood University, regardless of dependency, are protected by FERPA.

II. Policy

1. The accumulation, processing, and maintenance of student data by the institution is limited to that information, including grades, which is necessary and relevant to the purposes of the university. Personal data of students will be used only for the purpose for which it is collected.
2. Student data, whenever possible, shall be collected directly from the student; every effort will be made to ensure its accuracy and security. It shall be the express responsibility of the student to notify the Office of the Registrar of any changes in status. Any student who initially or subsequently refuses to supply accurate and complete personal information, as is legally allowed, may jeopardize his/her current student status. Falsification of records with the intent to give untrue information is a violation of the Longwood Honor Code.
3. Longwood University designates the following categories of student information as public or "Directory Information." Such information MAY be disclosed by the institution at its discretion. Directory information may include the student's name, ~~local~~ home address, Longwood e-mail address, local telephone number, major field of study, classification, participation in officially- recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees and awards received, and dates of field experience.
4. A student may inform the Office of the Registrar in writing, that they wish to block all directory information from release. Schools may disclose, without consent, "directory" information as listed above. However, Longwood will notify eligible students about directory information and allow a reasonable amount of time to request that the school not disclose directory information about them. Longwood will notify eligible students via email each October of their rights under FERPA.
5. Generally, Longwood must have written permission from a student in order to release any information from a student's education record. However, FERPA allows Longwood to

disclose those records, without consent, to the following parties or under the following conditions:

1. School officials with a legitimate educational interest;
 2. Other schools to which a student is transferring;
 3. Specified officials for audit or evaluation purposes;
 4. Appropriate parties in connection with financial aid to a student;
 5. Organizations conducting certain studies for or on behalf of the school;
 6. Accrediting organizations;
 7. To comply with a judicial order or lawfully issued subpoena;
 8. Appropriate officials in cases of health and safety emergencies; and
 9. State and local authorities, within a juvenile justice system pursuant to specific State law.
6. Under FERPA, Longwood is not required to provide prior notification to a student when responding to a federal grand jury subpoena or other law enforcement subpoena, which specifies that the student not be informed of the existence of the subpoena.
 7. Eligible students are permitted to inspect and review educational records of which the student is the sole subject. Longwood policy regarding the inspection and disclosure of educational records is in compliance with the federal statute. To obtain a copy of the Family Rights and Privacy Act of 1974 (Section 438) or a copy of the university's policy on student records, contact the Office of the Registrar, Longwood, 201 High Street, Farmville, VA 23909.
 8. Student access to all personal records shall be permitted within 45 days of a written request, during normal office hours. Students may also obtain copies of most parts of their records for a nominal fee. All records shall be available and in a form comprehensible to the student, except for:
 1. Medical records which, upon written authorization, shall be submitted to a psychologist or physician designated by the student.
 2. Confidential financial statements and records of parents as excluded by law.
 3. Third-party confidential recommendations when such access has been waived by the student. Where a waiver has been given, parents, as well as students, are excluded from viewing such confidential information.

III. General

1. During normal office hours, Longwood shall provide an opportunity for a student with proper identification to challenge information believed to be inaccurate, incomplete, inappropriate or misleading. This can be done either in person or by mail. All personal data challenged by a student shall be investigated by the vice president over the area where the data is being challenged. Completion of an investigation shall result in the following actions:
 1. If Longwood concurs with the challenge, the student's records shall be amended or purged as appropriate; all previous record recipients shall be so notified by the institution.
 2. If the investigation fails to resolve the dispute, the student shall be permitted to file a statement of not more than 200 words setting forth the student's position.

Copies of the statement will be supplied, at the student's expense, to previous and subsequent recipients of the record in question.

3. If a student wishes to make an appeal of the decision, the student may do so in writing to the President of Longwood University.
4. The names, dates of access, and purposes of all persons or agencies other than appropriate Longwood personnel given access to a student's personal records shall be recorded and maintained. Student records are retained by the institution for at least one year after completion of work at the institution. Permanent academic records from which transcripts are derived are maintained indefinitely. A student may request and receive information concerning the record of access to official Longwood records filed under the student's name.
2. Inquiries concerning student records should be directed to the following departments. When applicable, schedules of fees for copies of these records are available from that office.
 1. Academic Records/Transcripts - Office of the Registrar, Barlow Hall
 2. Disciplinary Records - Office of Student Conduct and Integrity, Lancaster Hall
 3. Financial Records - Office of Cashiering & Student Accounts, Lancaster Hall
 4. Financial Aid Records - Office of Financial Aid, Lancaster Hall
 5. Medical/Health Records - Student Health & Wellness Center, Health & Fitness Center
 6. Mental Health Records - Counseling Center, Health & Fitness Center
3. To comply with the provisions of FERPA, Longwood University will not release education records or personally identifiable information contained therein without the student's written consent. Individuals seeking access to student records should include a copy of the student's written consent when requesting non-directory information.

4. Where to Send Complaints Regarding FERPA Violations

Parents and eligible students who need assistance or who wish to file a complaint under FERPA should do so in writing to the Family Policy Compliance Office, sending pertinent information through the mail, concerning any allegations to the following address:

Family Policy Compliance Office

U.S. Department of Education

400 Maryland Avenue SW

Washington, DC 20202-5920

Approved by the Board of Visitors, September 11, 2004.

Reviewed and approved by Cabinet, May 8, 2013.

Revised and approved by the Board of Visitors, June 14, 2013.

**LONGWOOD UNIVERSITY
NAMING OF ROOMS WITHIN
FRANK O. AND KATHARINE ALLEN MAUGANS ALUMNI CENTER**

The Board of Visitors of Longwood University approved the naming of the FRANK O. AND KATHARINE ALLEN MAUGANS ALUMNI CENTER on this sixteenth day of June in the year Two Thousand and Twelve in the one hundred and seventy-third year of Longwood University. The following rooms and areas within the center are requested for designation pursuant on University Policy 9202: Commemorative Naming of University Facilities and Programs.

Board Room (113)

The Robert O. & Eloise Hodges Martinelli '51 Board Room
Gift-\$500,000

Rob Martinelli and his late wife, Eloise, are long-time donors. Eloise earned a Bachelor of Arts in Education. Prior to her death in 1995, Eloise was a consistent contributor to the Longwood Fund and Rob began making gifts in her memory there after. Rob is a member of the Hull Society in addition to creating a scholarship in Eloise's name and contributing to numerous Longwood endeavors.

Reception/Meeting Room (037)

The R. Tucker Winn '48 Room
Gift-\$300,000

The late Tucker Winn spent her career as an accomplished independent college guidance counselor providing admissions counseling to affluent families in the Washington DC area. Tucker earned a Bachelor of Science in chemistry with a minor in history while serving as a member of CHI and Geist.

Conference Room (002)

The Cecil C. & Margaret Finney Powell '43 Room
Gift-\$200,000

The late Margaret "Mog" Finney Powell was a lifetime resident of the Eastern Shore of Virginia. Mog earned a Bachelor of Science in Education and participated in the YWCA and the Athletic Association as a student.

Atrium (038)

The Katherine Bridgforth Hooker '47 Atrium
Gift-\$100,000

Katherine "Kitty Sue" Bridgforth Hooker is a consistent major donor and a member of Longwood's Hull Society. Kitty Sue earned a Bachelor of Arts degree in Education and was a member of the basketball team. Kitty Sue (and her late husband, Clyde) is a true civic and community leader. Kitty Sue has hosted several Longwood events in Martinsville through the

years and most recently the couple was revered for their commitment to the Martinsville community during an unprecedented economic downturn.

Library (044)

The Page Cook Axson McGaughy '46 Library
Gift-\$100,000

Page Cook Axson McGaughy is a retired teacher who taught in the Chesapeake School System. Page earned her Bachelor of Science in History from Longwood and a Master of Science in Education from Old Dominion University in 1977. Through the years, Page served as Alumni Association president, a director for the Foundation Board, is a member of the Hull Society and was honored with the Alumni Achievement Award in 2006.

Associate Vice President for Alumni Relations Office (041)

The Beverley Kersey Flowers '61 Office
Gift-\$68,268 (Planned Gift)

Beverley Kersey Flowers is a retired teacher from Virginia Beach Public Schools and a member of the Hull Society. Beverley earned Bachelor of Science in Elementary Education and was a member of CHI. Beverley is a good friend of Former Longwood President Henry Willett.

Assistant Director for Alumni Relations Office (042)*

The Carol Combs Irvin '64 Office
Gift-\$40,000

Carol Combs Irvin is a leader among the prominent Longwood Class of 1964 and she is currently heading up their 50 year reunion class gift. Carol earned a Bachelor of Music Education and is the daughter of Marion Shelton Combs '40 who served as Alumni Association President and Foundation Board Member in addition to receiving the Alumni Achievement Award in 2004.

**The Maugans Alumni Center floor plan includes expansion rooms for future staff position increases in all units.*

Alumni Relations Intern Office (043)

The Dr. Audrey L. Jarrelle '66 Office
Gift-\$36,175

The late Audrey Jarrelle served at the University of Connecticut for 30 years. At the time of her retirement, she was named Associate Professor Emeritus and had been the Associate Dean of the School of Family Studies for the final 10 years of her career. Audrey earned a Bachelor of Science in Home Economics from Longwood followed by a Master of Science in Home Economics in 1968 and PhD in Textiles and Apparel in 1973 both from UNCG. In 2006, she was selected for Who's Who in American Teachers.

Alumni Relations Administrative Assistant Office (040)

The Diane Bottoms Boxley '72 Office
Gift-\$25,000

Diane Bottoms Boxley has been a steadfast donor to Longwood for over thirty years. Diane earned a Bachelor of Science degree in Mathematics from Longwood University in 1972, as well as a Master of Science degree in Mathematics from Virginia Tech in 1974. Diane is currently a Director on the Foundation Board. Prior to this commitment, Diane served as the President and board member of the Alumni Association Board.

Alumni Relations Biographical Data Manager Office (045)

The Elizabeth Kelsey Hulvey '62 Office

Gift-\$25,000 (planned gift)

Betsy Hulvey earned a Bachelor of Arts in English and is a member of Sigma Sigma Sigma Sorority. During college, Betsy was also a member of Student Government Association, French Club, Longwood Players and the Cotillion Club. Betsy is a former director of the Foundation Board and a member of the Hull Society. Betsy has hosted event at her home in Abington in the past.

LONGWOOD
UNIVERSITY



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[March 30, 2014]

Longwood approves smallest price increase at any Virginia public university in more than a decade

Farmville, Va. — Citing record enrollment, a successful capital campaign and progress keeping more students on track toward a timely degree, Longwood University's Board of Visitors on Saturday approved the smallest percentage increase in tuition and mandatory fees seen at any Virginia public university in more than a decade.

The 2.1 percent increase in undergraduate in-state tuition and mandatory fees for 2014-15 is the smallest at Longwood in 14 years, and the smallest at any Virginia 4-year public institution since 2001, according to annual tuition and fee reports published by the State Council of Higher Education for Virginia (SCHEV).

Over the past decade, tuition and fee increases at Virginia institutions have averaged 7.3 percent annually.

"College is what energizes the American dream, and it is a moral issue that it remain affordable," said President W. Taylor Reveley IV, who took office June 1, 2013. "The rising student loan debt of recent years is unsustainable by students and families. We are choosing a path that's better for students, and for Longwood: to invest in ensuring that every student who comes to Longwood gets strong support to stay on track and graduate."

Longwood, a public liberal arts university with 4,960 students, celebrates its 175th anniversary this year. It is among the 100 oldest colleges and universities in the nation, and the third-oldest public university in Virginia, following the University of Virginia and the College of William & Mary.

The Board also approved a substantially simplified fee structure that will lower the auxiliary fees paid by most students and direct more of each student dollar to support teaching and other core educational initiatives.

Tuition charges, which by law can only fund educational expenses, will increase 7.4 percent; however, that increase will be largely offset by a 4.9 percent reduction in mandatory student fees, which support areas such as information technology,

athletics and student services. These percentage changes will be the same for in-state undergraduates and out-of-state undergraduates.

As part of a simplified fee structure, undergraduate students will pay a standard comprehensive fee per credit hour, regardless of whether the course is delivered on campus, online or at offsite locations.

The change will reduce fees for the vast majority of students, simplify billing and cost planning for families, and provide a fairer means of supporting resources such as information technology that are funded through the comprehensive fees. A small number of traditional students who have elected to take online courses will see their comprehensive fees increase, but for the vast majority, costs associated with these mandatory fees will decline.

In 2014-15, tuition and mandatory fees for in-state undergraduates will be \$11,580 per year, based on a full course load of 30 credits. The comparable cost for out-of-state undergraduate students will be \$25,350. The Board will set prices for graduate students at a later date.

Improving students' pathways to graduation has been a key focus of both state and federal policymakers in recent years, and Reveley has made it his highest priority.

In particular, he has focused on the targeted use of technology and "big data" to reinforce Longwood's strong culture of personalized student support - for instance, by more effectively identifying students at academic risk, deploying resources to support them and ensuring their course selections are moving them efficiently toward a degree.

In November, Reveley hired Longwood's first vice president of strategic operations, Victoria Kindon, an expert with substantial experience putting data to use in the nonprofit, corporate and political sectors. Kindon's division oversees departments including admissions, financial aid, academic and career advising, and information technology.

Reveley said the delayed state budget is a concern to everyone in Virginia public higher education, but that Longwood is already seeing results from its retention focus. He said it was important to send a message to families making college plans for next year.

"Longwood is on the rise," Reveley said. "We've recently completed a \$41 million capital campaign. Enrollment is at a record high. Applications are up for next year,

big data is helping us strengthen our operations, and we are confident that our focus on retention will pay off both for our students and the institution.” Last fall, Longwood received an A1 bond rating from Moody’s - reflecting a level of financial strength enjoyed by only 10 percent of U.S. colleges and universities.

“Considering the range of services students enjoy at institutions like Longwood, there are good reasons college costs more today than in the past,” said Marianne Radcliff, Rector of the Board of Visitors. “But we are focused on the role of college - and Longwood - in society. Costs can’t continue to increase in the coming decades the way they have in recent decades. Focusing on retention is the right thing for students, for taxpayers, and for Longwood itself, to make sure we can financially support the hands-on teaching and residential learning experience that has been our hallmark for 175 years.”

Founded in 1839, Longwood is dedicated to the development of citizen leaders who are prepared to make positive contributions to the common good of society. It enjoys the highest percentage of courses taught by full-time professors of any of the designated public universities in Virginia.

Longwood is organized into five colleges: the Cook-Cole College of Arts and Sciences, the College of Business and Economics, the College of Education and Human Services, the Cormier Honors College, and the College of Graduate and Professional Studies. Longwood’s athletic teams compete at the NCAA Division I level, and the university is a member of the Big South Conference.

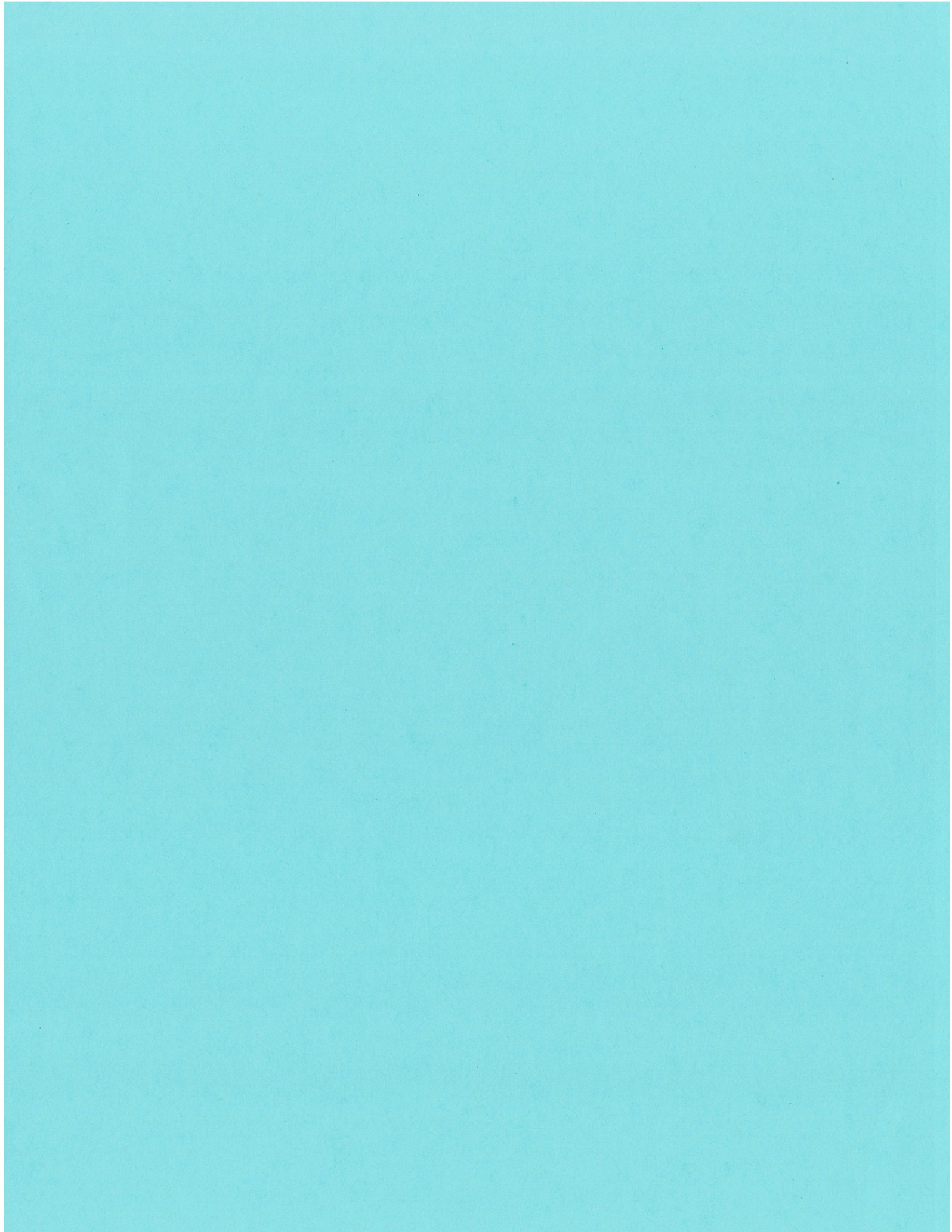
For more information on 2014-15 tuition and mandatory fees, visit:
<http://www.longwood.edu/studentaccounts/20960.htm>

Contact: For media queries or to request an interview with President Reveley, please contact Justin Pope: 617-462-7922, popejn@longwood.edu



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

The items that follow concern standard edits and updates and amendments to University policy, procedure, and planning, specifically regarding: approval of a new degree program in graphic and animation design, amending the payment card security policy, revision to a grading policy regarding courses that are not completed, and revision to the student-athlete arrest policy. The final item requires approval by the Board under a new state law.



CONSENT AGENDA

Approval of Graphic and Animation Design Program

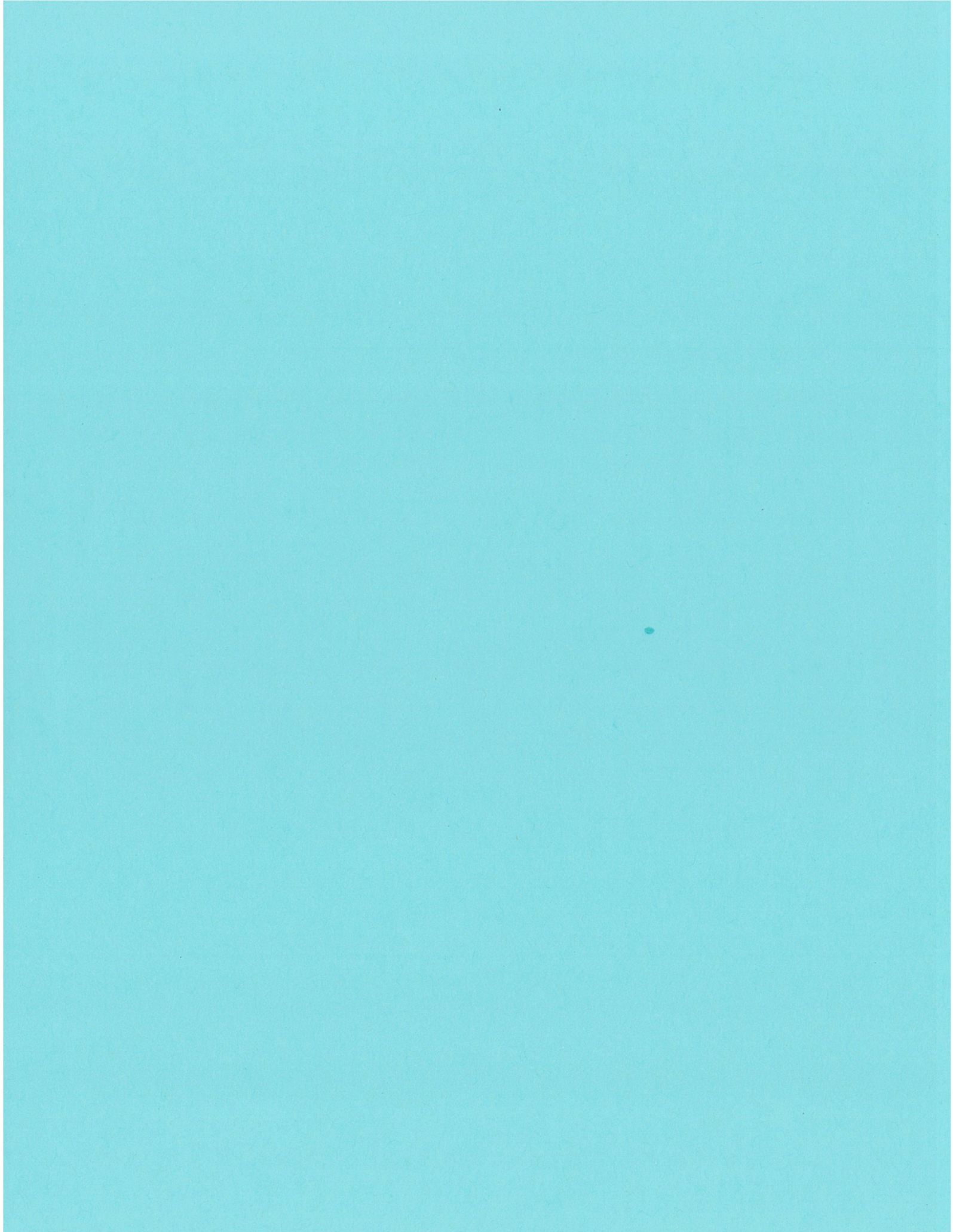
The Bachelor of Fine Arts Graphic and Animation Design Program at Longwood University in Farmville is sponsored by the Department of Theatre, Art & Graphic Design which is housed in the Cook Cole College of Arts and Sciences. Implementation is proposed for the Fall of 2015 semester. The proposed program is to prepare graduates with the skills needed to be effective designers, communicators and creative problem solvers.

Since 1982, Longwood has offered a concentration in Graphic Design with the Studio Art program. This concentration has shown steady growth over the last 32 years, particularly in the late '90s and early 2000s as the technological revolution occurred in the profession with the advent of desktop computers and software that fundamentally changed the job of the graphic designer.

In 2013, in a response to our students' needs to acquire the new skills required for effective community design, Longwood expanded the concentration and renamed it the Graphic and Animation Design Concentration. The most fundamental change in the program was creating an entirely new foundations curriculum which addressed the foundational skills and knowledge needed by designers and animators. The four previous art foundations courses required were removed, and seven new graphic and animation design foundations courses were incorporated. The new courses focus on building the student's skills, knowledge and experience in this challenging field in the ever-changing landscape of technology and visual communication. The curriculum has incorporated hand skills, problem solving techniques and interdisciplinary experiences. The graphic design curriculum has been developed around current methods and practices, and encourages students to compete nationally in refereed competitions; in addition, it achieves this through real client interaction with the student-run design agency Design Lab.

The Longwood concentration aims to address the growing need of skilled visual designers in the 21st Century. It is the only such program in Southside Virginia, and will serve as a new opportunity for residents of this underserved area, in a field which has been identified as a STEM degree. The current DSAM concentration alone has grown to be as large as the five Studio Art concentrations combined.

A goal of this program is to be accredited by NASAD (National Association of Schools of Art and Design). NASAD accreditation is usually a three-year process, and requires data collection spanning a three-year period.



RATIONALE: Specific guidelines are provided in University procedures relative to data storage.

Policy 1015

~~Credit and Debit~~ *Payment* Card Security Policy

I. Purpose

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

II. Policy

The PCI requirements apply to all systems that store, process or transmit cardholder data. Longwood University will review annually its card processing services to determine the extent to which cardholder data is being collected, processed, transmitted, stored and disposed. The University will support unit compliance with card processing procedures and industry standards governing credit card transaction processing, specifically Payment Card Industry Data Security Standards (PCI DSS).

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

- A. An "Application to Process Payment Cards" must be completed and submitted to the Director of Cashiering and Student Accounts.
- B. The Vice President for Administration and Finance must approve all credit/debit card processing activities, regardless of transaction method used (e-commerce, POS device, e-commerce outsourced to a third party, etc.) Any agreements/contracts made with third parties relative to credit/debit card transaction processing must be approved by the Vice President for Administration and Finance; departments are prohibited from negotiating third-party credit/debit card activities.
- C. All technology implementation associated with credit/debit card processing must be approved by the University's Information Security Officer, to include the purchase of software and/or equipment (excluding verifone devices).
- ~~D. Sensitive cardholder data may not be stored on any Longwood University computer device or network. All exceptions must be in writing and signed by both the Vice President for Administration and Finance and the Vice President for Information Technology.~~

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

may terminate credit/debit card collection privileges for noncompliance with established procedures.

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

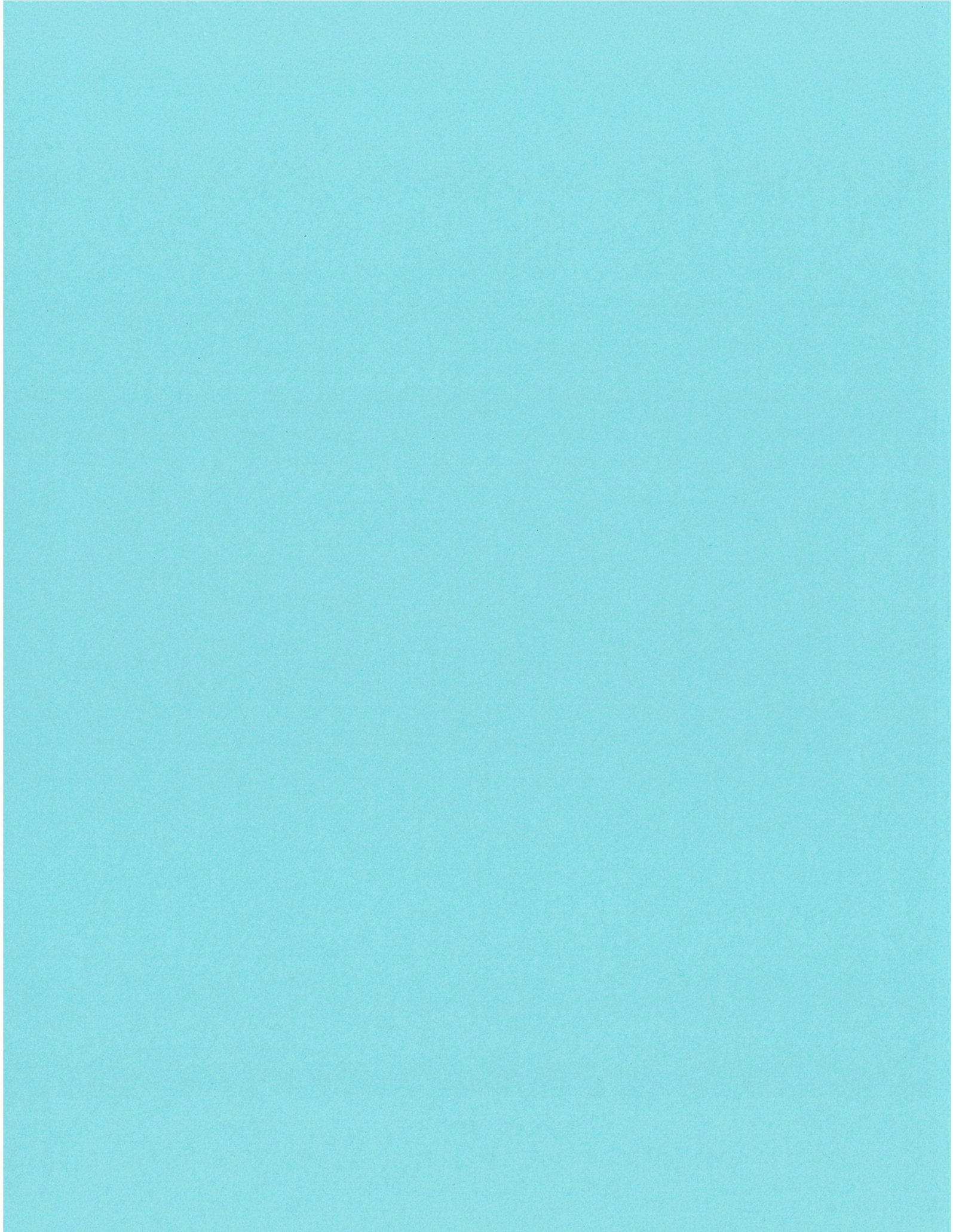
Financial Operations is responsible for ensuring the annual validation of PCI compliance with the University's acquiring bank is completed, the annual review of departmental procedures and practices in connection with credit/debit card transactions, and consulting with Information Technology prior to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

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

Approved by the Board of Visitors, December 3, 2010.

Revised and approved by the Board of Visitors, March 22, 2013.

Revised and approved by the Board of Visitors,



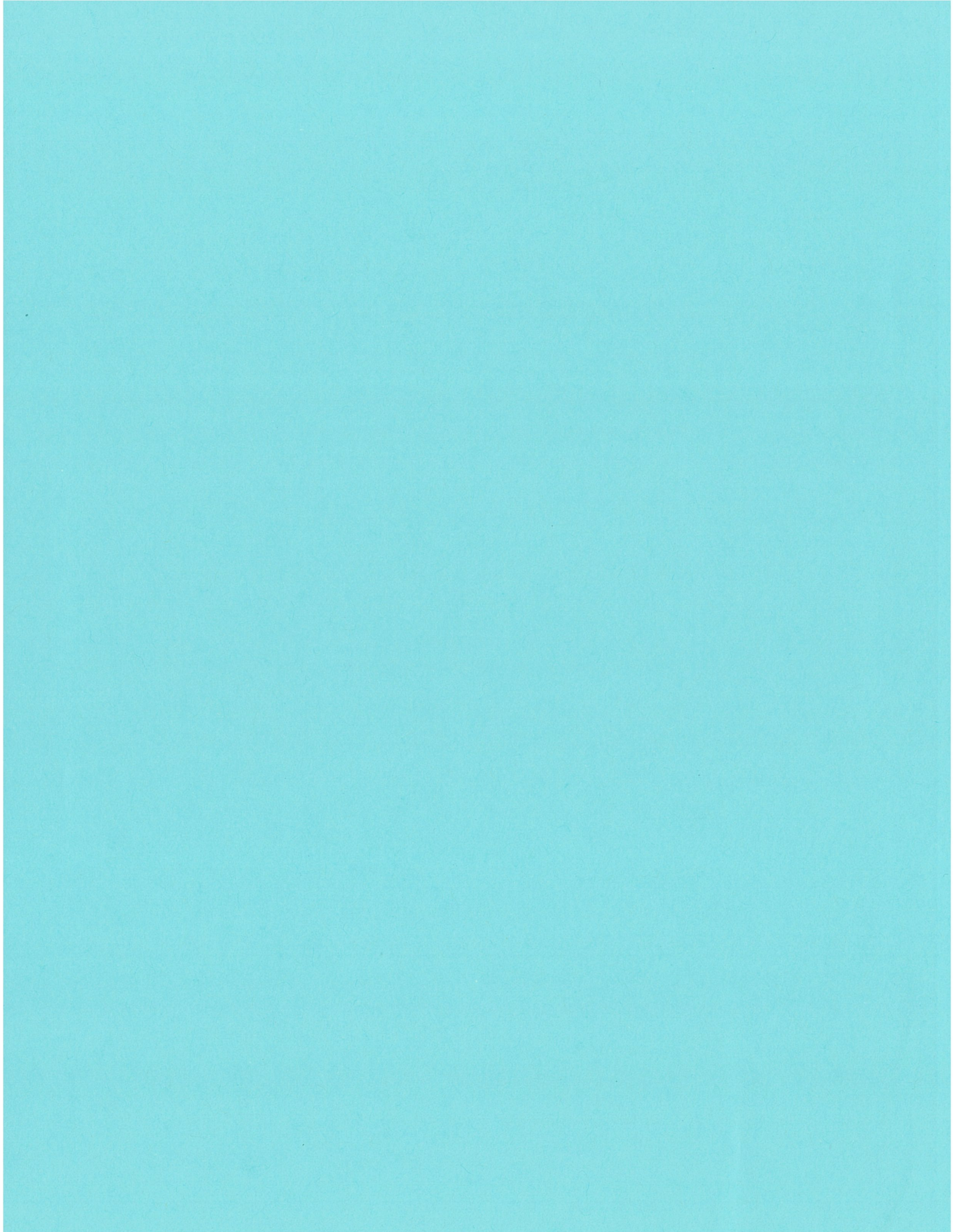
CONSENT AGENDA

Approval of Revisions to Policy on Suspension or Expulsion from the University

When students are suspended for disciplinary reasons in the middle of the semester, the student is given a W for all courses. When a student is expelled for disciplinary reasons there is no policy in their grade. Since the student was not allowed to complete the course for non-academic reasons it seems that the student should receive a W for all courses.

It seems wrong to tell a student that they cannot attend class for non-academic reasons and then force faculty to give them an F. If the expulsion is late enough it is even possible under current policy that an expelled student has an advantage over a suspended student.

The current policy includes a revision in bold type. "Longwood will suspend or expel any student who fails to meet the standards of the institution and the Student Government Association. In such a case, refunds may or may not be made at the discretion of the Vice President for Student Affairs. A student who is subject to an immediate disciplinary suspension **or expulsion** shall receive a grade of "W" in all courses regardless of the time of semester."



Longwood Student-Athlete Arrest Policy

These guidelines are intended to provide direction for appropriate responses to each case while providing flexibility. Modifications to the guidelines are acceptable only if they receive prior approval by the appropriate sport supervisor.

It is the responsibility of the student-athlete to inform his/her head coach if he/she is charged with any crime, excluding traffic infractions not classified as a misdemeanor or felony offense per the Code of Virginia or other applicable state codes. The student-athlete must inform his/her head coach immediately, but no later than 48 hours, after an arrest or formally being charged. This includes a charge or arrest at ANY time during the calendar year (e.g., winter break, summer break) or at any location – on or off campus. Failure to report a charge or arrest could lead to removal from the Longwood athletics program, as well as termination of an athletics aid agreement.

Any student-athlete arrested and charged with a felony, or a crime involving gambling or game fixing under Virginia law or any other jurisdictional equivalent, shall be suspended immediately from all athletically related activities automatically until charges are dropped, dismissed or otherwise resolved. The student-athlete may appeal this decision pursuant to the procedures below.

Any student-athlete who is arrested, charged and/or convicted of a misdemeanor charge (other than gambling or game fixing which are addressed above and other than minor traffic infractions) will be subject to a review process by the head coach and sport supervisor. Head Coaches must meet and discuss proposed disciplinary action with their sport supervisor prior to such action. Final decisions relative to suspension or dismissal from the Longwood Athletics program or reduction/cancellation of athletics aid will be made by the Director of Athletics or his/her designee.

Appeals Procedures

Within **48 hours** of an imposed suspension by the Athletic Department, the student-athlete may submit a written appeal to the Faculty Athletics Representative. The Faculty Athletics Representative will form a committee to also include one Intercollegiate Athletic Council representative and one Compliance Review Committee representative to review the appeal. The committee will make a determination within 10 business days which will be deemed final.



Academic Affairs

Ken Perkins, Vice President & Provost

Highlights

- Interim appointment for Cook-Cole dean
- New concentration in real estate for College of Business and Economics
- Record participation in Yellowstone program

The Academic Affairs division has been busy with the usual work that comes with the end of the semester. Below are two items relating to academic affairs generally, followed by brief updates from each college.

A special early graduation was held for Ms. Brittany Inge, whose terminally ill father was unable to attend Commencement. Mr. Inge, a Longwood graduate himself, died on June 3.

The search for a replacement for Dr. Chuck Ross, dean of the Cook-Cole College of Arts and Sciences, was not successful. Dr. Jennifer Apperson will serve as interim dean for the next two years. Dr. Apperson came to Longwood in 1985. She holds a Ph.D and M.A. in counseling psychology from the University of Akron, and a B.A. from Stephens College. Dr. Apperson was chair of the Department of Psychology twice and served as interim dean of the College of Arts and Sciences for two years. She just finished her 24th year as the co-coordinator of the counselor education M.S. program in education. Her publications include articles in the *American Journal of Psychology* and *Social Psychology in Education*. She has been a faculty senator and is a member of the Faculty Status and Grievance Committee.

Cormier Honors College

The 9th year of LU@Yellowstone recently concluded with a record participation of 45 students and 12 faculty and staff (including two faculty researchers from University of South Florida). This transformative experience where students learn about Yellowstone from interdisciplinary perspectives is one of Longwood's most exciting programs.

In April, twelve Cormier Citizen-Scholars were hosted by Drs. Cormier in Chapel Hill and were given a tour of UNC.

Honors students have presented research the past spring at both national and regional meetings of honors students. Students have already had papers accepted for presentation this coming year in the Mile High City, a trip that will perhaps take more preparation than those previous.

Cook-Cole College of Arts and Sciences

LU-PRISM (Perspectives on Research in Science Mathematics) an 8-week summer research experience is now underway with 12 students conducting original research with Longwood faculty. Typically one student is matched with one faculty member for intense collaboration in science and mathematics.

All students in the first nursing class have successfully passed their National Council Licensure Examination (NCLEX) test.

The “RN to BSN” program should start next year. This program will admit already licensed nurses and provide an accelerated program toward Longwood’s Bachelors of Science in Nursing.

A new degree program, Graphic Design and Animation, has been developed for Board of Visitors approval. It will be submitted to the State Council of Higher Education for Virginia later this summer.

College of Business and Economics

The College added a concentration in Real Estate in its Online MBA program (ranked #62 in the nation by US News and World Report) beginning this fall, 2014. This is the first Real Estate concentration in an MBA in Virginia.

The Carnegie Mellon ITLab summer internship program is a highly competitive program for cyber security students. Only 20 students are accepted each year. Last year four Longwood students were accepted and participated. This year five Longwood students have been accepted. No other university has had that many students accepted.

Thirteen counties have signed MOUs with Longwood to place their students in the dual enrollment program in personal finance for state high school students. This is a hybrid online course with at least two residency events for face to face contact with Longwood faculty and students.

The SNVC Institute for Leadership and Innovation within the business school introduced the 7 Habits Of Highly Effective People process for elementary schools to the Prince Edward County School System. The elementary school process is known as The Leader In Me (LIM). The Prince Edward County Elementary School began a three year LIM implementation process summer of 2013. The entire faculty and staff received the 7 Habits training and began to introduce the 7 Habits to their students for a values based leadership culture change.

College of Education and Human Services

Much of what has happened since the last report has to do with current and upcoming events sponsored by the CEHS. Here are the most significant events:

- Superintendents Education and the Law Pre-Conference and Golf Tournament June 25th,
- Administrators Institute June 26th;
- Eighth Annual Summer Literacy Institute July 17th-18th;
- Call Me MISTER Summer Institute, and
- New Horizons in Autism Spectrum Disorders Second Annual Summer Institute July 23rd-24th.

As soon as the fall term begins, the CEHS and LU will host the National Principal Academies (NPA) on September 8th-9th.

College of Graduate and Professional Studies

The college received 208 program applications for Fall 2014 for the Communication Sciences & Disorders Master's degree this year. This is a record number, up from 160 last year.

New, off-campus graduate cohorts have been established in addition to on-campus cohorts. These include Counselor Education in Charlottesville, Literacy & Culture & School Library Media in Prince William and in Spotsylvania/Hanover, and School Library in Fairfax and Loudon. There has been some growth in the number of full-time graduate students, the majority of whom are attending classes on campus -- 115 this year compared to 109 last year. Growth is expected to continue as a result of increased 5 year (B.S. plus M.S) completion options.

Longwood's outreach to Emporia and the New College Institute in Martinsville continues to grow slowly. Enrollment in the Liberal Studies Elementary Education program currently offered at both locations is now over 30. Graduates of the program are immediately finding teaching positions in their area. The Social Work undergraduate program is completing a pilot in Emporia and has been asked to offer their program at New College Institute.

Greenwood Library

The library focused this year on building its digital research collections to support the Quality Enhancement Plan (QEP) "R.E.A.L Inquiry" (Research Experience for Aspiring Leaders). These new collections will significantly enhance student research, as well as support faculty scholarship. These databases focus primarily on the humanities and social sciences (in 2012-2013, the Library acquired Web of Science to support the sciences). They include:

ARTstor is a digital library of over 1.6 million digital images in the arts, architecture, humanities, and sciences with an accessible suite of software tools for teaching and research. It includes contributions from outstanding international museums, photographers, libraries, scholars, photo archives, and artists and artists' estates.

Eighteenth Century Collections Online (ECCO) consists of every significant English-language and foreign-language title printed in the United Kingdom during the 18th century, along with thousands of important works from the Americas.

The [London] Times Digital Archive, 1785 – 2008 (with annual update), the “world’s newspaper of record,” *The Times* of London has covered all major international events from the French Revolution to the War in Iraq.

NAACP Papers

The digitized archives of the National Association for the Advancement of Colored People (NAACP), one of the most famous chronicles of the civil rights movement, includes nearly 2 million pages of internal memos, legal briefings and direct action summaries from the association’s national, legal and branch offices throughout the United States.



Administration and Finance

Ken Copeland, Vice President

Highlights

- Real Estate Foundation moving forward with new residence hall
- Financial audit completed, offers clean opinion
- Proposed Operating Budget and Plan submitted

As always, there has been no lack of activity in the Administration and Finance area since our last meeting in March.

Our office of Community and Economic Development (OCED) had a very successful community business showcase at the STEPS center on April 30th. We partnered with the Farmville Area Chamber of Commerce to promote this event and we attracted numerous local and regional businesses and a total of 275 people attended. Showcasing the Farmville community as a destination for small businesses was the goal and we were very successful in this effort. Upon hearing that we envision this event as an every-other-year effort, many businesses were emphatic that we HAD to put on this event on an annual basis.

In addition we continue to provide research for Virginia's Growth Alliance (VGA), a multi-county consortium focused on rural economic development. Funding from the Department of Housing and Community Development enables the VGA to study business patterns and gaps with the end goal in mind of designing an "Eco system" of entrepreneurial support. We are fortunate to have a Longwood economics major, Graham King, working with the OCED this summer. He delivered a report on his research to the VGA board on June 5th.

Sheri McGuire, Longwood's Director of Economic Development, represented Longwood and our economic development support on a panel discussion at the Virginia Community Economic Network conference on June 3rd. Other participants were GMU and Virginia Tech.

The Longwood University Real Estate Foundation (LUREF) has been hard at work, planning the future construction of a new, on-campus residence hall. Little Architects and Engineers has been selected to design approximately 200 beds by Arc Residence Hall and Greenwood Library. The first visioning session was held at Longwood from 19-21 May. Little is now refining the initial concept. Proposals have been received from construction management firms, and the selection

should be completed by the end of June. The facility is on schedule to be completed by summer of 2016.

LUREF's annual financial statement audit fieldwork was completed in April. Elliott and Davis CPA's is the new audit firm and the partner in charge of the LUREF audit, Janet Brocklehurst, presented the draft financial statements to the board at their May 19th meeting. The opinion was unqualified (clean) and the new firm was very complementary of their experience with our staff.

Finally, ground was broken at Lancer Park on April 9th for our new Environmental Education Center. This 2400 square foot facility will support Longwood's environmental education efforts and the facility is expected to be complete for the fall 2014 semester.

Our printing services area has been very busy with numerous projects in recent weeks. Commencement and new student orientation place big demands on printing and our staff delivered the quality service that we have come to expect. Tim Trent and his staff are excited about the upcoming implementation of a Web-to-Print ordering system that will streamline and enhance the customer service experience and will assist with billing and delivery.

The Human Resources office continues to do great work. They have arranged a series of professional development workshops to assist in training supervisors to be more effective in working with their subordinates. They also facilitated a campus wide Skillpath workshop on May 21st which was attended by approximately 60 employees.

This time of year, HR is also diligent in preparing employment contracts for all academic faculty members and AP faculty employees – approximately 500 total employees.

We also held our second annual staff awards ceremony on Thursday May 15th which was very well attended. President Reveley presented three classified employees and three AP faculty employees with cash awards and plaques. Nominations were solicited across campus and the nominations were reviewed and scored by committees comprised of employees from all VP areas. The HR office facilitated all aspects of this awards ceremony and it was very well received.

The Lancer Card Center has been busy closing up the spring semester and gearing up for summer. We have set up meal plans for summer school students as well as for summer conferences.

Most recently, our focus has been on Orientation. There are eight Orientation sessions in May/June, which includes a session for transfer and readmitted students. Through the first 6 sessions, we have printed 975 Lancer Cards and taken in \$50,000 in Lancer CASH deposits and we expect an additional 145 more students and approximately \$15,000 additional Lancer CASH deposits at the last 2 sessions. Additionally, we have tried to entice our students to submit their photos early through our website. This year, 65% of students attending Orientation successfully submitted their photos online and we were able to print their cards early and have them ready when they checked in for Orientation the morning of their session. Also, this year we actually have the students using their ID card while they are here at Orientation. They are swiping in for

lunch at Dhall, showing their ID cards for a discount in the Bookstore and some of them are swiping our vending machines throughout campus.

The Financial Operations area works diligently throughout the year but the spring always brings the challenge of preparing and presenting the Tuition and Fee proposals for both undergraduate and graduate students. This year has posed quite a challenge due to the lack of a budget from the Commonwealth of Virginia. The budget and Operating Plan use, as a placeholder, the Governor's budget as presented by Governor McDonnell in December of 2013. We continue to monitor the fiscal year-end cutoff procedures and cash balances to ensure that we adhere to FY 2013-2014 closing procedures provided by Department of Accounts. Once fees and rates have been approved, we also spend a good deal of time building and testing of student account rate tables for upcoming academic year.

In an effort to provide better customer service and enhanced payment options, we have established several new online storefronts in TouchNet to expand acceptance of credit card payments and we're working our colleagues in Information Technology on a project that will automate the process that creates the revenue data file that we're required periodically to submit to the Commonwealth Department of Accounts.

Collaboration with our colleagues at the OCED office has yielded an electronic Agency Risk Management and Internal Controls (ARMICS) survey to be distributed to University personnel later this month. This will assist both our Financial Reporting Area and our Internal Audit department in assessing risk across the campus and building our periodic audit plans.

The Office of Materiel Management has been instrumental in assisting many departments across Campus solicit bids for various projects and for making sure we follow state mandated procurement and SWAM guidelines. Cat Mobley, our Director of Materiel Management, recently passed her VCCO (Virginia Construction Contract Officer) exam and she's done an excellent job since returning to Longwood in January of this year. We are very pleased to have her in the Director position.

Last but certainly not least, Cindy Wilson, Assistant to the VP for Administration and Finance was a tremendous help to the staff in the President's office in working through all of the financial logistics pertaining to commencement. She also led the effort of organizing and conducting a very successful and enjoyable Admin and Finance spring retreat on May 14th.



Commonwealth Relations

Brenda Atkins, Vice President

Highlights

- Update on budget and JLARC higher ed reports
- New annual fund initiatives
- Corporate and Foundation giving up from last year

Governmental Affairs

The budget stalemate in Richmond continues. If no agreement is reached before July 1, Virginia will be in unchartered territory. Additionally, it has been announced that revenue projections are not being met and the shortfall predicted for this fiscal year and the next biennium will exceed \$1 billion.

Over the past several months, the Joint Legislative Audit Review Commission (JLARC) has been requesting information for its next reports, Support Function Costs and Staffing at Virginia's Public Higher Education Institutions, which will be released on October 14, and Reducing the Cost of Public Higher Education in Virginia, which will be released in November. Included in the information requested by JLARC was a list of every employee at the University for 2012-13, including the employee's title, supervisor and salary, plus benefits. College and University Professional Association (CUPA) Administrative Surveys, as well as CUPA Professional Surveys for Longwood were also requested. Additional JLARC questions related to student financial aid, efforts to increase graduation rates, engineering, training provided to Boards of Visitors, as well as questions related to debt service and other fees for capital related expenditures. These documents were quite extensive and took a tremendous amount of work by our staff to prepare. Most of the information was due around the weekend of commencement when everyone on campus was extremely busy. A big "Thank You" to everyone for providing the information in a timely manner so that Longwood could meet the JLARC deadlines for submission.

University Advancement

Major Gifts:

We continue to visit and engage alumni and friends locally as well as in the Richmond, Williamsburg, Tidewater, and Northern Virginia areas. Many alumni have visited campus and we have also traveled to North Carolina, Florida, and Arkansas to visit with others. Continued travel and visits are planned for the summer.

Annual Giving:

This summer we are focusing our efforts on developing the annual giving program into a solid foundation for our advancement program. Collaborating with other University departments, many programs and projects are planned to cultivate a culture of stewardship among alumni as well as work to engage as many as possible to become annual donors. The following initiatives will launch this summer.

- A pilot program focusing on a segment of our constituents in the Northern Virginia region (Loudon, Fairfax, Arlington and Prince William counties) will be launched. The objective of the pilot is to discern which “best practices” are most effective in engaging and motivating our alumni. Our goal is to uncover how we can assist alumni in viewing Longwood as a cause that is personally important to them and one they want to support. The pilot program, which is a collaborative effort between multiple Longwood offices, begins July 1 and ends December 31, 2014.
- After a successful pilot program over the Winter Break, the Discovery Initiative will launch this summer. The Discovery Initiative is a new way to accomplish two related goals – to more effectively connect and engage with parents and alumni, and also to tap their experience and perspective to help us offer an even stronger student experience. Ten Longwood students will visit and interview alumni and friends in their hometowns over the summer months. The students will ask our alumni and friends what aspects of the Longwood experience have stood the test of time or been most valuable to them. The program is an opportunity to listen and learn what our constituents would have us keep in mind as we build for the future.

Corporate and Foundation Relations

As of April 30, 2014 Corporate and Foundation giving was up from the same time last year (\$843,089 compared to \$762,097). With other gifts pending, the total for this fiscal year may exceed \$1 million. This is good news considering the University is no longer in campaign mode.

By the end of April, Corporate and Foundation Relations had made more than 90 requests for gifts since September. In addition, major requests were submitted for Speech, Hearing and Learning as well as the Department of Biological and Environmental Sciences.

On special assignment to the Longwood Center for the Visual Arts, the Associate Vice President for Corporate and Foundation Relations led a campaign to meet the Jessie Ball duPont Fund challenge of \$350,000 for an endowment fund to support a school programs educator position for

the Longwood Center for the Visual Arts. The campaign “100 for \$100,000” began in February and raised \$127,500 by the end of April. A black tie event (sponsored by Wells Fargo, ARAMARK, Green Front, Accessories, and Rochette’s Florist) was held on April 26 to honor the contributors. The total raised to date for the challenge is \$327,500 and with three months until reporting, the goal is in sight.

Additionally, the Associate Vice President has served as an advisor to the LCVA’s Acting Director and has assisted in stabilizing LCVA fundraising and operations. Additionally, she has curated an exhibition and wrote a 172 page catalogue for the exhibition, “Scent of the Pine, You Know How I Feel: North Carolina Art from the Jonathan P. Alcott Collection,” which opens on June 20.

The transfer of the Folk Art Society of America to Longwood continues to progress. The meeting held at Longwood in March with the members of FASA’s national advisory board was fruitful and positive. A thorough evaluation of the discussions, a SWOT (strengths, weakness, opportunities, and threats) analysis, and participant polling exercise results was conducted. The results of the analysis have informed a draft framework which is now being considered by President Reveley.

Other projects in the work include several major initiatives related to the University’s regional campuses, the University’s biomass operations, and improving graduation and retention rates.

Conference & Event Services

Conferences & Event Services continues to keep very busy all year long welcoming thousands of visitors to campus for events, conferences and performances. The Event Services section works with internal and external clients to determine the best location for their events and ensure all resources required for a successful outcome are in place. Many of the large University events require up to a year to plan, and this section is involved in planning sessions and also assists the requestor with last minute changes and guidance keeping safety, customer satisfaction and respect for Longwood as the priorities.

Commencement is a very important part of the Event Services’ schedule every year. The entire A/V staff, consisting of four people, is actively involved for the planning of the event, setting up equipment and managing all of the technology needs for that day including video streaming and sound. Under the leadership of our A/V manager, they can always be counted on to do a professional job and make it look easy. This group also provides all A/V services on campus including recording teacher’s classes, managing all music department performances and all events in Jarman Auditorium.

Led by our two Conference Services staff members, the nine student summer conference staff members have completed the first conference for this summer with great success, and are revving up for nineteen more camps and conferences that will run through the last week of July. A total visitor count of over 3,600 participants is expected. Two-thirds of the conferences that

will be hosted at Longwood in 2014 are returning for another year. Virginia Girls State will be returning for their 40th year at Longwood, and the Youth Alcohol and Drug Abuse Prevention Project (YADAPP) will celebrate its 20th anniversary on our campus. This is a testament to Longwood's outstanding campus, facilities, staffing and hospitality. This year we have arranged for 16 local and regional residents to participate in the Girls State program as volunteers. Once again the girls will actually vote for their Governor, Lt. Governor and Attorney General using the Prince Edward County voting machines to cast their ballots. A new group the University is proud to host is the Virginia Girls Scouts Leadership Institute with 150 rising high school juniors and seniors visiting our campus. We also have scheduled 25 local and University volunteers to assist with this group's program. Conference & Event Services is very proud of its wonderful relationships with local businesses, government agencies and Longwood faculty and staff to enrich the programs held at the University.

Conference & Event Services works with the Admissions Office to provide recruiters to speak to multiple conferences with young participants. Annually, approximately 70 girls from Girls State apply to the University and an average of 12 per year enrolls. Admissions will also provide the Virginia Girls Scouts the same opportunity to this year.

Additionally, the annual Talented and Gifted (TAG) summer program for over 150 rising 4th through 7th grade students from across the region will be hosted by Longwood this summer.



Intercollegiate Athletics

Troy Austin, Director of Athletics

Highlights

- Cumulative student-athlete GPA hits 3.0
- Men's soccer's Jon Atkinson Big South Coach of the Year
- Reorganization of media relations to collaborate with Strategic Operations

One of the most exciting times on a college campus is graduation. I am very proud of the 29 student-athletes that walked across the stage and graduated – 11 with honors. Their hard work in the classroom, on the field and in the Longwood and Farmville communities raised our standard for future Lancers.

The cumulative GPA for the department reached a 3.0 after the spring semester. In the spring, 29 percent of the student-athletes were recognized on the Dean or President's list, the highest since 2007. Ten of the 14 teams had a semester GPA above a 3.0. The hard work put in by the student-athletes, the coaching staffs and academic support staff showed how much can be accomplished when everyone is working towards a common goal.

On the field, men's soccer head coach Jon Atkinson led his squad to a semifinals appearance in the Big South Championship and earned Big South Conference Coach of the Year honors. Softball completed a successful regular season and was the second seed in the Big South Tournament. Junior catcher Megan Baltzell added to her already full mantle with the Big South Conference Player of the Year Award.

There are substantial changes underway in the department. The Athletics Media Relations unit will merge with the Office of Public Relations under the umbrella of the Division of Strategic Operations to maximize and streamline our marketing and communications efforts. The new unit will be called University Marketing and Communications.

This merger allows us to better execute President Reveley's vision for Longwood and to support the principles of our strategic direction. We are certainly on the move, and this reorganization will give us both resources and flexibility to take advantage of opportunities as they arise.

In pursuit of this mission, three divisions will replace the Office of Public Relations and act as one university-wide marketing and communications unit reporting to Victoria Kindon:

Brand Marketing and University Publications. Associate Vice President Sabrina Brown will lead this area, working to build the Longwood brand and to bring university marketing materials to the same standard she has achieved with student recruitment publications and alumni publications Longwood magazine and On Point.

Digital Marketing and Content Strategy. Dave Hooper '00, in a new role as Assistant Vice President for Digital Marketing and Content Strategy, will lead this group, working to continue growing an innovative social media presence and digital communications plan, as well as the strategy of developing targeted, thoughtful content.

Athletic Communications. This Assistant Vice President position (created from the currently vacant position of Assistant Director for Athletics Media Relations) will oversee existing athletics communications channels and work to develop additional avenues. There is a dotted line relationship to the Director of Athletics.

As part of these changes, Greg Prouty, currently Associate Athletics Director for Media Relations will oversee logistics and resource allocation for the three above divisions. A longtime and valuable member of our staff, Greg's invaluable organizational skills will be put to use in a new position where planning and flexibility are critical.

There are also several changes internally. Michelle Meadows has agreed to become the Senior Associate Athletics Director for Athletics Administration. In her new role she will oversee the department's budget and serve as the liaison with human resources in addition to continuing oversight over Student-Athlete Enhancement. Michelle has worked tirelessly to improve the welfare of the student-athletes during her nine years at Longwood and I know she will bring the same dedication and oversight to all of our internal areas.

Since Ms. Meadows will be expanding her reach in the department, Alex Ricker-Gilbert and Maya Ozery have been promoted to Assistant Athletic Director for Compliance and Student Services and Assistant Athletic Director for Academics and Leadership, respectively. Alex will continue to oversee compliance with additional responsibilities to include oversight of the scholarship budget, academic support for softball, women's soccer and men's and women's cross country. He will also serve as the sport supervisor for cross country.

Scott Bacon, the Associate Athletics Director for External Relations, will now oversee men's and women's soccer, and play a large role within the framework of the newly merged departments.

Additionally, a search is underway for the Director of Development position, the head baseball coach and the Assistant VP for Athletics Communications.



Student Affairs

Tim Pierson, Vice President

Highlights

- Increase in behavioral issues
- Restructuring of Environmental Health and Safety Function
- Continued strong interest in Longwood-managed housing

End of year reports are often dominated by statistics, pie charts, and graphs. The true nature of student life on campus is difficult to capture in the aforementioned format. Spring 2014 saw the last active semester in the beloved Cunninghams, celebration of our 175th year, and the highest turnout to date for the longstanding tradition of Chi Burning. Trends emerged that show decreases in student conduct case referrals and increases in Title IX investigations and Care Team referrals. Additionally, demand for residence hall and Longwood managed apartment living continues to increase.

Citizen leadership is being fostered in all facets of life on campus. The Big Event, a student organized community service day, had a record number of participants; and Relay for Life saw close to 1,000 students spend all night marching to raise \$69,000 for cancer research. These are just two of the many programs and activities that demonstrate that Longwood's mission is at the very heart of student life. Reports from offices around the campus will provide a closer look into these activities and services.

Assistant Vice President Report

As a member of the SACS-COC Compliance Steering Committee, the AVPSA was heavily involved in the planning and hosting of the visiting OnSite team. Several small groups of staff and students were convened to participate in mock interviews and educational sessions in preparation for the focus group interviews during the OnSite visit. Student Affairs was pleased to receive no recommendations specific to our work and is poised to move forward with our institutional effectiveness commitments.

With leadership from the AVPSA, the Student Affairs Assessment Team implemented a full-scale marketing campaign to ensure adequate student participation in the Spring 2014 of the

National Survey on Student Engagement (NSSE). Despite ample indicators of national and local survey fatigue, a reputable 47.1% response rate was achieved.

Lastly, the VPSA met with both the University senior-level leadership and those within Academic Affairs to discuss selected findings from the results of the 2013 Noel-Levitz Student Satisfaction Inventory. This is an important step in closing the loop and using the data accrued to improve the quality of the student living and learning experience at Longwood.

Dean of Students

The Dean of Students office continues to see a large increase in the number of behavioral issues and the number of students in crisis. At the end of the academic year, a total of 654 cases had been referred to the Care Team. In comparison, 491 cases were referred during the 2012-13 school year. Since the Care Team is part of a proactive effort to prevent cases from becoming more serious, this increase may be a reflection of the work done to promote reporting student issues to the team.

The Dean of Students office also oversees the work of Respond to Acts of Violence Effectively (RAVE). Over the past semester, this group of students has organized a series of events to confront bullying, cyberbullying, and micro-aggression. Events have included the Make It Red Campaign (support for making the community more inclusive), collaboration with SEAL on bullying activities, Fraternity and Sorority Life on domestic abuse prevention, and various social media campaigns addressing various topics.

Disability Resources

The Office of Disability Resources (ODR) proctored 249 exams during finals week for students whose accommodations include the need for a distraction-reduced environment or use of assistive technology. This is particularly noteworthy since the team had to find viable locations across campus due to the refurbishment ongoing in Blackwell. The office also managed an increase in the number of reservations for accessible guest seating at commencement (185) and accessible parking spots (83) for the various ceremonies. Disability Resource's end-of-the-year survey showed a 13% increase in the number of students who felt that as a result of working with the office, they had become a better self-advocate, and a 12% increase in the number of students who reported they were more likely to continue their enrollment at Longwood as a result of working with ODR.

Diversity and Inclusion

The "*Crash on Campus*" program, which is co-coordinated with the Office of Admissions, allows for prospective students from historically underrepresented populations to connect and stay overnight on campus with current students. Of the 47 participating students, 76.6% have

submitted deposits for admission to Longwood University for the fall of 2014, which is an increase from 2013, the inaugural year of this program.

Students and staff associated with the Office of Diversity and Inclusion continue to bring programs to the Longwood University campus that challenge, empower, and inspire. A breadth of programming provides opportunities to develop, educate, support and advocate for students and their continued educational success.

Environmental Health & Safety

The role and reporting structure of the Office of Environmental Health and Safety has been examined, and the decision was made to split the functions of the office and move them into existing areas that can best support their operation. The emergency management function has been moved to the Police Department with the functions of environmental health and occupational safety being moved to the Division of Facilities Management and Real Property. An Emergency Management Coordinator has been hired, and a search for another position in Environmental Health and Safety will take place soon.

Fraternity and Sorority Life

The tradition of membership in Fraternities and Sororities continues to be a positive influence on our students. Connections with students are developing at deeper levels, membership in our fraternities and sororities continue to provide motivation to excel academically. Spring 2014 saw more than half of our members completing 15+ credits and just over half of the population earned a 3.0 or better cumulative GPA.

From Fall 2013 to Spring 2014, the NPHC (National Pan-Hellenic Council, Historically Black Fraternities and Sororities) has nearly tripled in membership. All six of the on-campus NPHC groups successfully recruited new members and that community now numbers over 30 active members. Additional gains in the quality of the leadership effectiveness and levels of campus and local community service were also noted.

Toward the goal of recognizing the “off-campus Greek letter organizations,” Alpha Beta Psi finalized the process required by SGA for full recognition and will become a fully recognized sorority by the Longwood community in the fall of 2015.

Leadership and Service Learning

Important structural changes continue to be made to the four-year Joan of Arc Leadership program. To increase the experiential components, more opportunities for student presentations and reflection were added. At the Joan of Arc 2014 Spring Reception, 75 students were recognized for completing one of the four components of the program.

Students Engaged in Active Leadership (S.E.A.L.) hosted an extensive Anti-Bullying Campaign, and 72 returning and 14 new participants were matched with elementary and middle school students at Prince Edward County Schools through their Big Siblings Program.

Police Department

The movement into the Big South Conference brought with it additional security and control issues for all major athletic events. Most of the procedures required by the Big South were unanticipated and not previously performed as part of the University response to athletic events. However, at the conclusion of the winter athletic season, the Longwood Athletics Department acknowledged the successful contribution of the Police Department by awarding the first “Roy Nunnally Award” to Sergeant John Johnson for his dedication.

The Student Safety Organization, run by students, started out as an escort service for students after hours. However, it has become a significant component of the Longwood community policing effort. This organization has doubled in size and continues to grow as one of the noteworthy organizations that the Police Department oversees.

The Office of Integrated Security Systems (OISS) manages advanced technology in access control, video surveillance, and fire alarm monitoring. The use of WiQ card reader systems, which is a Wi-Fi based electronic door lock system, was implemented as a viable option to reduce installation costs and extend card reader availability into previously unattainable locations. The office oversees the entire video surveillance operation—investigations and new camera installations throughout the campus. The video surveillance operation has tripled in size, serving as an ultimate security multiplier of manpower. There are 535 electronic access points and 179 video cameras located throughout the University.

Residential and Commuter Life

Residential and Commuter Life (RCL) reviewed and revised their protocols for reporting incidents and events. Although RCL has noted a continued increase in the number of incidents and events that they have managed, these new systems have allowed staff to interact with students more effectively to ensure successful educational experiences.

Over 530 RA initiated activities, several campus wide activities, and over 70 educational and social programs were conducted by staff. A significant increase has been shown in the number of commuters programs in the Commuter Lounge.

Diligent work with campus partners has overseen the Commencement Housing program and has prepared the campus for the re-opening of Stubbs and the closing of the Cunninghams. RCL is prepared to house an incoming class of over 1100 new freshmen and 135 transfer students. Interest from returning students in Longwood managed housing continues to be strong, evidenced by the over 500 students who will be assigned to expanded spaces (rooms re-designated to accommodate additional occupants).

Student Conduct and Integrity

During spring semester 2014, the Office of Student Conduct and Integrity processed 106 student disciplinary cases. The cases were heard as follows: 31 by the Honor Board; 61 by the Conduct

Board, and 14 by Administrative Hearing Officers. As a result, 15 students were suspended and one student was expelled. Throughout the entire 2013-2014 academic year, 257 cases were heard, 24 students were suspended and two students were expelled. For comparison, 20 students were suspended and four students were expelled during academic year 2012-2013, and 275 total cases were heard. This difference demonstrates a 7% decrease in disciplinary cases in academic year 2013-2014 over that of 2012-2013.

The office also coordinated 33 Title IX violation investigations involving student allegations of sexual harassment, sexual misconduct, dating violence, domestic violence and/or stalking. This represents a substantial increase over the two investigations that were coordinated during the 2012-2013 academic year. Please note that the increase is a result of changes in what the University is required to investigate, not an increase in the total number of incidents. Regardless of the cause, in order to more effectively and proactively remediate these types of incidents, the Deputy Title IX Coordinators plan to develop and implement an advocate program designed to help students who have been affected by Title IX issues quickly and efficiently access the resources available to them on Longwood's campus and in the surrounding community.

University Center and Student Activities

Over 81 student organizations participated in another successful Spring Weekend which involved a number of cross-campus collaborations. Additionally, growing numbers of students, faculty, and staff were honored with the annual Citizen Leader Awards, and over 1,300 students enjoyed the pre-exam tradition of being served a Late Night Breakfast by faculty and staff.

Wellness Unit

The Wellness Unit had a successful year providing programs and education that offered wellness opportunities and healthy lifestyle choices to the students, faculty, and staff of Longwood University. All of the departments focus their efforts on providing lifelong wellness options and educating about self-care, personal responsibility, and choice.

The Health Center provides practical experience for nursing students as a sight for clinical rotations. The Counseling Center had three graduate interns and one undergraduate intern performing group and individual counseling and outreach. Campus Recreation and the Longwood Golf Course provide jobs and internships to nearly 100 students every year. All of these positions provide opportunities for students to learn about their potential career and highlight the outstanding relationship the Wellness Unit has developed with our partners in Academic Affairs.

With the resignations or retirement of three staff from the Health Center this spring and a new counselor and three new interns beginning in the Counseling Center in August, next year will bring some changes to the student wellness offices. Continuing to review operations and develop services to best meet the needs of campus will be the Wellness Unit's focus over the summer.



Facilities Management and Real Property

Richard Bratcher, Vice President

Highlights

- Updates on planning and construction status
- Campus impact planning and communications
- Early stages of next campus master plan

INTRODUCTION

Longwood's academic year culminated, as always, in successful graduation and pinning ceremonies. Facilities Management and Real Property personnel contributed significantly and consistently to the preparation for, and conduct of, these signature events. All areas of campus – from the reliable functioning of utilities and systems, to the presentation of the gorgeous campus and grounds – showed the results of the hard work and dedication of Facilities Division personnel. We are all proud of our campus and proud of Longwood University.

Capital projects are continuing to move forward nicely. As several major renovation projects approach completion, several more projects have entered the planning, design, or construction phases, with funding from the Commonwealth and other sources in good order (always mindful of the challenges that may be on the horizon for the Commonwealth's budget). Information about a number of our key projects is provided in the following paragraphs.

PROJECTS IN PLANNING AND DESIGN

Part 1 – Planning Phase

New Academic Building

This project will construct an approximately 42,000 gross square foot building in the historic core of Longwood University's campus. The new facility will be a multipurpose, adaptable building that will provide approximately 75% of the additional academic space requirement for Longwood's anticipated future enrollment in one cost-effective project. In concept, this new building will contain classrooms, laboratories, collaborative learning space, student research and inquiry space, the Center for Academic Faculty Enrichment, digital and distance learning facilities, other academic support space, and faculty offices.

refining the initial concept. Proposals have been received from construction management firms, and the selection of this team member should be completed by the end of June.

Student Success Center

The Student Success program is a major initiative at Longwood to increase institutional performance in the areas of student retention and graduation rates. Since Longwood's student success program was initiated, the first-time freshman retention rate has increased steadily.

Longwood's student support organizations have determined that the synergy created by housing related academic support activities in close proximity makes the activities more effective than they would be if operating alone. The clustering of these services will create a single destination where students can find support, answers, and referrals, thus creating a better learning environment and increasing the likelihood of students' long-term academic success. The Student Success Center project will construct a 25,000 square foot building that will enable Longwood to continue to improve student retention and graduation rates.

The design phase of this project continues to progress briskly. The Schematic Design drawings of the building were approved by the Bureau of Capital Outlay Management (BCOM) in March. The next set of drawings in the design process, Preliminary Design drawings, were submitted to BCOM in May, and BCOM's initial comments have been received.

University Center

A student activity center is an essential physical part of a university campus and an integral part of university life. Longwood prides itself on being a small residential university, and a student union therefore plays a central role in that environment. The proposed University Center will be a significant enhancement to student life activities. The central location places the building at the pedestrian crossroads of the campus. The increased space and new features will provide students with opportunities and amenities currently unavailable on campus. Longwood's new University Center will be commensurate with the best found at other universities, and will help improve student recruitment and retention.

This project is at the culmination of an extensive and inclusive planning phase, during which the scope (size), and preliminary exterior and interior designs were developed. The architect has produced initial floor plans for all three levels, and drawings of all four exterior elevations. The project is ready to begin the schematic design phase.

PROJECTS UNDER CONSTRUCTION

French Hall

The French Hall renovation project is nearing completion. While leaving the historic exterior of this building largely intact, the project provides a completely new interior structure. The use of the approximately 41,452 gross square foot building is being changed from residential and miscellaneous space into the University Technology Center, the Assessment and Institutional Research Office, and a radio and television education facility (Media Production Facility).

The renovation has been sensitive to the original High Street Lobby. Design attributes will be similar to the original structure and will feature the 90 year old salvaged floors. A new portico and entrance have been created on the south side of the building. This entrance opens onto a plaza and greenway. The greenway will be a pedestrian way connecting Brock Commons to the eastern edge of campus with improved access to the Landings and downtown.

Tenant move-in commenced in June, and completion of the surrounding site work is expected by the start of classes in August.

Stubbs Residence Hall

Stubbs Hall, completed in 1966, is the third of the 1960s-vintage residence halls on the western campus border, and had not been upgraded or renovated since its construction. Besides housing nearly 190 students, Stubbs is also a key component of Longwood's Greek life community, with 10 sorority chapter rooms and a large meeting room. The opportunity to remove Stubbs Hall from service for an entire academic year for a major renovation emerged in 2012, and the renovation commenced in May 2013.

The renovation of Stubbs Hall encompasses:

- Replacement of all mechanical, electrical, and plumbing systems
- Addition of air conditioning
- Replacement of the fire alarm system and addition of a fire sprinkler system
- Upgrade of all interior finishes
- A new common activity space
- A new meeting room
- A new common kitchen and a new laundry room
- A new Residence Education Coordinator apartment (ADA compliant)
- Reconfiguration and renovation of all chapter rooms
- Creation of ADA access to the north and east sides of the building
- Creation of six new ADA compliant rooms
- Replacement of windows and all interior and exterior doors
- Replacement of the elevator

Completion of the renovation project is anticipated in time for students to move in by the start of the Fall 2014 academic year.

Maugans Alumni Center

Blackwell Hall is one of the most historic and beloved buildings on Longwood's campus. It was the campus dining hall from 1920 until the very end of the 20th century, faithfully serving students, faculty, and staff of the institution known successively as the State Normal School for Women, the State Teachers College at Farmville, and Longwood College.

After Dorrill Dining Hall opened, Blackwell Hall commenced its journey into the 21st century with several stages of renovation that created an impressive conference and event facility. In August 2012, Longwood received authorization to proceed with design and construction of a new alumni center in the lower level. As the design of the Maugans Alumni Center neared completion, the opportunity emerged to enhance this strategically-located structure by simultaneously completing the renovation of the entire building. Incorporating the additional work during the Alumni Center project is an efficient and cost-effective approach to maximizing the capability of this iconic building to serve the Longwood community.

This project will create

- The Maugans Alumni Center on the ground level
- A two-level lobby and stairs connecting the ground and main levels
- A board room and a servery on the main level
- Three multi-use seminar rooms on the upper level
- A new elevator connecting all three levels, providing ADA access to all levels
- New south and west entrances
- A new truck unloading area
- New landscaping
- A new hardscape connecting Beale Plaza with the new French Plaza

Construction bids were received on February 18, 2014. Jamerson-Lewis Construction Company of Lynchburg, Virginia, was the winning firm and a Notice to Proceed was issued on March 24, 2014. Substantial completion of the project is anticipated in January 2015.

Willet Heating and Air Conditioning System Replacement

This project will replace the heating, ventilating, and air conditioning (HVAC) system in most areas of Willet Hall. Willet Hall opened in 1980, and contains the university's main gymnasium, a natatorium, classrooms, offices, human factors laboratories, athletic training areas, a dance studio, and locker rooms.

This is an extensive project that will affect nearly the entire building. Some HVAC ductwork will be replaced while the remaining ducts will be cleaned and repaired, and new air diffusers will be installed. Air handlers will be replaced or upgraded, and chilled and hot water piping will be replaced. Controls will also be upgraded. A screening wall will be constructed

around the natatorium's existing outside air handler to provide security, safety, and aesthetic improvements. Because of the extensive and invasive nature of this work, many ceilings and light fixtures will have to be replaced, and large areas of interior finishes will have to be repaired.

The equipment to be replaced, repaired, or upgraded by this project is original to the 34-year-old building, and is well past its expected useful life. The current HVAC system does not provide uniform air distribution, adequate temperature and humidity control, or responsiveness to changing load. Maintenance requirements are intensive, and repairs are frequent. The efficiency of the equipment and controls does not meet modern specifications, and therefore operating costs are higher than they would be if state-of-the-art equipment were in place.

This single consolidated project is much more cost-effective and efficient than several smaller individual projects. However, the downside to this approach is that the entire building must be vacated in order to accomplish the work, creating significant disruptions to academic, athletic, and general university and community activities. The Space and Real Property Manager and the Campus Impact Committee have responded with creative solutions to relocate offices, classrooms, and specialized teaching laboratories to other campus buildings and to the former Lumberyard retail facility near campus. The Capital Design and Construction Department has structured the work into phases, so that the areas with the greatest impact to academic and athletic programs will be completed and returned to use first. The main gymnasium is scheduled to be available for the start of classes in August 2014, with other areas returning to service sequentially through fall 2015.

PROJECT STATUS

Project	Project Start	Current Status	Projected Completion
University Technology Center (French)	August 2008	Construction Phase	Fall 2014
Stubbs Renovation	September 2012	Construction Phase	Fall 2014
Maugans Alumni Center	March 2012	Construction Phase	Spring 2015
Willett HVAC	September 2012	Construction Phase	Fall 2015
Sophomore Residence Hall	September 2013	Design Phase	Fall 2016
Student Success Center	August 2012	Design Phase	Winter 2016-2017
Additional Biomass Boiler	August 2013	Design Phase	Summer 2017
Upchurch University Center (Student Union)	August 2008	Design Phase	Fall 2017
New Academic Building	July 2013	Planning Phase	Summer 2018
Admissions Office	July 2013	Planning Phase	Summer 2018

CAMPUS IMPACT PLANNING

There are six construction projects occurring from 2014 to early 2015 that will have numerous impacts on campus operations. Following is an update of these projects:

- Construction of the Maugans Alumni Center began in March, 2014.
- Willett Hall closed after graduation, and installation of a replacement heating, ventilation, and air conditioning (HVAC) system began.
- The Hull roof replacement project began after graduation, and the Dorrill Dining Hall roof replacement project will begin in June.
- Cunninghams Residence Halls have closed and are being prepared for asbestos abatement and demolition.
- Construction of the Student Success Center is estimated to start in spring or summer 2015.
- Construction of the new Sophomore Residence Hall is estimated to start in late 2014 or early 2015.

University construction projects are evaluated by the Campus Impact Committee and its subcommittees. Once the concerns are identified the subcommittees develop solutions for any negative impacts.

The closure of Willett Hall has major impacts to the campus, specifically to Health, Athletic Training, Recreation, and Kinesiology Department (HARK). In addition to Campus Impact Committee meetings, personnel from HARK, Campus Planning and Development, and Capital Design and Construction Departments met regularly to resolve the numerous impacts and relocation of the HARK Department. The department was relocated the week after graduation in time for the first summer session classes that began on May 19th.

The Campus Impact Committee met in April to review the graduation schedule and ensure all negative impacts resulting from the construction of the Maugans Alumni Center were mitigated. At the May Campus Impact Committee meeting, the graduation committee chair reported that the campus impact preplanning efforts helped make graduation a pleasant experience for students and families. The roofing projects, Willett Hall HVAC installation, Blackwell renovation, and the preparation of the Cunninghams for demolition will impact summer activities and events, and student move-in. The committee reviewed these potential impacts; solutions are in place and will be closely monitored by the committee.

The President, Chief of Staff, Vice President for Strategic Operations, Vice President for Facilities Management and Real Property, and their staffs met to discuss the upcoming campus construction projects and various modes of communication to inform students, families, and the surrounding community. The university will plan a construction kick-off ceremony, offer presentations to various groups, and provide information to the Longwood University magazine, *Richmond Times-Dispatch*, and *Farmville Herald*.

DEVELOPMENT OF THE UNIVERSITY MASTER PLAN

The following **strategic guidance** for the development of a new University Master Plan was developed during the fall and winter of 2013, and validated during the December 2013 Board of Visitors meeting:

- The planning horizon should be 2025, but must also include consideration as far as 2039
- The plan should be comprehensive
- The target enrollment should be 6,000 students
 - The total number of students, including graduate students, taking classes on campus
 - Not including students taking on-line and distance learning classes
 - Some latitude in specificity and flexibility
- Longwood should retain its character as a strong residential community
- Longwood will be:
 - “The same, but better”
 - Sustainable
 - Timeless
 - A destination
 - A beautiful place with strong claims to peoples’ spirits that will survive in the long term
 - A place that fosters alumni affection and attraction to the campus
 - Linked to the town in a pedestrian-friendly manner
- Longwood should be a “key node” and an “engine for prosperity” for the local and regional community (must carefully define this role).

The following **key planning issues** were also developed:

- *The power of place in a changing higher education environment*
- *Tying together campus and town*
- *A campus community that draws professionals and families*
- *Becoming a destination*
- *Aspiring to athletic excellence*

On February 12, 2014, Longwood issued a Request for Proposals (RFP) for professional services to develop a University Master Plan; proposals were due March 17, 2014. Six architecture/engineering (A/E) firms submitted qualified proposals. A five-person selection committee evaluated the proposals and invited four firms to present their project plans in person at Longwood. The firm evaluated to be the most capable of meeting the RFP’s requirements and expectations was asked to submit a fee proposal. Negotiations with the selected firm are expected to be complete by the end of June. At that point, the university and its new planning partner will embark on a new and exciting venture into Longwood’s future.



Strategic Operations

Victoria Kindon, Vice President

Highlights

- Admissions numbers solid year-over-year
- Successful Facebook sweepstakes
- Alumni Relations partnering with Residential Life

The Division of Strategic Operations advances Longwood's mission by building and strengthening connections with students at every stage of their relationship with the university – as prospective students, current students and active alumni. The division works to nurture lifelong relationships through personal interactions and connections, supplemented by the careful analysis and application of data and state-of-the-art information technology. The division comprises of the offices of University Marketing and Communications, Information Technology Services, Alumni Relations, and Enrollment Management and Student Success. Highlighted below are a few of the recent activities and achievements each office has completed toward our mission.

ENROLLMENT MANAGEMENT AND STUDENT SUCCESS

New Unit to Further Help Students Stay on Track to Graduation

Continuing our efforts to increase retention and graduation rates, we have realigned our resources to provide strategic support to both students and academic advisors. With the beginning of the new fiscal year, the Academic and Career Advising Center will become the University Career Center and the academic advising of undeclared students will be moved to the Office of the Registrar.

The University Career Center will continue to assist students in exploring career options; searching for part-time jobs, summer jobs, internships and full-time positions; and researching graduate schools and the application process.

The Office of the Registrar, with the launch of Degree Works, is refocusing resources and creating a new unit—Degree Audit. Staff in this new unit will be working as facilitators to advise Longwood's undeclared students and build new partnerships with departments and advisors.

Admissions Update

FRESHMEN	As of May 31, 2013	As of May 30, 2014	YOY Comparison
Applications	4269	4578	Up 7%
Acceptances	3286	3327	Up 1%
Deposits	1138	1133	Even
Census Enrollment	1111	Goal 1100	

TRANSFERS	As of May 31, 2013	As of May 30, 2014	YOY Comparison
Applications	510	532	Up 4%
Acceptances	315	295	Down 6%
Deposits	181	185	Up 2%
Census Enrollment	220	Goal 180 - 200	

2014 Sophomore Fall Enrollment Projections

	2012 Freshman Class	2013 Freshman Class	<i>Steady Retention</i>	<i>Slight Retention Increase</i>	<i>Modest Retention Increase</i>	<i>Strong Retention Increase</i>
Freshmen Fall Enrollment	1007	1091				
Freshmen Spring Enrollment	920	1009				
Rising Sophomores Registered for Fall	869	954				
Sophomore Fall Enrollment	809	TBD	876	887	894	906
Retention %	80%	TBD	80%	81%	82%	83%

PUBLIC RELATIONS

Facebook Sweepstakes Successfully Drives Fans and Engagement

As part of an initiative to reach out to potential students and their parents, our team conducted a Facebook sweepstakes offering one lucky winner a campus tour with VIP accommodations. Successful in driving both page likes and engagement, the sweepstakes netted 1,657 total entries and drove more than 800 new page likes—more than quadrupling the average monthly rate of

new page likes. Of the entrants, 62 percent were prospective students or their parents. By developing an innovative prize package, the sweepstakes helped us connect and engage with an audience that has a genuine interest in the university. The winner was a prospective student from Bedford. Learn more: http://www.longwood.edu/2014releases_56448.htm.

How Can We Better Communicate with Incoming Students? The Answer Is a New and Improved *Answer Book*

A two-year collaborative effort among the offices of Enrollment Management and Student Success, First Year Experience and Public Relations resulted this spring in a completely overhauled student handbook. From organization to content to design, *The Answer Book* has been rethought and reconstructed. The new design is in the brand family of Longwood's recruitment materials, providing a consistent look and feel for prospective students from initial contact through enrollment. The Office of Public Relations designed and edited the publication, and allocated funds from the marketing budget to print additional handbooks for distribution to parents of incoming students, who previously have not received the publication.

Longwood Cited in *Washington Post* Article Regarding Tuition Increases

President Reveley was quoted in an April 17 Washington Post article about statewide tuition increases, noting Longwood's 2.1 percent cost increase was the smallest of any state college or university since 2001. The story was titled "U-Va.'s in-state price likely to rise 4.3 percent." The president was quoted as saying:

"We're just really intent on finding a way to keep costs for families under control. On a philosophical level, college is what makes the American dream possible. The simple fact is, it can't keep becoming more expensive, or it's not going to be affordable for the broad middle class."

INFORMATION TECHNOLOGY SERVICES

Network Infrastructure

Student Network

ITS successfully implemented Phase 1 of outsourcing the student network, focused on soliciting and reviewing proposals and then negotiating a contract to provide students a minimum of 10 MB of bandwidth, a significant increase over the 3 MB currently provided in the residence halls and apartments. We also redesigned the CATV lineup to provide same lineup to all locations and implemented an EAS (emergency alert system) that the university controls.

Phase 2, which should be complete by August 2014, involves wireless network coverage for residential buildings and apartments managed by the university.

Campus Network

We are redesigning the campus network to provide redundant core systems, allowing for quicker disaster recoveries and extra processing capacity for academic research endeavors.

User Support Services

Since Microsoft ended its support of XP effective April 8, 2014, we successfully upgraded more than 800 Windows XP machines to Windows 7 in the last six months. Upgrading the operating system was a time-intensive process that required us to physically touch each machine, back up files, load the new Windows 7 image and reload the backed-up files.

ALUMNI RELATIONS HIGHLIGHTS

Alumni Relations Partners with Residential Life

Alumni Relations is partnering with Residential Life on two projects. For fall semester, Alumni Relations will be providing Bulletin Boards in a Bag for RAs to use in their halls. Themes for the boards will be past and current Longwood traditions and the stories behind the names of campus buildings. The second project is a video featuring alumni reminiscing about their favorite traditions or memories. Similar to the popular Chi video created several years ago, this new video will be recorded and produced during the fall semester for release next spring.

Networking Breakfasts in Richmond

Alumni Relations partnered with the College of Business and Economics to host two professional networking breakfasts in Richmond in May. The first focused on alumni in real estate or associated businesses, and the second on alumni interested in advanced courses or master's degrees. We hope to continue this partnership in the fall by working with the Center for Financial Responsibility to offer an Alumni College on personal financial education.



Finance Overview

Historically, Longwood's operating budget and plan is presented to the Board of Visitors in the final quarter of the fiscal year. As the BOV has discussed through this fiscal year, it is advantageous for purposes of planning and perspective to review the capital budget and plan as well. Both operating and capital expenditures and planning are likewise coordinated appropriately with officials in Richmond.

The operating budget factors in approved rates for tuition and fees and contemplates \$112.4 million in expenditures in FY2014-15 --- \$65.1 million for education and general purposes and \$47.3 million for auxiliary purposes, with just over \$3 million in planned contributions to auxiliary fund balances.

The capital budget and plan describes a capital program that includes approximately \$150 million in active capital projects. In FY2014-15, \$23.6 million in capital expenditures are contemplated --- \$6.1 million in state general funds and \$17.5 in non-general funds.

As of this writing, a state budget has not been enacted in Richmond. The operating budget presented here has been assembled based on state funding levels in the Governor's 2013 proposed budget. It is not anticipated that funding levels for the University in a finalized state budget would differ materially (i.e. the difference would likely be less than 1% of total revenue). State funding for capital expenditures may vary more significantly, at least with regards to timing of funding. The University, along with all state institutions and agencies, would review appropriate budgeting and planning actions newly required pursuant to a finalized state budget, and bring any of a material nature to the BOV for consideration and action.



Operating Budget and Plan

LONGWOOD UNIVERSITY



OPERATING BUDGET AND PLAN FY 2014 – 2015

Table of Contents

Budget Summary.....	1
2014-2015 Actions of the General Assembly.....	3
2014-2015 Educational and General Program Priorities	4
2014-2015 Auxiliary Services Program Priorities.....	5
Graph Comparing FY 2014 to 2015 Total University Revenue.....	7
Graph Comparing FY 2014 to 2015 Total Revenue	8
Graph Comparing FY 2014 to 2015 E&G Revenue	9
Graph Comparing FY 2014 to 2015 E&G Expenditures	10
Graph Comparing FY 2014 to 2015 Auxiliary Revenue	11
Graph Comparing FY 2014 to 2015 Auxiliary Expenditures	12
Table 1: Revenue Summary	13
Table 2: Expenditure Summary.....	14
Table 3: Summary of Auxiliary Services, Income and Expenditures..	15
Table 4: Longwood University Foundation Support Summary	18
Budget Allocation Ratio.....	19
Instructional Budget per Student FTE.....	20
Debt Burden Ratio	21
Glossary.....	22
Longwood University Organizational Chart	

BUDGET SUMMARY

This section provides an overview of the University's 2014-2015 operating budget. Detailed budget information is provided in the supporting tables. Highlights of the proposed plan are presented below.

- The budget is based on assumptions related to enrollment projections, revenue calculations and expenditure estimates. Revenue calculations are based on the actual FY14 credit hours.
- E&G undesignated funds totaling \$235,681 are included in the budget assumptions.
- The budget contributes approximately \$3.0 million to fund balances in the Auxiliary Service programs. This fund balance contribution continues a long range planning strategy for the use of these resources to accomplish future initiatives in the Auxiliary area.
- Tuition and fees as approved for full-time Virginia undergraduates will increase by an average of \$240, a 2.12 percent increase. Tuition for Virginia undergraduates was increased by \$480, based on a thirty-credit-hour schedule. Tuition rates for in-state graduate, out-of-state undergraduate and out-of-state graduate students were increased to \$310, \$667 and \$858 per credit hour, respectively. In compliance with guidance set forth by the Governor and the General Assembly, auxiliary student fees and room and board charges may be increased to cover changes in inflationary costs, debt service expenses, and costs associated with base salary and benefit increases. Auxiliary fees have actually been decreased by \$240.
- The projected revenue budget for FY 2015 is \$115,451,040, which excludes \$4,547,842 in state appropriation for student financial assistance. The proposed expenditure budget for the total University is \$112,445,448. The budget reflects \$3,005,592 in planned contributions to auxiliary fund balances.
- The budget consists of two major components: the Educational and General Programs budget and the Auxiliary Services budget.
- The Educational and General Programs budget, which includes both general and nongeneral funding sources, is composed primarily of expenditures and revenues in the Instructional programs, as well as Sponsored Programs (grants and contracts). The total planned expenditures for FY 2015 are \$65,105,955.
- The faculty salary pool reflects a \$538,353 increase to fund new faculty positions. In addition, Longwood will contribute \$31,500 in FY 2015 to fund faculty promotions.

- The second major component of the University's total budget is Auxiliary Services, which includes activities such as student housing, dining services, parking and athletics. The proposed Auxiliary Services budget for 2014-2015 is \$47,339,493. A total of \$2,209,557 will be held in reserve for proposed debt service costs associated with the new University Center facility and residence hall renovations.

2014-2015 ACTIONS OF THE GENERAL ASSEMBLY

As of preparing this Operating Plan, the General Assembly has not yet adopted a budget for the biennium that begins July 1, 2014, and ends June 30, 2016. Due to a dispute over whether to expand Medicaid eligibility, the Senate and House of Delegates have yet to resolve their differences over the budgets each chamber passed before adjourning on March 8 without an agreement. As of June 12, 2014, the General Assembly has passed a budget but Governor McAuliffe has yet to take action on it.

This legislative budget impasse, coupled with the predicted budget shortfall, leaves Longwood and other state agencies in a precarious position. There is also disagreement over whether Governor McAuliffe has the authority to spend state money if no budget is passed by June 30 – something that is unprecedented in the State's history.

In lieu of the budget uncertainties at this time, this Operating Plan assumes General Fund support equivalent to funding provided in the Governor's December 2013 Budget Bill. The Budget Bill included:

- \$95,683 in FY 2015 and \$191,366 in FY 2016 in General Funds to hire additional student advisors to increase retention and graduation rates
- \$731,143 each year in General Funds to support the institution's approved six-year plan, consistent with the objectives of the Higher Education Opportunity Act of 2011
- Required reallocations of 2% each year (estimated at \$472,365) for strategies that serve to advance the objectives of the Higher Education Opportunity Act of 2011
- \$365,000 increase in undergraduate financial assistance
- \$599,263 in Equipment Trust Fund support
- Contingent bonus up to 2-3%, depending on employees' performance evaluation for full-time state employees, including faculty, on December 1, 2014

2014-2015 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2014-2015 Educational and General budget is based on the academic and personnel priorities of the University. After carefully examining the revenue projection for FY 2015, funds were allocated for strategic initiatives and fixed costs increases. The recommended expenditures include funds for the following:

• Nongeneral Fund Portion of Benefit Increases	\$ 677,771
• New Faculty Positions (7)	\$ 538,353
• Fixed Costs (Maintenance Contracts, Fuel)	\$ 404,629
• Estimated Nongeneral Fund Portion of One-Time Bonus	\$ 384,618*
• Full Year Cost of December Salary Increase	\$ 269,762
• Virginia Logistics Research Center	\$ 250,000
• President's Contingency	\$ 235,681
• Office of Student Research	\$ 196,000
• Student Success	\$ 95,683*
• Honor Grants	\$ 80,000
• FY15 Faculty Promotions	\$ 31,500

*Contingent upon provisions of final state budget

2014-2015 AUXILIARY SERVICES PROGRAM PRIORITIES

The University's 2014-2015 Auxiliary Services budget is based on the program priorities listed below. The budget reflects a total addition of \$3.0 million to fund balances in the next fiscal year. These reserves are provided within the auxiliary budget to accomplish the program initiatives for 2014-2015, and to continue a long-range reserve balance plan. The Board approved housing and dining rate increases on December 6, 2013. Undergraduate and Graduate comprehensive fees were approved March 29, and June 3, 2014 respectively.

Auxiliary Indirect Cost Rate

The Auxiliary Services operations are charged an indirect cost recovery rate for services provided by educational and general operations (such as payroll processing, purchasing, billing services and facilities administration). The auxiliary cost study is submitted to SCHEV prior to the beginning of each biennium. The indirect cost rate for the 2014-2016 biennium is 14.35 percent. This is a 1.52 percent decrease from the prior biennium.

Housing

Housing revenue will continue to provide funds for maintenance reserve projects in the residence halls, and will provide a reserve of \$581,391 for future debt service for major repair and renovation to the facilities.

Dining

Funds are provided for a contribution to fund balances that will be used to accomplish future initiatives including maintenance and repairs on the dining hall facility. In FY 2015, the projected fund balance contribution is \$645,055.

Athletics

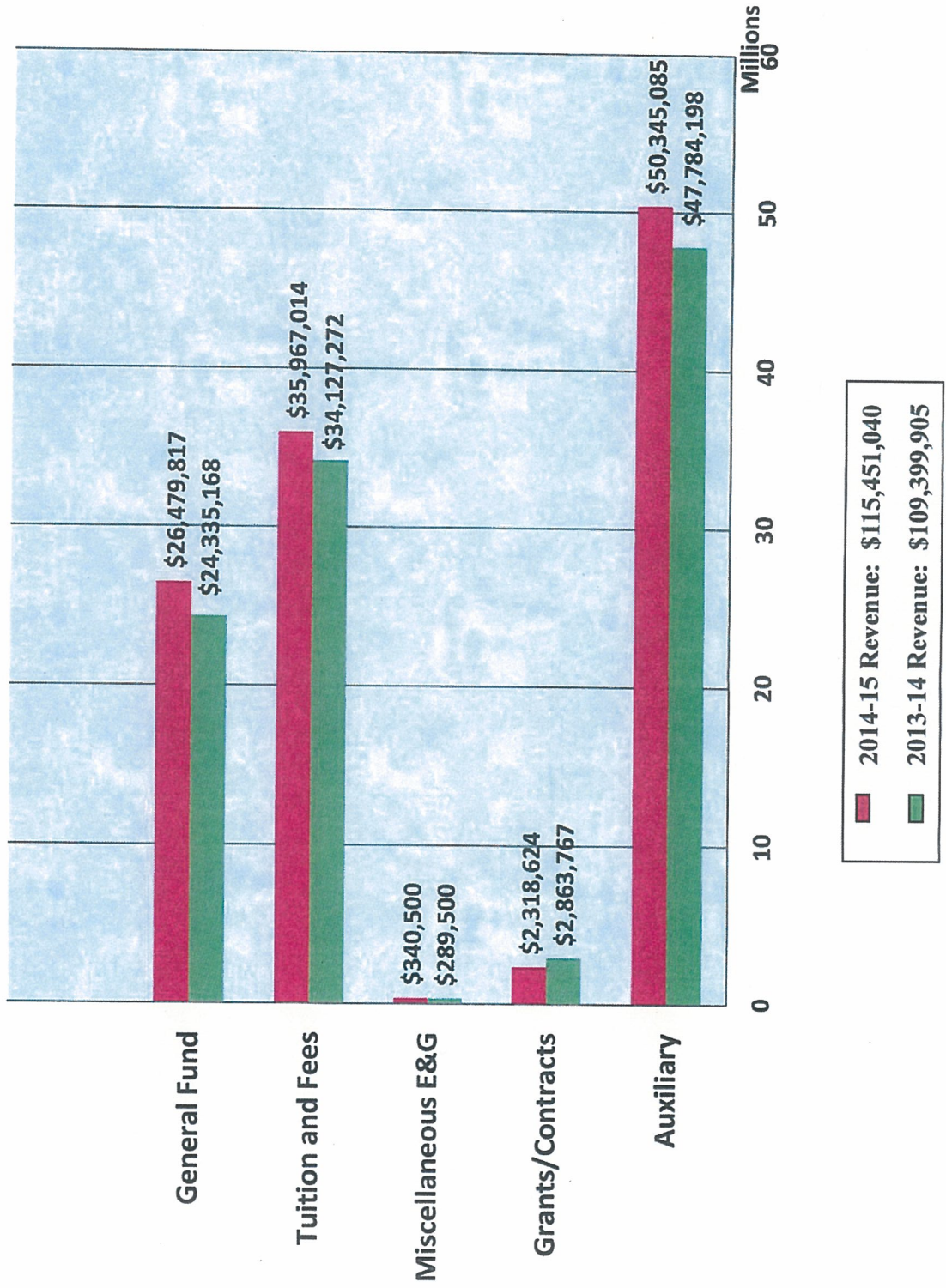
In an effort to lower the comprehensive fee attributed to athletics, athletic scholarships totaling \$161,819 have been transferred to the Longwood Foundation. This transfer has been offset with an increase in general auxiliary scholarship funding.

Comprehensive Fee Budgets

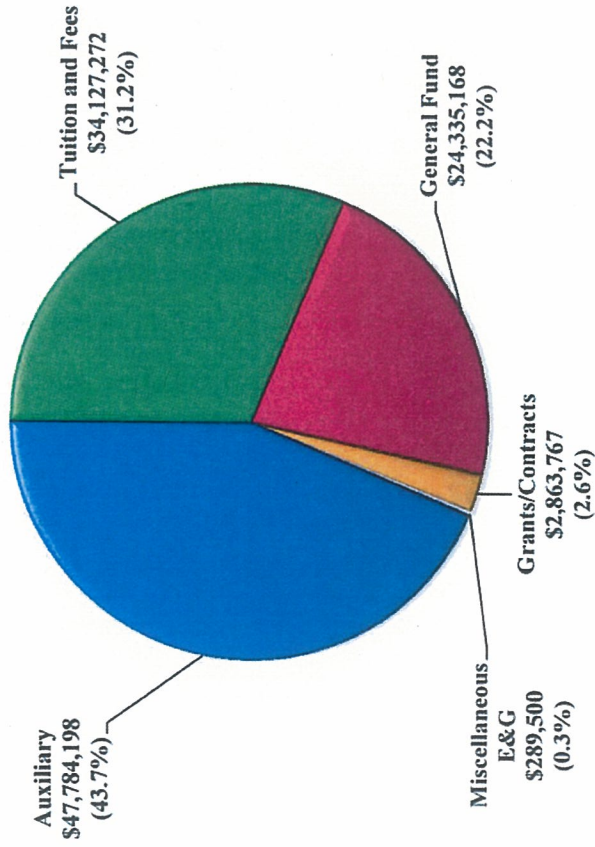
The comprehensive fee is used to support many auxiliary programs and services, including: intercollegiate athletics, recreation and intramural programs, the student union, student health and wellness services, the Farmville Area Bus services, debt service, and repair and maintenance on nongeneral fund supported facilities.

Comprehensive fee revenue will also provide funds for future debt service and contributions to fund balances that will be used to accomplish future initiatives. FY 2015 planned contributions total \$1,669,146. These reserves include \$1,628,166 for debt service and operating costs associated with the new university center facility.

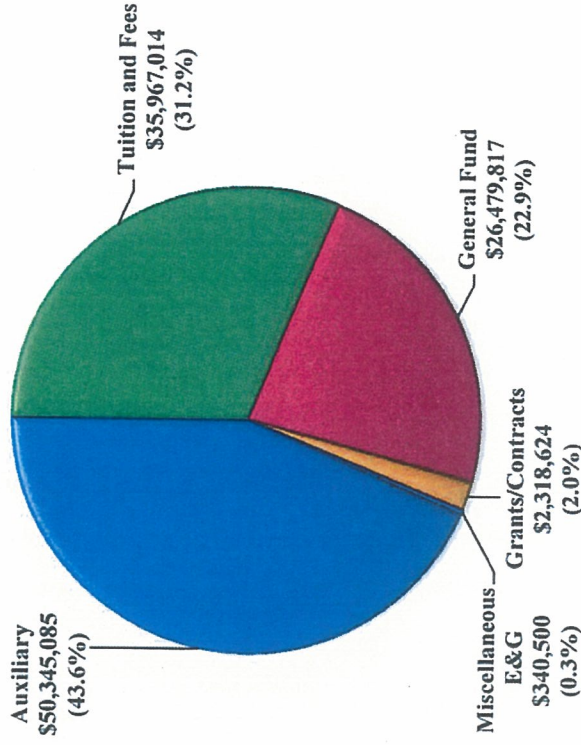
Total Revenue



Total Revenue Comparison By Category

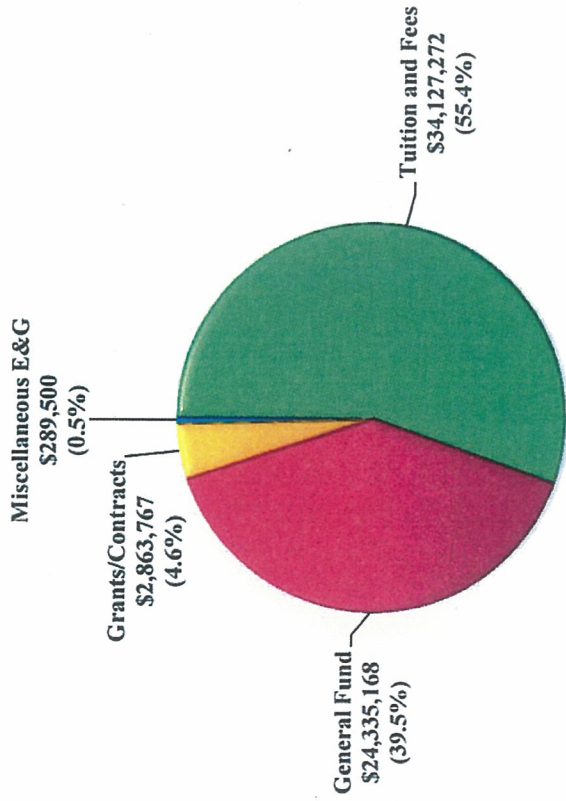


2013-14 Total Revenue: \$109,399,905

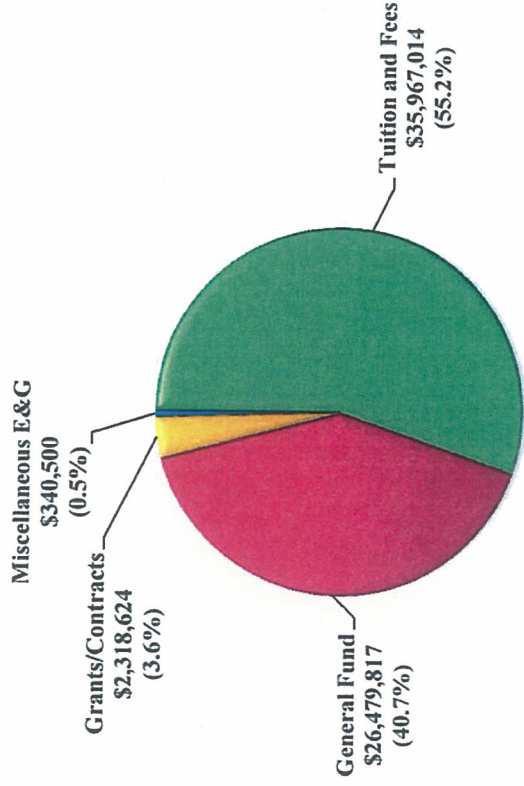


2014-15 Total Revenue: \$115,451,040

E&G Revenue Comparison By Category

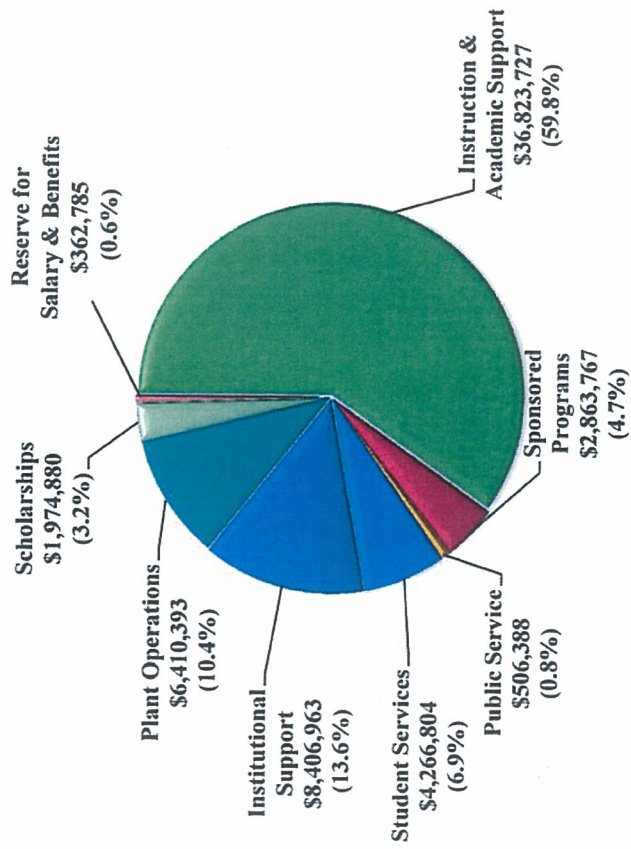


2013-14 E&G Revenue: \$61,615,707

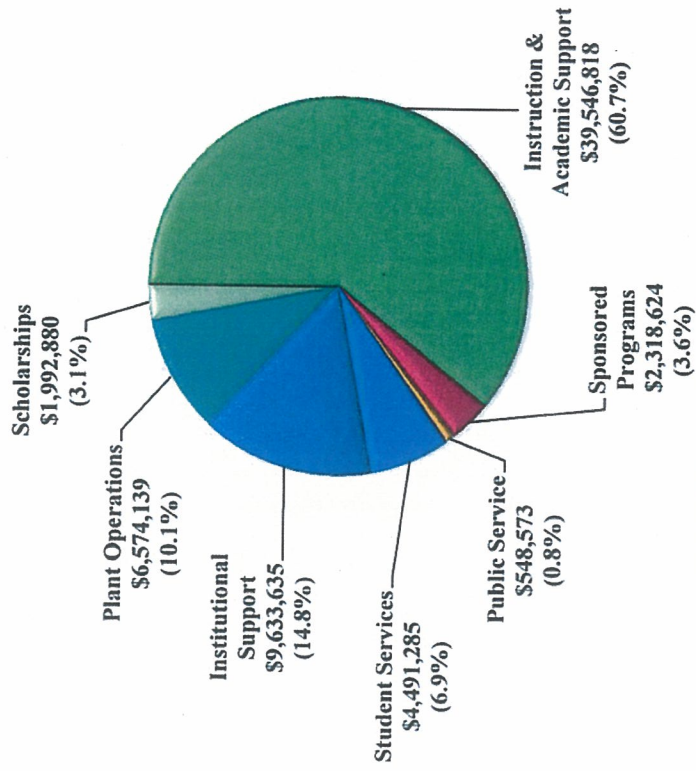


2014-15 E&G Revenue: \$65,105,955

E&G Expenditure Comparison By Category

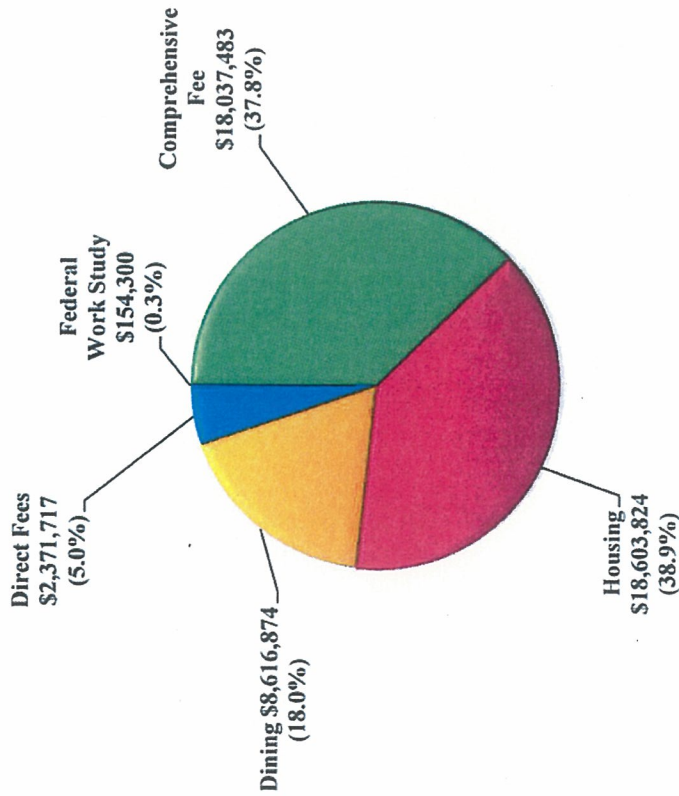


2013-14 E&G Expenditures: \$61,615,707

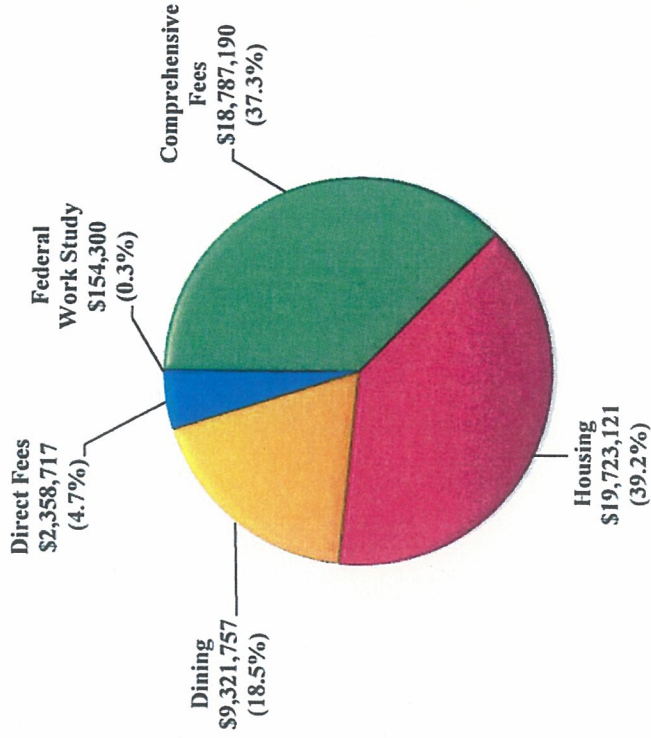


2014-15 E&G Expenditures: \$65,105,955

Auxiliary Services Revenue Comparison By Category

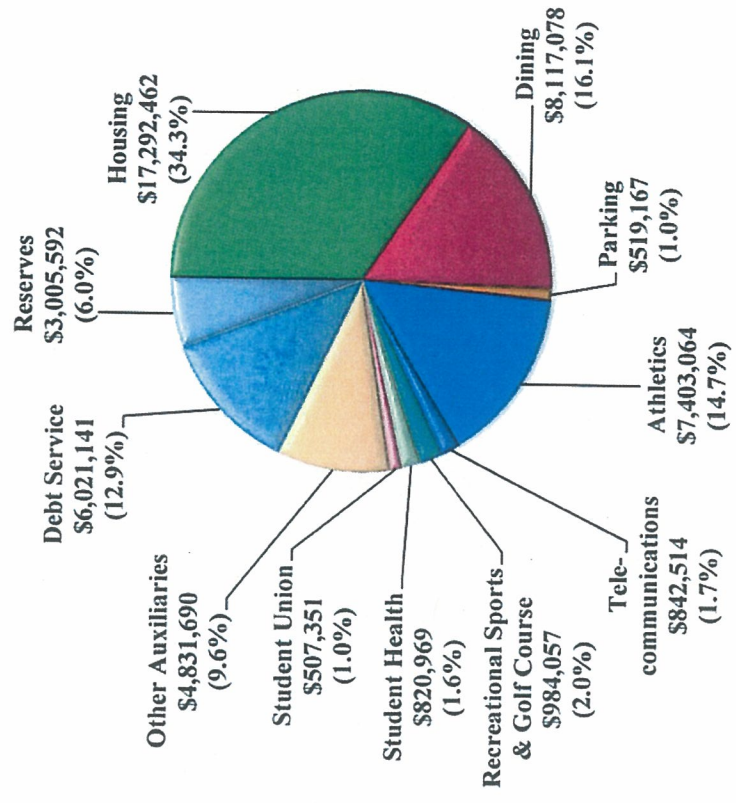


2013-14 Auxiliary Revenue: \$47,784,198

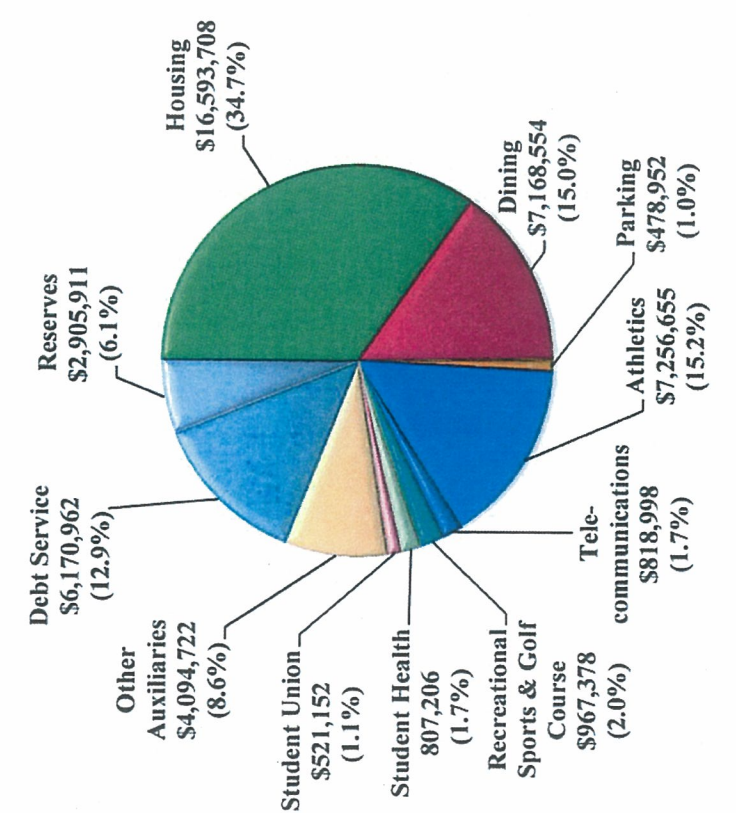


2014-15 Auxiliary Revenue: \$50,345,085

Auxiliary Services Expenditure Comparison By Category



2013-14 Auxiliary Expenditures: \$47,784,198



2014-15 Auxiliary Expenditures: \$50,345,085

**TABLE 1
REVENUE SUMMARY**

	Operating Data	
	Budget 2013-2014	Proposed 2014-2015
EDUCATIONAL AND GENERAL		
Tuition and Fees	34,127,272	35,967,014
Commonwealth Appropriations *	24,335,168	26,479,817
Federal Grants and Contracts	1,951,412	1,037,699
State/Local/Private Grants and Contracts	912,355	1,280,925
Other Sources	289,500	340,500
Total Educational and General	61,615,707	65,105,955
AUXILIARY ENTERPRISES		
Total Auxiliary Enterprises	47,784,198	50,345,085
INSTITUTIONAL TOTAL	<u>109,399,905</u>	<u>115,451,040</u>

*Appropriation excludes Higher Education Student Financial Assistance of \$4,182,842 in FY 2014 and \$4,547,842 in FY 2015. FY 2015 appropriation includes \$675,438 for estimated General Fund portion of benefit cost increases.

**TABLE 2
EXPENDITURE SUMMARY**

	Budget 2013-2014	Proposed 2014-2015
EDUCATION AND GENERAL		
Instruction	28,564,080	31,000,671
Sponsored Programs	2,863,767	2,318,624
Public Service	506,388	548,573
Academic Support	8,259,647	8,546,147
Student Services	4,266,804	4,491,285
Institutional Support	8,406,963	9,633,635
Plant Operation & Maintenance	6,410,393	6,574,139
Scholarships & Fellowships*	1,974,880	1,992,880
Reserve for Salary & Benefit Increases**	362,785	0
Total E&G Expenditures	61,615,707	65,105,955
AUXILIARY ENTERPRISES		
Expenditures	38,707,325	41,318,352
Transfers		
Debt Service (Mandatory)	6,170,962	6,021,141
Non-Mandatory		
Total Auxiliary Enterprises	44,878,287	47,339,493
INSTITUTIONAL TOTAL	106,493,994	112,445,448

*FY 2014 and FY 2015 exclude \$4,182,842 and \$4,547,842 respectively in Higher Education Financial Assistance from State Appropriations

** The first priority for revenue in excess of budget will be performance-based compensation increases.

**TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES**

	Budget 2013-14	Proposed 2014-15
RESIDENCE HALLS		
Direct Income	117,800	117,800
Income (Room Fees)	18,558,324	19,677,621
Expense	16,593,708	17,292,462
Debt Service (Mandatory)	1,803,713	1,733,691
Non-Mandatory Transfers	0	(187,877)
Net (Contribution to Fund Balance)	<u>278,703</u>	<u>581,391</u>
FOOD SERVICES		
Direct Sales	125,000	125,000
Income (Meal Plans)	8,561,874	9,266,757
Expense	7,168,554	8,117,078
Debt Service (Mandatory)	696,437	629,624
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>821,883</u>	<u>645,055</u>
BOOKSTORE		
Income (Sales and Contracts)	375,000	375,000
Expense	255,000	265,000
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>120,000</u>	<u>110,000</u>
ATHLETICS		
Income (Direct Sales and Services)	249,880	254,880
Student Fees	8,072,157	8,208,122
Expense	7,256,655	7,403,064
Debt Service (Mandatory)	1,065,382	1,059,938
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>0</u>	<u>0</u>
PARKING AND TRANSPORTATION		
Income (Direct Sales and Services)	650,000	618,000
Student Fees	163,273	236,926
Expense	478,952	519,167
Debt Service (Mandatory)	334,321	335,759
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>0</u>	<u>0</u>
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**TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES**

	Budget 2013-14	Proposed 2014-15
TELECOM SYSTEMS		
Income (Direct Sales and Services)	16,000	11,000
Student Fees	802,998	831,514
Expense	818,998	842,514
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>0</u>	<u>0</u>
STUDENT HEALTH		
Income (Direct Sales and Services)	5,500	5,500
Student Fees	801,706	815,469
Expense	807,206	820,969
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>0</u>	<u>0</u>
STUDENT UNION		
Income (Direct Sales and Services)	5,000	4,000
Student Fees	608,070	598,489
Expense	521,152	507,351
Debt Service (Mandatory)	91,918	95,138
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>0</u>	<u>0</u>
RECREATION AND INTRAMURALS		
Income (Direct Sales and Services)	36,000	36,000
Student Fees	1,854,594	1,849,401
Expense	697,259	708,054
Debt Service (Mandatory)	1,193,335	1,177,347
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>0</u>	<u>0</u>
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TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES

	Budget 2013-14	Proposed 2014-15
GOLF COURSE		
Income (Direct Sales and Services)	100,000	100,000
Student Fees	170,119	176,003
Expense	270,119	276,003
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>0</u>	<u>0</u>
CONFERENCES		
Income (Direct Sales and Services)	350,000	350,000
Student Fees	0	0
Expense	292,841	309,020
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>57,159</u>	<u>40,980</u>
OTHER AUXILIARY		
Income (Direct Sales and Services)	596,337	616,337
Student Fees	5,564,566	6,071,266
Expense	3,546,881	4,257,670
Debt Service (Mandatory)	985,856	989,644
Non-Mandatory Transfers	0	187,877
Net (Contribution to Fund Balance)	<u>1,628,166</u>	<u>1,628,166</u>
TOTAL AUXILIARY ENTERPRISES		
Income (Direct Sales and Services)	2,626,517	2,613,517
Student Fees	45,157,681	47,731,568
Expense	38,707,325	41,318,352
Debt Service (Mandatory)	6,170,962	6,021,141
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	<u>2,905,911</u>	<u>3,005,592</u>

TABLE 4

**LONGWOOD UNIVERSITY FOUNDATION
INSTITUTIONAL SUPPORT SUMMARY**

18

	2014-2015
Academic Affairs	91,776
Alumni Association	2,171
College of Business and Economics	4,757
Cook Cole College of Arts and Sciences	91,074
College of Education and Human Services	1,461
English and Modern Language Department	4,522
History and Political Science Department	513
Honors	57,460
Hull Springs Farm	18,460
Longwood Center for the Visual Arts	51,816
Library	2,936
Music Department	5,330
Sociology and Anthropology Department	1,019
	333,295

Budget Allocation Ratio

Fiscal Year	2012	2013	2014	2015
Instruction and Academic Support	55.38%	57.96%	59.76%	60.74%
Public Service	0.42%	0.83%	0.82%	0.84%
Student Services	6.97%	7.22%	6.92%	6.90%
Institutional Support	18.70%	14.39%	13.64%	14.80%
Operation and Maintenance of Plant	10.76%	10.69%	10.40%	10.10%
Student Aid	2.55%	2.59%	3.21%	3.06%
Sponsored Programs	5.22%	5.42%	4.65%	3.56%
Reserve for Salaries & Benefits		0.90%	.60%	0.00%
Formula	$\frac{\text{Expenditure Budget (by function)}}{\text{Total Educational \& General Expenditure Budget}}$			

Significance of Ratio

This ratio reflects the amount of expenditures, by function, as a percentage of total educational and general expenditures and mandatory transfers.

Major shifts in the various percentages may reflect a change in funding priorities.

Longwood University's Current Status

The allocation ratios for Longwood University show shifts over the last four years. The following contributed to changes in expenditure budgets:

- ❖ Instruction and Academic Support budgets increased primarily due to an additional \$980,685 allocated to the faculty salary pool for salary adjustments, the addition of seven new faculty positions, and associated benefits.
- ❖ Public Service growth was due to the creation of the "English as a Second Language" program.
- ❖ Institutional Support increased as a result of fixed cost increases and reorganization to improve retention and graduation rates.
- ❖ In total, Student Aid funding increased over the prior year; however, it decreased as a percentage of total budget.

Instructional Budget per Student FTE

Significance of Indicator

This indicator reflects the amount of funds expended for Instruction and Academic Support per each full-time equivalent student.

A dramatic change in the ratio signals a shift in the funding priorities of the institution. A significant change also can accompany an enrollment increase or decline.

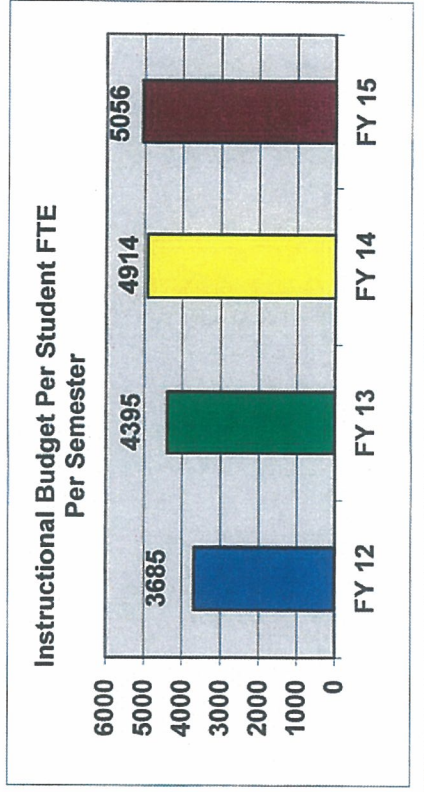
Longwood University's Current Status

In FY 2013 there was an increase of \$710. This increase is primarily due to five additional faculty positions and creation of the Virginia Logistics Research Center.

In FY 2014 an increase of \$519 is primarily the result of salary adjustments for faculty and staff, two additional faculty positions and continuation of funding for the Virginia Logistics Research Center.

In FY 2015 an increase of \$151 is primarily the result of seven additional faculty positions.

The total annual Educational & General budget per in-state FTE is \$14,296. This excludes the amount budgeted for Sponsored Programs and State Higher Education Financial Aid.



Source: SCHEV 2B Enrollment Projections – Fall and Spring Semesters (On and Off Campus)

Formula: Instruction and Academic Support Budgets
Fall and Spring Enrollment Projections

Debt Burden Ratio

Significance of Ratio

The debt burden ratio examines the University's dependence upon borrowed funds as a means of financing its mission. It compares the level of debt service with the institution's budgeted expenditures.

Formula:
$$\frac{\text{Debt Service}}{\text{Total Expenditure Budget}}$$

A level trend or a decreasing ratio over time indicates that debt service has sufficient coverage without impinging further on other functional areas. The standard for higher education is a maximum of 7 percent, meaning that current principal and interest expense should not be greater than 7 percent of the total budget.

Although the 7 percent level is an acceptable threshold, this percentage can range between 5 percent and 10 percent. The actual percentage will vary based upon the financial strength of the institution. Institutions with greater flexibility in allocating funds will be able to take on additional debt. Longwood participates in the State bond program which is based on fixed rates. Debt is not increased without budgeting an increase in funds available to pay the financial obligations.

In March 2007, the Board of Visitors approved an institutional debt ratio of up to 9 percent to facilitate the completion of nongeneral fund projects approved by the General Assembly.

Longwood University's Current Status

Longwood's Debt Service to Total Budgeted Expenditures is 5.35 percent for FY 2015. This calculation is based on scheduled debt payments for FY 2015, and total budgeted expenditures less reserves.

Longwood's actual FY 2013 debt burden ratio was 5.46 percent per audited financial statement data.

Glossary

Academic Support: Includes activities conducted to provide support services to the institution's three primary programs: instruction, research and public service. Examples include the library, deans, academic technology, academic service center and disability resources.

Appropriation: An expenditure authorization with specific limitations as to amount, purpose, and time; formal advance approval of an expenditure from designated resources available or estimated to be available.

Auxiliary Services: Activities within the University that exist to furnish goods or services directly or indirectly to students, faculty and staff. These activities charge fees directly related to, but not necessarily equal to, the cost of the service. Auxiliary services must be self-supporting.

Banner: Longwood's administrative information system that integrates Finance, Student and Human Resources modules within a single enterprise system.

Direct Sales (Auxiliary): Sales of auxiliary services, to include facility rental, bookstore income, parking decals/fines and recreation center memberships.

Educational & General (E&G): Term used to describe all operations related to the institution's educational objectives.

Full-Time Equivalent (FTE): A means for expressing part-time students or faculty as a full-time unit. The formula is generally based on credit hours. Example: An institution may define full-time as being twelve credit hours, so a student (or faculty member) taking (or teaching) three credit hours would then equal .25 FTE.

General Funds: Revenue received from the State from the collection of taxes, fees and other charges.

Grants and Contracts (Sponsored Programs): Sponsored program funds are generated through a grant or contractual agreement. Funds may be provided by state, federal, local or private entities. Sponsored program funds must be expended for the purposes outlined in the respective grant/agreement.

Indirect Costs: Fee charged to grants or contracts to pay for the use of University facilities, i.e., overhead.

Institutional Support: Activities whose primary purpose is to provide operational support for the day-to-day functioning of the institution, excluding physical plant operations. Examples include the President, Vice-Presidents, institutional research and assessment, administrative technology, public relations, financial operations, internal audit, human resources, and safety and security.

Instruction: Includes all activities that are part of the institution's instructional program, primarily all academic departmental operations.

Mandatory Transfers: Transfers arising out of (1) binding legal agreements related to the financing of the educational plant, such as amount for debt retirement, interest and required provisions for renewals and replacements of plant, not financed from other sources, and (2) grant agreements with agencies of the federal government, donors, and other organizations to match gifts and grants to loan funds and other funds.

Miscellaneous E&G Revenues: Includes non-general fund revenues derived from the sale of goods or services that are incidental to the conduct of instruction, research or public service. Examples include revenues from facility rentals, payment plan fees, administrative fees and indirect costs.

Non-General Funds: Tuition, fees, and all other funds not received from the State. This includes grants and contracts income.

Non-Mandatory Transfers: These transfers serve a variety of objectives such as moving monies generated in auxiliary enterprise fund groups to an E&G fund group or to a capital outlay fund group for use in providing project funding.

Operation and Maintenance of Plant: This category includes the operation and maintenance of the physical plant. It includes all operations established to provide services and maintenance related to campus grounds and facilities. It also includes utilities, insurance, facilities management, custodial services, sustainability and power plant operations.

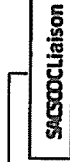
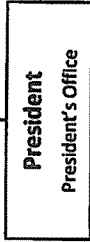
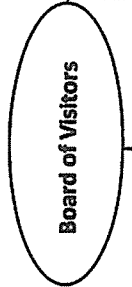
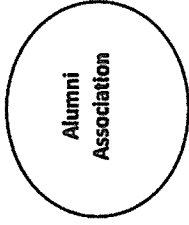
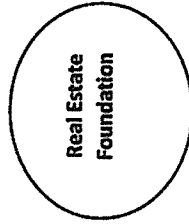
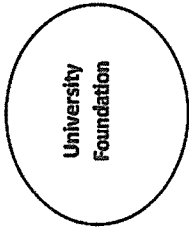
Public Service: Includes all funds expended for those non-instructional services established and maintained to provide services to the general community or special sectors within the community. Community service is concerned with making available to the public various resources and unique capabilities that exist within the institution. The Longwood Small Business Development Center is included in this category.

Restructuring: Legislation that allows institutions of higher education varying levels of decentralization in the areas of procurement, personnel and capital outlay while establishing commitments and performance measures for the institutions.

Student Fees (Auxiliary): Student dining, housing and comprehensive fees.

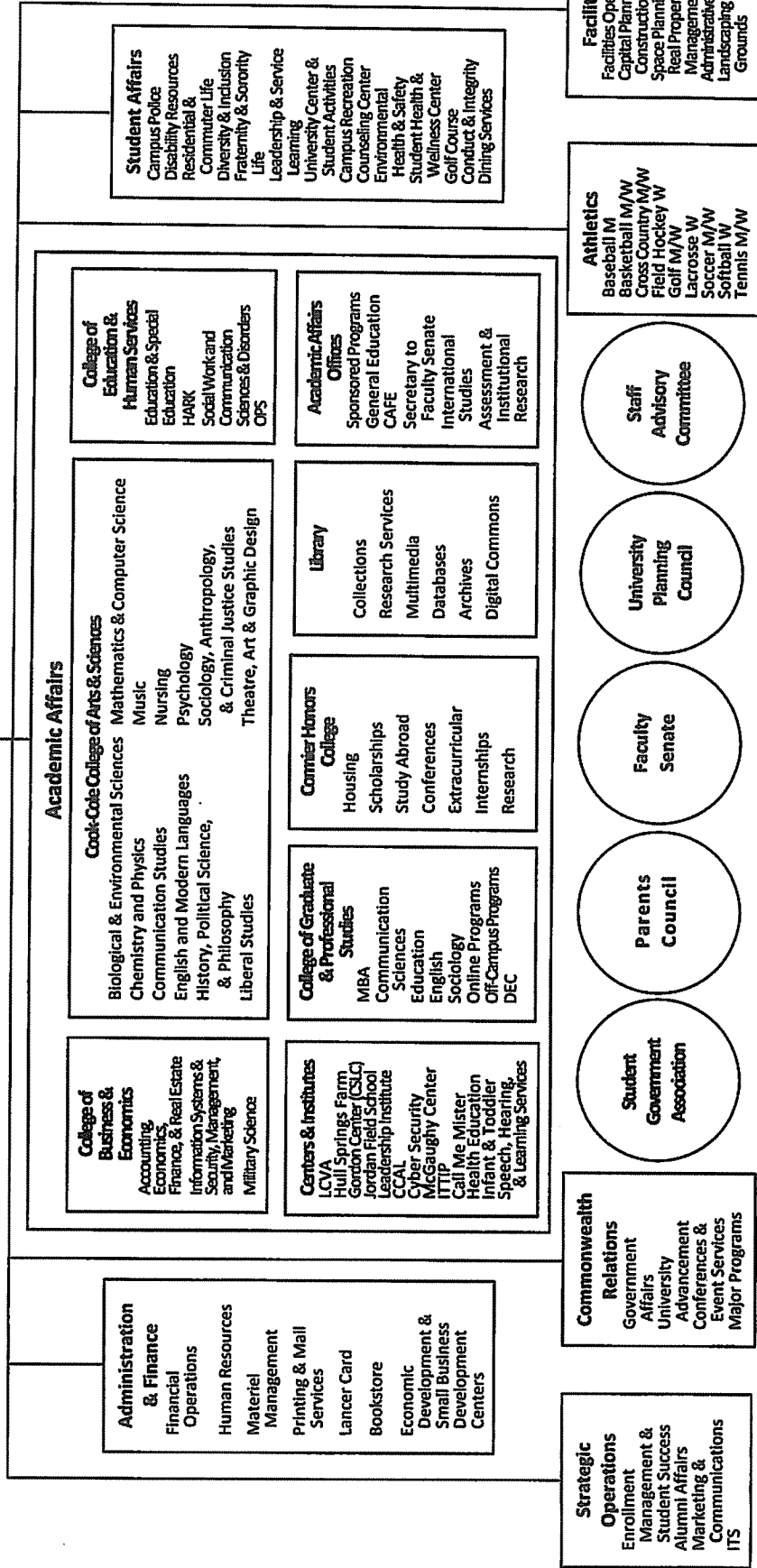
Student Services: Those activities whose primary purpose is to contribute to students' emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instruction program. Examples include academic and career advising, admissions, registration, financial aid and student success.

Tuition and Fees: Non-general funds that include all tuition and fees assessed against students for current operating purposes. Fees include application fees, registration fees, course fees and on-line fees.



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

- Rector
Marianne Radcliff
- Vice Rector
Judi Lynch
- Secretary
Ron White
- President
Taylor Reveley
- Vice Presidents-
Provost &
Academic Affairs
Ken Perkins
- Administration &
Finance
Ken Copeland
- Commonwealth
Relations
Brenda Atkins
- Facilities
Dick Bratcher
- Strategic
Operations
Victoria London
- Student Affairs
Tim Pierson
- Athletics Director
Troy Austin
- Chief of Staff
Justin Pope
- Academic Deans-
Arts & Sciences
Chuck Ross
- Business &
Economics
Paul Barrett
- Education &
Human Services
Paul Chapman
- Graduate &
Professional
Studies
Jeanine Perry
- Honors College
Alix Fink
- Library
Suzy Palmer





Capital Budget and Plan

CAPITAL BUDGET AND PLAN

Components of the Budget

Longwood University's capital program is built based upon periodic master planning, development of 6-year capital plans, facilities condition assessments, and annual reviews of deferred maintenance priorities. Subsequently, project plans and budgets are developed based upon estimates of the resources required to complete specific projects envisioned in the plans. Project cost thresholds of \$25,000 and \$1.0 million are used by the Commonwealth to delineate routine operating maintenance, capital maintenance/improvement projects, and capital outlay projects.

As defined by the Commonwealth of Virginia, capital outlay projects typically include:

- The acquisition of real property regardless of cost;
- New construction projects with a total project cost exceeding \$1.0 million;
- Improvements, renovations, repairs, replacement, equipment, maintenance, or combination projects for a single building with a total project cost exceeding \$1.0 million, as well as;
- Umbrella or blanket projects that encompass multiple similar smaller projects in more than one facility or the purchase of multiple pieces of property, where the total cost exceeds \$1.0 million.

Capital outlay projects require the specific approval and appropriation of funds by the General Assembly, regardless of the source of funding. As of Fiscal Year 2015, requests for capital outlay appropriations will be made on an annual basis, rather than a biennial basis.

Capital projects whose total costs fall between \$25,000 and \$1.0 million typically include:

- Modifications to facilities, grounds, and infrastructure to improve programmatic effectiveness and aesthetics as well as operating and energy efficiencies;
- Planned replacement or maintenance of building and infrastructure components, and;
- Maintenance to building and infrastructure components that has been deferred due to shortfalls in normal Operations & Maintenance (O&M) resources.

Individually, these projects do not require the specific approval and appropriation of funds by the General Assembly. As of Fiscal Year 2015 projects of this type funded by the Commonwealth of Virginia Deferred Maintenance Program no longer require Department of Planning and Budget approval.

Funding Sources

General Fund (GF) Appropriations

Capital Outlay Projects

The Commonwealth of Virginia funds capital outlay projects through a pool process. Rather than funding projects individually, they are included in pools of funding provided for various stages of capital development across the Commonwealth. Project costs are reviewed at various stages of design and development. The actual project budget and funding level is set

at the end of preliminary design, prior to the development of the construction or working drawings.

Deferred Maintenance Projects

The Commonwealth of Virginia provides funding to address deferred maintenance on facilities and infrastructure supported by Educational & General (E&G) funds. Biennially, the General Assembly appropriates a blanket deferred maintenance project for each agency to address such maintenance.

Non General Fund (NGF) Appropriations

Agencies may fund capital outlay projects with Non General Funds. These projects can be funded either by cash reserves, philanthropic sources or through bond funding. All NGF capital outlay projects require an appropriation. NGF capital projects that fall between \$25,000 and \$1.0 million do not require an appropriation.

Operating/Reserve Funds

Agencies may fund capital projects with operating funds. As indicated previously, these projects fall between \$25,000 and \$1.0 million. Typically, GF projects will be limited to the fiscal year since those funds may revert to the Commonwealth of Virginia's general fund. NGF projects may be funded either from O&M funds or from reserves. Reserve funded projects can cross fiscal years. Projects funded through the Real Estate Foundation (REF) are typically supported through operating leases and management agreements funded by annual operating funds.

Capital Activity

Active Projects

At present, Longwood's capital program includes approximately \$150 million in active capital projects. Capital outlay projects total approximately \$142 million which is comprised of about \$30 million in fully funded GF projects, \$47 million in GF pool projects, \$49 million in NGF projects, and \$16 million in REF funded projects. Capital improvement and maintenance projects total approximately \$8.5 million which is comprised of about \$2.1 million in GF funds and \$6.5 million in NGF funds.

Capital Outlay Projects

Project Title	General Fund	Non-General Fund	REF Funding	Total Project Cost
Fully Funded				
Renovate Blackwell Hall (Alumni Center)		\$4,239,027		\$4,239,027
Emergency Preparedness – Generators		\$2,013,000		\$2,013,000
Stubbs Renovation		\$10,000,000		\$10,000,000
Modernize Heating Plant Phase 3 (steam lines)	\$1,961,000	\$1,152,000		\$3,113,000
Asbestos Abatement	\$2,332,000			\$2,332,000
ADA Accessibility	\$1,437,000			\$1,437,000
University Technology Center	\$20,633,174			\$20,633,174
University Center		\$30,000,000		\$30,000,000
Replace Willett HVAC System	\$2,988,000	\$830,000		\$3,818,000
Pool Funded (Estimates Only)				
Construct Student Success Center (PD only)	\$10,839,000			\$10,839,000
Additional Biomass Boiler (PD only)	\$1,763,000	\$1,037,000		\$2,800,000
Construct Admissions Office (SD only)	\$10,012,000			\$10,012,000
Construct New Academic Bldg (SD only)	\$24,761,000			\$24,761,000
Real Estate Foundation				
New On Campus Residence Hall			\$16,000,000	\$16,000,000
Totals	\$76,726,174	\$49,271,027	\$16,000,000	\$141,997,201

Improvements & Capital Maintenance Projects

Project Title	General Fund	Non-General Fund	Total Project Cost
Repair Greenhouse Chichester	\$45,000	\$0	\$45,000
Replace Roof Coyner	\$150,000	\$0	\$150,000
Replace Coyner HVAC	\$650,000	\$0	\$650,000
Cunninghams Stabilization	\$0	\$72,200	\$72,200
Curry/Frazer Renovations	\$0	\$4,000,000	\$4,000,000
Upgrade HVAC Controls Curry and Frazer	\$0	\$40,000	\$40,000
Replace Roof Dorrill Dining Hall	\$0	\$750,000	\$750,000
Replace Heat Pumps Dorrill Dining Hall	\$0	\$9,925	\$9,925
Replace Exterior Lights	\$60,000	\$0	\$60,000
Hardy House Repairs	\$151,000	\$204,000	\$355,000
Replace Roof Hull	\$250,000	\$0	\$250,000
LCVA Chiller	\$0	\$175,000	\$175,000
Library Archives Room	\$0	\$150,000	\$150,000
Parking	\$0	\$450,000	\$450,000
Repair Longwood B&B Porch Roof	\$0	\$35,400	\$35,400
Replace Windows Maugans Alumni Center	\$189,492	\$0	\$189,492
Replace Elevator Maugans Alumni Center	\$544,182	\$0	\$544,182
Repair Cornice and Gutters South Ruffner	\$0	\$466,000	\$466,000
Replace Steam Valve and Shower Pans Tabb	\$0	\$71,000	\$71,000
Replace Willett Gym Lights	\$44,250	\$44,250	\$88,500
	\$2,083,924	\$6,467,775	\$8,551,699

Planned Projects

Capital Outlay Projects

Longwood University was notified by the Department of Planning and Budget (DPB) on May 23rd that agencies must submit updates to their six-year capital outlay plan for 2014-2020 to DBP by June 27th. A prioritized list of capital projects has been formulated, based on the 2020 Campus Master Plan. The President's Executive Steering Council has considered this list, and will submit it to DBP by June 27th. The project list, in priority order, is as follows.

2014-2020 Six Year Capital Plan				
2014-2016				
Priority	Description	GF	NGF	Total
1	Appropriation of additional funds to construct the University Center	\$0	\$5,241,000	\$5,241,000
2	Additional Biomass Boiler - Request to proceed to construction phase	Pool Project - approved thru Detailed Planning		
3	Student Success Center - Request to proceed to construction phase	Pool Project - approved thru Detailed Planning		
4	Construct New Academic Building - Request to proceed to detailed planning	Pool Project - approved thru Preliminary Planning		
5	Construct New Admissions Office - Request to proceed to detailed planning	Pool Project - approved thru Preliminary Planning		
6	Renovate the 35,273 gsf Lankford building for the Student Services Center	\$14,483,000	\$2,759,000	\$17,242,000
7	Construct a 69,322 gsf Physical Plant Building for Facilities Management Division and Materiel Management Department	\$30,333,000	\$0	\$30,333,000
8	Renovate the 9,817 gsf South Tabb Hall for the College of Graduate and Professional Studies	\$6,794,000	\$0	\$6,794,000
9	Improvements: Building Efficiency -Campus-wide project to reduce steam, electricity, and water consumption in campus buildings	\$4,694,000	\$2,210,000	\$6,904,000
10	Construct a new Longwood Police Dispatch Center	\$1,803,000	\$0	\$1,803,000
Total Additional Project Values Requested 2014-2016		\$58,107,000	\$10,210,000	\$68,317,000
2016-2018				
Priority	Description	GF	NGF	Total
11	Renovate the 70,890 gsf Greenwood Library building	\$22,963,000	\$0	\$22,963,000
12	Renovate the 18,300 gsf Coyner Hall for the College of Business and Economics	\$6,028,000	\$0	\$6,028,000
13	Construct a 500 seat Performing Arts Center with rehearsal facilities and additional Music Department space	\$28,389,000	\$0	\$28,389,000
14	Implement a consolidated campus-wide storm water management project to control storm water runoff	\$3,517,000	\$0	\$3,517,000
Total Additional Project Values Requested 2016-2018		\$60,897,000	\$0	\$60,897,000
2018-2020				
Priority	Description	GF	NGF	Total
15	Renovate Old Heating Plant -Remove existing equipment; install a central water chilling system for north and central campus buildings	\$11,273,000	\$13,779,000	\$25,052,000
16	Expand and renovate Bristow building to house University Police, EHOS&EM, Human Resources, and others (18,000 gsf renovation and 12,000 gsf addition)	\$12,850,000	\$0	\$12,850,000
17	Renovate existing Wygal Hall structure (24,961 gsf) for Music Department	\$11,591,000	\$0	\$11,591,000
Total Additional Project Values Requested 2018-2020		\$35,714,000	\$13,779,000	\$49,493,000
Six Year Capital Plan Total 2014-2020		\$154,718,000	\$23,989,000	\$178,707,000

Capital Improvement Projects, Maintenance Projects & Master Planning

Over the years, a number of a capital improvements and maintenance projects have been identified both as a part of facilities assessments and the emergence of unforeseen conditions. There are a number of these projects that need to be addressed over the next year. These include projects in our E&G buildings, Auxiliary buildings, and those that are split funded.

The proposed 2014-2016 biennium budget before the General Assembly includes \$961,226 per year in funding to address capital maintenance for each year. Longwood currently has a remaining balance of approximately \$199,000 in funding in the 2012-2014 biennium.

During FY 2015, there is a need for approximately \$3.17 million in funding for capital maintenance projects and the new master plan. GF Maintenance Reserve funds will support \$1.09 million of the project costs. The remaining will be NGF supported projects. A number of these projects will cross fiscal year boundaries. The projects include repairs to life safety systems, auxiliary buildings, athletic facilities, residence halls and the new master plan.

FY15 & FY16 Planned Improvement and Maintenance Projects	GF	NGF	Project Total
Replace Willet Gym Lights	\$0	\$44,250	\$44,250
Tabb Steam Valve & Shower Plan Replacement	\$0	\$71,000	\$71,000
Alumni House Porch Roof Repairs	\$0	\$35,400	\$35,400
Hardy House Exterior Painting & Window Repair	\$0	\$30,000	\$30,000
Curry/Frazer Controls	\$0	\$40,000	\$40,000
Refinish Tennis Courts	\$0	\$40,000	\$40,000
Refinish Willett Gym Floor	\$0	\$65,000	\$65,000
Replace Backstop @ Baseball Field	\$0	\$200,000	\$200,000
Replace LaCrosse/Field Hockey Turf	\$0	\$1,125,000	\$1,125,000
Study Dorrill Heat Pumps	\$0	\$9,925	\$9,925
Repair/Replace HVAC Controls Campus Wide (E&G)	\$600,000	\$0	\$600,000
Sidewalk Repairs(Ready to Bid)	\$60,000	\$0	\$60,000
Replace Greenwood Library Chiller	\$350,000	\$0	\$350,000
Repair Lancaster Clock Tower-Clock and Tower	\$110,000	\$0	\$110,000
Replace Window and Exterior Doors Coyner	\$290,000	\$0	\$290,000
Repair Roof Cornice and Gutters Stevens Hall	\$30,000	\$0	\$30,000
Replace Roof Old Heating Plant	\$285,000	\$0	\$285,000
Replace Roof Bristow Building	\$70,000	\$0	\$70,000
Replace Refrigerant Leak Detection Systems	\$25,000	\$0	\$25,000
Stevens McCorkle Retro -Commissioning	\$75,000	\$0	\$75,000
Design Only- Wygal Structural	\$25,000	\$0	\$25,000
Stabilization South Tabb	\$130,000	\$10,000	\$140,000
Replace Hardy House Facia and Rafters-(Split Funded-71% E&G)	\$63,900	\$26,100	\$90,000
Iler Roof Replacement (Design Only)	\$0	\$40,000	\$40,000
Study- Replace Electrical Service Tabb	\$0	\$40,000	\$40,000
Upgrade Irrigation System	\$0	\$45,000	\$45,000
Hardy House Interior Repairs	\$0	\$55,000	\$55,000
Replace Balustrades Lankford Hall	\$0	\$120,000	\$120,000
Lankford Fire Panel	\$0	\$112,000	\$112,000
Replace Graham Roof-(Split Funded-68% E&G)	\$214,200	\$100,800	\$315,000
Hardy House Exterior Repairs	\$0	\$243,000	\$243,000
Master Plan	\$0	\$1,000,000	\$1,000,000
ARC Hot Water Tank & Water Line	\$0	\$177,000	\$177,000
Replace Hot Water Tank and Repair Water Line ARC	\$0	\$177,000	\$177,000
Replace Fire Alarm Panels Curry & Frazer	\$0	\$350,000	\$350,000
Totals	\$2,328,100	\$4,156,475	\$6,484,575

Anticipated Annual Capital Expenditures

While, GF projects represent approximately \$77 million of Longwood's \$150 million capital program, current anticipated annual capital expenditures will be predominantly for NGF projects over the next couple of years. Two of the active GF projects, the University Technology Center and Replacement of the Willett HVAC System, are coming to completion. The \$47 million GF pool projects are still in design phase. Funding for construction of these projects will be determined in the Spring 2015 session of the General Assembly. In the event that one or more of our projects are advanced to the next phase, then the anticipated GF expenditures for FY16 and beyond will increase. Current estimates for anticipated annual expenditures are reflected in the following table.

Project Type	FY15	
	GF	NGF
Capital Outlay Projects	\$5,134,642	\$15,397,639
Capital Improvement and Maintenance	\$1,053,900	\$2,116,275
Total Anticipated Expenses	\$6,188,542	\$17,513,914