

**LONGWOOD UNIVERSITY  
BOARD OF VISITORS**

**September 13, 2024**

**Minutes**

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

**Call to Order**

The Longwood University Board of Visitors met on Friday, September 13 at Stallard Board Room. The meeting was called to order at 10 a.m. by Rector Ron White.

Members present:

Ron White  
Jeff Nottingham  
Fabiola Carter  
Vellie Dietrich-Hall  
Kathleen Early  
Charles Fagan  
Ricshawn Adkins Roane  
David Rose  
Brian Schmalzbach

Members joining remotely:

Kristie Proctor  
Kathryn Roberts

Also present:

President W. Taylor Reveley IV  
Tim Hall, Director of Athletics  
Courtney Hodges, Vice President for Institutional Advancement  
Lara Smith, Provost and Vice President for Academic Affairs  
Matt McGregor, Vice President for Administration and Finance  
Jennifer Green, Vice President for Strategic Operations  
Cameron Patterson, Vice President for Student Affairs  
Justin Pope, Vice President and Chief of Staff  
Matthew McWilliams, University Spokesperson and Deputy to the President  
Cameron O’Brion, University Counsel

Tammy Byrd Jones, President Longwood University Foundation  
Chris Tunstall, President Longwood Alumni Association  
Lisa Kinzer, Faculty Representative  
Neil Miller, President SGA

### **Rector's and President's Welcome**

The Rector welcomed the Board and stated that Longwood's "purpose and mission is to serve the families that have entrusted their young men and women to us, to enlighten them, to educate them, to develop them, so when they leave this place they are what we want them to be, they are citizen-leaders." That mission is particularly important for first-generation college students and immigrant families. He said this charge carries great responsibility, but is an honor and a responsibility.

He welcomed and introduced the new members of the Board, who provided brief remarks further introducing themselves and their backgrounds. The Rector thanked all members for their time and commitment in honoring the governor's request to serve.

Larissa Smith introduced Khawaja Mamoun, new dean of the College of Business and Economics. Tim Hall introduced three new coaches in the Athletics program – Charlotte Clark (men's and women's tennis); Dwayne Hicks (women's lacrosse), and Ray Noe (baseball), who each provided further introduction and gave a brief overview of their goals and coaching philosophy.

### **Consent Agenda and Approval of the Minutes**

The Rector noted that several informational edits have been submitted by board members to the minutes of the previous meeting, to reflect questions that were asked at the previous meeting and make a correction to the voting roll call.

Brian Schmalzbach said he believes the proposed changes to the Freedom of Expression policy are welcome but requested consideration of short additional language regarding the section on disruption to clarify there is no intention to impact uncomfortable topics or conversations that faculty or students may raise in classrooms. He proposed language stating that the policy could only apply in instances of "material or intentional disruption." President Reveley noted the language had been carefully crafted in consultation with the Attorney General's office and asked Cameron O'Brion to comment. He stated examples in the language provide guardrails but had no objection to the clarification.

The rector asked for a motion to approve the minutes, as updated to reflect the corrections submitted as noted above, and the Consent Agenda, with the Freedom of Expression policy modified to reflect language that it concerns disruptions that are "material or intentional." Vellie Dietrich-Hall asked for a motion to approve, Ricshawn Roane seconded and the motion was approved unanimously.

## President's Welcome

President Reveley noted the recent anniversary of the Sept. 11, 2011 terrorist attacks, and also commended the progress toward UNESCO World Heritage status of the Moton Museum. He began with a word of perspective that the 2023-24 academic year was among the very most challenging in the history of American higher education – more difficult in its own way even than Covid. Among the profound challenges: FAFSA failures by the federal government were exceptionally difficult for institutions, unprecedented tumult in college athletics, campus protests, and also the delayed Virginia state budget. Against the backdrop of these challenges, Longwood achieved great success -- the Moton Museum thriving, our largest matriculating class since prior to the pandemic, progress on the post-graduation success initiative, a positive trajectory on retention, an NCAA Men's Basketball Tournament appearance, and fundraising of \$10.9 million. He invited a round of applause for the vice presidents for all of these achievements.

President Reveley said he considers it a point of pride to listen and be responsive to the campus community. In the midst of dealing with a broad range of issues this past summer, he acknowledged he had failed to appreciate that “every dollar is not the same, and does not have the same range of sentiment attached to it.” He continued: “What I didn't understand but I hope by dint of listening better and well over recent weeks is the importance of the annual funds that we raise, especially at the departmental level.” He said he has spoken with the Board and faculty leadership about an update to the local funds policy to prohibit year-end sweeps of such local funds derived from annual giving. Decision-making will remain within departments as to the use of such local funds, in coordination with the vice-presidents. He commended the provost for helping work through the issue and “putting us on a good path.” Those funds “will remain at the departmental level, and there won't be sweeps at year end; instead those funds will stay with departments.”

The rector said: “Thank you for not only acknowledging the misstep but also for accepting full responsibility for it and for acting quickly to make it right.” He said the proposed policy would provide appropriate direction regarding the use of local funds and thanked President Reveley for coming forth with the proposal.

Vellie Dietrich-Hall asked about the current status of the local funds in question. President Reveley stated it was important to note the error was in not recognizing the sentiment attached to the funds, not a legal or accounting use error. He said the policy change will address the issue for the long term. A different step is ensuring these annual funds are replenished. While he doesn't have the details determined yet, he said he is eager to move forward to do so in the months ahead. He said Longwood was in a position to make this commitment thanks in large part to the strong fundraising work so far this year already. He confirmed the full amount would be replenished to departmental local funds supported by annual giving.

The rector asked for a motion to approve the update to the Use and Investment of Local Funds proposal. Brian Schmalzbach so moved, Jeff Nottingham seconded, and the motion was approved unanimously.

## Reports of the Vice Presidents

Cameron Patterson noted it is a big weekend, with Family Weekend, which has 700 individuals registered, and Heart of Virginia festival. He gave an overview of Longwood's vibrant student organization life and of the range of organizations available. He particularly noted the work of "Lancers Vote," a non-partisan student initiative focused on voter education, in collaboration with faculty and staff. He also noted the support from SCHEV to hire a second residential counselor under CAPS, and extended funding for the first position. He called it a "meaningful win" for our students to have additional providers supporting them, and thanked SCHEV and the General Assembly. Registration for Greek Life has been healthy, noting Longwood is "the mother of sororities, with four being founded on campus." He gave special thanks to the police, and the dean of students office, as they have worked to prepare for the academic year.

Jeff Nottingham asked President Reveley to assess potential tensions on campus reflecting the broader ones in the country surrounding the election. He responded the goal is to continue to strengthen our sense of community, to focus on the things that bind us together, and to model good civic behavior. Regarding protests, as evidenced by our Freedom of Expression policy, Longwood's goal is to give students the space and place to express themselves. He said in his experience students desire to do so within the confines of the rules set forth. He said we are heading into the fall with a pro-active approach.

Brian Schmalzbach noted Longwood has had relatively little in the way of disruption during protests, and asked what advice he might provide to other universities. Cameron Patterson responded by saying relationships are critical. The beauty of the size of our institution is that it allows us to be able to stay connected with students so that we are constantly conversing about the things that are on their minds. Our students are certainly in tune with broader issues locally, statewide, nationally, and internationally. He noted he stays in regular connection with my counterparts across the Commonwealth in a weekly meeting. That connection allows us to talk regularly about the different issues impacting our campus and how we can support one another. He closed by noting the collaboration between our students, in particular the award that the Muslim Student Association and Jewish Culture Club received during the Mosaic Gala end-of-year celebration hosted by Multicultural Affairs. Ron White noted the beauty is that students will graduate and carry what they have learned at Longwood out in the world, and it will spread to influence others to be better citizens.

Jennifer Green gave an overview of the continuum of support provided for students from the time they arrive, through retention and toward graduation. She emphasized that relationships are the single most important factor. Longwood's focus is to facilitate students finding close relationships that will be helpful and productive as soon as possible after they arrive, which is the best way ultimately to direct them to the right resources, be they mental health, academic support, or financial aid. Retention is ticking up, which reflects work across campus. Retention is much harder to impact now than when she started; students are arriving with much greater challenges now. However, at Longwood, it is remarkably the case that students receiving Pell

grants are approximately just 1 percentage point behind the population that does not receive Pell, which is an enormous feat and reflects considerable progress. She also noted one of the recommendations of the Retention Task Force has been already realized through a grant allowing the hiring of two student success coordinators, who have just started. One has already assisted two students who might otherwise have left. She also gave an overview of the regional counselor approach to admissions, which allows the building of relationships in communities and driving visitors to campus. She read an email from an incoming freshman mother, expressing gratitude for their warm welcome and support” and reported “the personal touch he received here was unparalleled.” In closing she provided an update on the FAFSA, and how the financial aid office successfully enrolled approximately the same number of Pell students as a year before, which was a 30-percent increase compared to a year before that. She said she is hopeful it will not be as difficult on families this coming year, nor on financial aid professionals. She noted 50 percent left the field nationally last year, while Longwood had 100 percent retention of its financial aid staff.

Vellie Dietrich-Hall asked if quotas are set for regional counselors. Jennifer Green responded that goals are set for each and monitored, by region and academic program, and followed throughout the year.

Ricshawn Roane commended, from her perspective as a board member in her eighth year, the progress she has seen on recruiting and support initiatives. She recalled hearing that “there is no single thing that will move the needle” and it has been exciting to see that happen. President Reveley noted the importance of the retention rate as an overall barometer of an institution.

Matt McGregor reported on the busy array of work underway, preparing for the annual audit by the Virginia Auditor of Public Accounts, student billing, financial analysis and planning. He said it appears budgets are staying on target so far this fiscal year. He provided an update on capital projects, noting expected substantial completion of Charter Hall by the end of October. The building will host facility and capital planning staff. Construction is set to begin on the music building, with completion in 2027. There is also work in partnership with Aramark on renovations to the dining hall during the compacted timeline of the summer. The project is funded by Aramark. He noted this is the 70<sup>th</sup> year of Longwood’s partnership with Aramark; we were Aramark’s first university partner. He provided an update on campus landscaping matters, and noted the addition of markings that make for Longwood’s first pickleball courts, which has been well received. He also gave an overview of the highly coordinated effort to return students to the residence halls for the start of the academic year, flipping rooms and buildings from summer conference use to use by students. He noted Longwood staff, faculty and students rallied to help when an elevator was out in Moss Hall over move-in, once again demonstrating Longwood’s tradition of coming together and helping. Vellie Dietrich-Hall asked about the current status with the elevator. Matt McGregor responded that the repairs continue, but one elevator is adequate for the time being now that we are through move-in.

Ron White commended the effort to hit and in most cases exceed SWAM goals, and said it is important to not rest on laurels. Matt McGregor commended the work of the newly reorganized office of procurement services.

Chuck Fagan asked about whether the improved numbers on the freshman class and retention serve as a base-case or they assume growth. Matt McGregor said the role of forecasting isn't to set goals but to make conservative assessments for budget purposes. He described efforts to improve forecasting in recent years, but in general does not factor future retention improvements into short-term forecasts.

Ricshawn Roane noted all the buildings that have come on line in recent years, and wondered if it would be worthwhile to bring back the Master Plan to reflect on the change in our landscape and look to the future. President Reveley said he and Matt McGregor have been carefully considering how best to re-engage and reprise the master planning process, potentially starting as soon as the spring.

Larissa Smith noted the arrival of 30 new faculty this fall, 20 of them tenure-track. Full-time faculty ranks are now approximately 245. This included filling a number of vacancies that had lasted several years, including cybersecurity, accounting, biology and environmental science, and the arts. "We have a really good crop of new faculty who bring energy to campus," she said. She noted she interviews all faculty candidates, and had noted this year how many applicants had educational experiences that had made them want to spend their careers at a place like Longwood. She noted the typical Longwood faculty member who focuses on undergraduates typically teaches four classes per semester, on top of advising and other duties. The connections between faculty and students are powerful and lifelong. She noted the birthday of Cameron Patterson. She gave an overview of a number of initiatives and programs, including Invest in STEM, supporting students majoring in teacher preparation in STEM fields. She gave an overview of the breadth of Longwood's work through the Civitae core curriculum in preparing students for citizenship, and how it continues to respond to present-day needs. Longwood is continuing its work with the Constructive Dialogue Initiative to train faculty and student leaders in constructive dialogue techniques. She quoted a recent social media post from a student expressing gratitude for Civitae in making for improved conversations about politics. She noted the relationships and community habits Longwood and its partnership with Moton have helped facilitate are a source of strength during divisive times nationally. She reiterated the importance and activity underway related to Longwood's Quality Enhancement Plan, helping students with life design and planning. She noted the 10-year anniversary of the Moton partnership, with culminated with the covenant in 2015, with an essential role played by the Board of Visitors in its apology for Longwood's lack of action during the civil rights era, and the establishment of the Moton Legacy Scholarship. She provided an update on the development of programming at the Baliles Center, which continues to expand capacity and offer a growing array of opportunities for students. She also provided an update on the upcoming Virginia Children's Books Festival, which continues to be a remarkable event for Longwood and the community.

Vellie Dietrich-Hall asked for more precision regarding the status of the Moton UNESCO application. Larissa Smith said it is a slow process, awaiting steps from the federal government.

Vellie Dietrich-Hall asked her to please communicate to Board members how they can be helpful.

Chuck Fagan noted that his own company invests heavily in partnerships with other institutions related to cybersecurity, and that the demand in the field is extraordinary. Larissa Smith said Longwood is now poised to expand its work, including rolling out micro-credentials.

Ricshawn Roane noted how much she enjoys the enthusiasm faculty show for their peers as awards are announced at Convocation. She asked if the Board could at some point see a reprise of a presentation on the Civitae core curriculum.

President Reveley said he wanted to express particular thanks to Dean Jeannine Perry for the powerful success of Longwood's graduate programs in recent years.

Tim Hall gave an overview of the decision to return to the use of a large Longwood bus, which will have financial benefits in reducing transportation costs in addition to better branding the university. He noted the gift of a new artificial baseball field will help provide revenue opportunities for summer baseball, and is making possible unprecedented scheduling opportunities, with prominent opponents who seek opportunities to play in top facilities. He noted 77 percent of student athletes have made the Big South Honor Role. He said we are making strong progress towards goals with regards to fundraising and ticket sales for men's and women's basketball.

Chuck Fagan asked a question about the trend of conference realignment and its potential impact on the Big South. Tim Hall said he does not expect revolutionary changes at our level. Institutions in the Big South are like-minded, and there are strong benefits in continuing to work together. He also addressed the complex trends with regards to Name Image Likeness. President Reveley said he had recently discussed these issues with the Athletics program, and believes ultimately there will have to be Congressional Action to resolve it nationally. In response to a question about the impact on budget planning from David Rose, President Reveley noted for the most part NIL currently involves third-party partnerships. Tim Hall noted the university works with a gender equity consultant and is attentive to the relevance of Title IX considerations to these changes. President Reveley noted that the experience and network of Tim Hall, the service of faculty representative Prof. Tim Coffey on the NCAA Division I Council, and his own experience on the NCAA Division I board provide multiple lines of insight on these matters.

Courtney Hodges noted University and Events and Ceremonies has handled 3,000 event meetings and requests since January, ranging from tiny meetings to Commencement. She gave an overview of the role philanthropy plays in helping recruit students, enhance their experience, and more quickly achieve goals. He introduced some new team members, and described her office's work as "24-7 cheerleaders" for this institution.

Ricshawn Roane asked a question about planned giving, and Courtney Hodges described efforts to secure 100 percent participation in planned giving by leadership board members.

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

Tammy Byrd Jones president of the Longwood University Foundation, reported the endowment currently stands at \$101.4 million, with \$2.8 million distributed last year for scholarship support to 760 students. For this academic year, the Foundation estimated \$3.1 million for scholarships. Going back to 2014, the amount distributed was \$1.5 million. This is an increase of more than 100 percent. She provided an updated regarding \$1.755 million in wetland credits sold this year to date, and that Foundation expenses have come in under budget by more than \$400,000. She also reported Longwood community members including the LCVA and Baliles Center had updated the board about important activities connected to the university.

Chris Tunstall, President of the Longwood Alumni Association Board of Directors, gave a sample of recent accomplishments and initiatives, including the recent Alumni Awards event. Plans are underway for the 2025 event next June. Registration for Homecoming is on track to surpass last year's event. He listed numerous other events including networking events for students and support of the upcoming career fair, as well as engaging Longwood alumni to support Feedmore; Longwood alumni have contributed about 2500 hours to support this important cause in the Richmond area. In response to a question by Vellie Dietrich-Hall, he described efforts in partnership with the university to engage alumni and support job shadows, micro-internships, and similar programs for Longwood students.

Lisa Kinzer thanked Board members for their service and said she was honored to represent the faculty's voice and share their perspective. She noted her report had endeavored to continue showing the dedication faculty show to the university beyond the classroom, with this report focused on philanthropy. She noted faculty are engaged in fundraising and donate their own money. She said because of this "faculty were deeply distressed when funds were removed this summer." She reminded Board members that she had included with her report the full 13 pages of responses because she felt it was important the Board to see all replies. She said faculty would like to see funding returned to local accounts. She said faculty appreciate the president's willingness to meet with faculty and respond to faculty concerns, and the Board's willingness to reconsider a policy that was passed in June. She said faculty hope to remain in the loop regarding the ongoing impact of the VMSDEP program on the university budget, and that faculty continue to have questions about the overall financial health of the university, which will continue to be discussed with the president in upcoming venues including the President's Advisory Council and an upcoming Budget Forum. She also said just being on campus the first few weeks of the academic year, all faculty share an excitement about working with our students. In spite of recent challenges, the devotion of faculty students remains front and center. She closed by thanking the Board again for its decision to reconsider the policy passed in June.

Vellie Dietrich-Hall asked for some clarification regarding the steps taken by the governor and General Assembly and the timeline regarding the VMSDEP program, which President Reveley provided.

Ricshawn Roane thanked Lisa Kinzer for her report and said she wanted to make sure it was clear the Board has confidence in the finances of the university. Lisa Kinzer said President



Reveley has made a clear the long-run financial strength of the university, and her role is simply to convey that short-term budget concerns are on the minds of faculty. Fabiola Carter and Brian Schmalzbach each expressed gratitude for conveying the strongly held views of the faculty but with civility that serves as a strong model for students.

Neil Miller introduced himself, and gave an overview of major goals for the coming years, including service and community, and reflecting on the core values of SGA.

Ron White added his thanks to Lisa Kinzer and said he hopes steps taken have offered reassurance the Board has been responsive. He noted to her and Neil Miller that faculty and students represent cornerstones of the university, and the Board of Visitors will not take that for granted. President Reveley concluded by saying “there are things that might make sense at UVA that don’t make sense at Longwood. I’ve taken that to heart.”

The Board broke for lunch and to tour the facility of the new SEED Innovation Hub. Following lunch, Sherri McGuire and Jacob Dolence gave a presentation on the history, vision and plans for the SEED Innovation Hub, focused on how it is partnering through Longwood and others to support innovation and entrepreneurship in our region. Particular areas of focus include connections to the Longwood curriculum and area K-12 schools. They also described the development of the Virginia Heartland Regional Economic Development Alliance, with Longwood contributing space and supporting their efforts, and potential partnership with entities such as the Longwood Center for the Visual Arts and Virginia Children’s Book Festival. They responded to questions about marketing the effort and partnerships with local businesses. President Reveley noted that among other virtues, this project will have value in demonstrating to the public some of the practical value higher education institutions provide. Vellie Dietrich-Hall shared some of her experience and feedback with fellow Farmville business owners about needs in the community. Ricshawn Roane suggested the Board return to the Maker’s Space to make use of the new space at a future meeting.

With no further business, the meeting adjourned at approximately 3 p.m.