LONGWOOD UNIVERSITY

BOARD OF VISITORS' MEETING

JUNE 9-11, 2016

LONGWOOD
UNIVERSITY

BOARD OF VISITORS

June 9-11, 2016

BOARD OF VISITORS
June 2016

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BOARD OF VISITORS
June 2016

Schedule of Events and Public Meeting Agenda
Hotel Monaco
Alexandria, Virginia

Thursday, June 9

2:00pm – 4:00pm	Executive & Audit Committees – MercerTrigiani Law Firm, 112 South Alfred Street
7:00pm – 8:30pm	Cocktails and Buffet Dinner, Athens Room, Hotel Monaco

Friday, June 10	**Athens Meeting Room**
8:30am – 9:00am	Continental breakfast
9:00am – 9:30am	Rector's Welcome and Consent Agenda
9:30am – 10:30am	President's Report
10:30am – 11:00am	Reports of Representatives
11:00am – 12:00pm	Budget Discussion
12:00pm – 1:30pm	Task Force Meetings and Lunch
1:30pm – 2:00pm	Review of Task Force Meetings
2:00pm – 3:00pm	Remarks and Conversation – Janet Brown, Commission on Presidential Debates
3:00pm – 4:00pm	Discussion and Deliberation
4:00pm – 4:30pm	Annual Elections
7:00pm – 8:30pm	Cocktails and Board Dinner, at Geranio, 722 King Street
8:30pm – 9:30 pm	Dessert at the home of Pia Trigiani, 710 South Union Street

Saturday, June 11	**Athens Meeting Room**
9:00am – 9:30am	Continental Breakfast
9:30am – 10:30am	Remarks and Conversation – Kevin Kruger of NASPA
10:30am – 11:00am	Discussion and Deliberation
11:00am	Adjourn

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Overview Message from the President

copy follows in this tab, as distributed June 1, 2016

From: Reveley IV, Taylor
Sent: Wednesday, June 01, 2016 4:22 PM
To: BOV
Subject: BOV Retreat

Friends,

Today marks three years since I began as president. Longwood has been making powerful strides. Freshman applications have increased from 4,290 to 5,256 in that time, with total undergraduate enrollment increasing from 4,311 to 4,640. Total donors have increased from 4,006 to 5,269 (with a month in the fiscal year still to go). The Commonwealth is funding $42 million of capital investment on campus. Farmville itself has new panache, underscored by being able to attract a new superintendent of such high caliber to Prince Edward. And the Vice-Presidential Debate is a catalyst to the entire enterprise.

We are looking forward to seeing you next week for the annual BOV retreat. Kay Stokes will be in touch tomorrow with further logistical information, and your briefing binders will arrive by electronic copy tomorrow with hard copy to follow.

Janet Brown, the Executive Director of the Commission on Presidential Debates, will join us on next Friday afternoon at the retreat for remarks and conversation. She has served as Executive Director since the Commission was established almost three decades ago, and believes deeply in the benefits and importance of holding these signature events in national civic life on college campuses. On the Saturday morning of the retreat, we will also be joined by Kevin Kruger, President of NASPA, the leading national association for the student affairs profession, to discuss trends in college student engagement as a general matter.

Next week we will also review our operating and capital budgets for FY2016-17. Proposed budgets will be included in your briefing materials, in similar format to prior years. The retreat will be an opportunity, as well, simply for reflection on the distance traveled and the road ahead.

Thanks, as always,

Taylor

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LONGWOOD UNIVERSITY
BOARD OF VISITORS
April 1, 2016
Minutes

*******DRAFT*******

Call to Order

The Longwood University Board of Visitors met on Friday, April 1, 2016 in the Stallard Boardroom. The meeting was called to order shortly after 9 a.m. by Rector Colleen Margiloff.

Members present:

Mr. Stephen Mobley
Mrs. Shelby Jones Walker
Mr. David Hallock
Mrs. Marianne M. Radcliff
Mrs. Eileen Anderson
Mrs. Colleen McCrink Margiloff
The Hon. Robert S. Wertz, Jr.
Mr. Michael Evans
Ms. Pia Trigiani
Mr. Brad Schwartz
[Members Busser, Hansen and Ward were absent.]

Also present:

President W. Taylor Reveley IV
Dr. Joan Neff, Provost and Vice President for Academic Affairs
Mr. Kenneth Copeland, Vice President for Administration and Finance
Ms. Victoria Kindon, Vice President for Strategic Operations
Dr. Tim Pierson, Vice President for Student Affairs
Ms. Courtney Hodges, Vice President for Institutional Advancement
Mr. Justin Pope, Chief of Staff
Mrs. Kay Stokes, Executive Assistant
Dr. Lissa Power-deFur, Faculty Representative
Ms. Constance Garner, Student Representative
Mrs. Courtney Addison Jones, Staff Advisory Committee Representative
Mr. Mike Lewandowski, Longwood University Foundation
Mr. Cameron O'Brion, Office of the Attorney General

Rector's Welcome and Approval of Minutes and Consent Agenda

The rector welcomed the Board and introduced a motion to approve the consent agenda:

Mr. Hallock asked a question about the proposed revision to the student-athlete drug policy. With Mr. Austin traveling and thus not present to answer, the Rector suggested removing the revision from the consent agenda for separate consideration later in the meeting. She requested a motion to approve the remainder of the consent agenda items. Mr. Wertz asked that the revision to the educational benefits policy extend to include clarifying the title to indicate that it also applies to retirees, which Mr. Copeland said would indeed be adjusted administratively. Mr. Mobley introduced the motion, and Mr. Schwartz seconded, and the consent agenda was approved unanimously.

Former Hampden-Sydney professor Jim Simms, speaking on behalf of a group of supporters of the Longwood Golf Course who oppose the decision to close the course, spoke of the historic value of the course and urged the Board to reconsider the decision to close the course, and rather invest in improving the course. Judy Dinzer, Nancy Andrews, Gwen Eddleman and Barbara Smith also spoke urging the Board to reconsider the decision. Several others also spoke briefly. The rector thanked them (and in subsequent communication informed them that the decision was indeed final).

President Reveley said that Longwood's police are highly decorated and have had all manner of national accolades, and that he was pleased for the Board to witness an additional commendation. He introduced Police Chief Robert Beach for a presentation from the Virginia Center for Accreditation with the Virginia Department of Criminal Justice Services, which confirmed its accreditation of the Longwood University Police Department, a distinction held by fewer than one-fourth of the roughly 400 law enforcement agencies in the state. Accreditation requires meeting nearly 200 standards for efficient and effective operation.

Derrick Mays, the Program Manager from the Virginia Center for Accreditation with the Virginia Department of Criminal Justice Services made an official presentation of the certificate of accreditation, and commended the department on its professionalism and effectiveness.

Chief Beach thanked the VCA, his team and colleagues in local law enforcement, expressing particular gratitude to Longwood colleagues Tim Pierson, Vice President of Student Affairs; Debbie Wooding, manager of integrated security systems; Lucy Smith, emergency management coordinator, Laura Rice of the parking services office; Investigator Sam Gillam and Lt. Ray Ostrander. He also thanked local colleagues, including Farmville Police Chief Curtis Davis; former chief Doug Mooney, Prince Edward Sheriff Wesley Reed and Commonwealth's Attorney Megan Clark.

President's Report and Discussion:

President Reveley noted that in a troubled landscape nationally across higher education, Longwood can be all the more proud of its progress on many fronts. Enrollment serves as a pure barometer of success, and Longwood has the second-highest enrollment growth of any Virginia

public institution the last three years, a period during which state enrollment has been flat overall.

Applications are up substantially, with a cumulative 33 percent increase since 2012-13. The number of full-time faculty during that time has increased by about 10 percent, from about 230 to 255, which demonstrates Longwood's commitment to holding true to the scale and teaching culture that is an important part of the institution's strength.

He highlighted Longwood's progress controlling costs, and the progress and hard work of the committee considering revisions to the general education curriculum. He also noted progress in alumni engagement, annual giving, relations with Farmville and other local communities, and faculty compensation, which increased 4.65 percent this year, the highest in at least 15 years.

There was a brief discussion regarding whether possible changes to the Fair Labor Standards Act could affect the university's budget. Mr. Copeland said it is impossible to know whether or how such changes might be implemented but said his office has indeed prepared various scenarios that could affect future budgets.

Reports of the Vice Presidents:

Dr. Neff introduced Profs. Lara Fergeson and David Lehr, and explained their new roles within Academic Affairs as associate provosts. Dr. Neff provided an update on several ongoing searches. She reported that faculty have submitted about 30 proposals to develop or change courses related to the debate, and gave an overview of a plan for each department to host an event for students connecting the debate and obligations of citizenship. She also announced a new National Science Foundation grant of $642,000 that will bring underrepresented and low socio-economic status students who might not otherwise be able to attend Longwood to be mentored by STEM faculty.

In response to a question from Mr. Mobley, Dr. Neff and Mr. Copeland discussed current activities and future planning for Hull Springs Farm. Dr. Fergeson commented that Hull Springs has become central to the experience of Honors College students, and is increasingly used by alumni. There was a brief discussion regarding the timetable for rolling out the new general education curriculum. President Reveley noted that some of the courses being reworked for the debate will in practice serve as pilots for the new curriculum. Dr. Neff emphasized the importance of involving faculty in the process so they will feel ownership of the new curriculum and embrace it fully.

Mr. Copeland congratulated staff on successful implementation of a new statewide accounting system, and said his office had worked diligently to prepare scenarios for tuition and fees that would be presented to the Board the following day. Also facilities staff have been deeply involved in preparation for debate.

Ms. Hodges provided an updated on the success of "Love Your Longwood Day," in which the Longwood community produced participation numbers comparable to the similar campaign run

that day by New York University, which has more than half-a-million alumni and 12,000 employees.

Mr. Mobley asked about sponsorship opportunities related to the debate. Ms. Hodges emphasized Longwood's focus is on using the debate as an entrée to corporations and individuals with whom we don't currently have a relationship.

Ms. Kindon gave an update on admissions, reporting applications are up 15 percent year-over-year, and year-to-date deposits were up 37 percent. She also noted that applications are up across several high GPA bands, most notably with GPAs over 3.7 up 40 percent over the last few years. Richmond-area applications, which had been down last year, were up 22 percent for the current year. Out-of-state applications have also increased from 455 to 719 over the last two years.

Dr. Pierson provided an update on debate planning, accreditation of student affairs offices, student and discipline, noting student conduct hearings are up approximately 4 percent.

Mrs. Radcliff complimented Ryan Catherwood, associate VP for alumni relations, for the vigor of alumni activities and events since his arrival.

Report of Representatives to the Board:

Constance Garner introduced Dillon Yonker as new SGA president. She provided an update on student organizations planning for debate programming, and various campus programs, including Democracy Day. She discussed her experience visiting Washington, D.C. as part of a discussion with Virginia's two senators about student debt, and thanked the board for the opportunity to serve.

Lissa Power-deFur thanked the president for his support of the general education reform process and provided an update on faculty research endeavors.

Ryan Catherwood provided an update on alumni activities, in place of Kendall Lee, who could not be present to represent the Alumni Association. He also provided an update on career services operations in his office, and a new array of networking events for alumni. He noted that 70-80 percent of jobs are given by referral, which underscores the importance of Longwood working to strengthen its own network.

On behalf of the Longwood University Foundation, Mike Lewandowski provided an update on investment performance and transition among board members.

Courtney Addison Jones on behalf of the Staff Advisory Committee provided an update on opportunities for partnership for staff development.

Members of the Board and vice-presidents then broke for lunch and meetings of the strategic priorities groupings as follows:

Retention and Graduation: Anderson and Schwartz (with Kindon, Neff and Pierson)

Organization, Structuring and Governance: Trigiani (with Copeland and Pope) [Hansen absent]

Foot Traffic by Alumni and Friends: Hallock and Mobley (with Hodges) [Austin absent]

National Marketing: Radcliff and Wertz (with Hodges and Kindon) [Austin absent]

Regional Prosperity: Walker (with Pierson and Pope) [Ward absent]

Strengthening the University Community: Evans (with Copeland and Neff) [Busser absent]

Afternoon Sessions:

The meeting reconvened at 1:45 p.m. with brief reports from the strategic priorities groups on their meetings:

Mr. Schwartz and Mrs. Anderson reported this group had discussed goal-setting in retention, and ensuring retention practices incorporate a variety of issues.

As to governance, Ms. Trigiani discussed the early efforts and vision for the University Planning Council.

Concerning Foot Traffic by alumni and friends, Mr. Mobley and Mr. Hallock discussed the new position of director of event planning, and joint marketing efforts with Farmville;

Relating to national marketing, Mr. Wertz learned more about Love your Longwood Day, current social media efforts, and the importance of investing in marketing.

Mrs. Walker's discussion on regional prosperity centered on the close connection between the Prince Edward school search and economic development, and the hope this will prove to be the first of many steps toward closer collaboration.

For the university community, Mr. Evans was concerned with salary compression and strategies for alleviating them.

Following the group reports, Prof. Bill Abrams provided the annual update on the most recent study by the American Association of University Professors on faculty compensation, which shows Longwood faculty compensation up 4.65 on average this past year.

Report on Graduate Studies Task Force

Dean Jeannine Perry and Prof. Kevin Doyle made a presentation on the work of the new graduate studies task force, which is working to develop recommendations on the future of graduate education at Longwood. Dr. Perry provided context for the consultant's report that was shared with the Board, and said recommendations will be brought to the Faculty Senate next fall.

Mr. Mobley encouraged a broad review and imaginative thinking in considering the kinds of programs and ideas that might be possible here. There followed a discussion of demand issues, the value of graduate teaching assistance in a university that is not a major research institution, and the importance of diversifying programs across the university. There was also discussion about the role of housing options for graduate students, and the importance of financial aid, to ensure graduate students do not leave overly indebted.

Executive Session:

Mrs. Margiloff requested a motion to go into closed session pursuant to Virginia Code Section 2.2-3711(A)(2), A(3), and A(8) to discuss the acquisition of real property and consult with legal counsel concerning possible litigation. Mrs. Radcliff offered the motion and Mr. Schwartz seconded.

Mrs. Margiloff requested a motion to exit closed session. Mr. Wertz so moved, Ms. Trigiani seconded and the motion was unanimously approved by roll call vote (Board members Wertz, Radcliff, Schwartz, Anderson, Evans, Trigiani, Hallock, Walker and Mobley, all approved), certifying compliance with the Virginia Freedom of Information Act. The meeting returned to open session.

There followed brief further discussion of faculty compensation, recruitment and retention, and the importance of continuing to improve. There was also discussion of financial considerations regarding the work of the graduate studies task force, and implications for future enrollment, with 6,000 total students continuing to be an overall target.

There was a brief discussion of logistics regarding the remainder of the Board meeting.

There being no further business, the meeting was adjourned at 4:30 p.m.

Saturday, April 2, 2016

The Longwood University Board of Visitors reconvened on Saturday, April 2, 2016 in Willett Hall.

Members present:
Mrs. Colleen McCrink Margilff
The Hon. Robert S. Wertz, Jr.
Mr. Stephen Mobley
Mrs. Marianne M. Radcliff
Mrs. Eileen Anderson
Ms. Pia Trigiani
Mr. Michael Evans
Mr. Brad Schwartz
Mrs. Shelby Walker
Mr. David Hallock

There was brief discussion of the proposed revisions to the student-athlete drug policy, which are the product of a careful review by the Athletics Department and would bring Longwood's policies more closely in line with best practices espoused by the NCAA and the policies of peer institutions in the Commonwealth of Virginia and the Big South. Mrs. Margiloff proposed a motion to approve the revision. Mr. Wertz offered the motion and Mr. Schwartz seconded, and the motion was approved unanimously.

Mrs. Margiloff proposed a motion to go into Closed Session under Section 2.23711(A)(1) to discuss matters pertaining to the performance and promotion of Longwood University employees. Mr. Mobley so moved, Mrs. Radcliff seconded, and the motion was unanimously approved.

A motion was made by Mrs. Margiloff to return to open session. The motion was seconded by Mr. Schwartz and approved by the Board. In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mrs. Margiloff moved to certify the discussion in Closed Session was held in accordance with the Code of Virginia. All members present voted to confirm: Mrs. Margiloff, Mr. Wertz, Mr. Mobley, Mrs. Radcliff, Mrs. Anderson, Ms. Trigiani, Mr. Evans, Mr. Schwartz, Mrs. Walker, and Mr. Hallock.

Mrs. Margiloff asked for a motion to award promotion and tenure to the following faculty:

To the Rank of Professor:

Dr. David Buckalew (Biology)
Dr. David Shoenthal (Math)
Mr. Christopher Swanson (Music)
Ms. Kerri Cushman (Art)

To the Rank of Associate Professor and Award of Tenure:

Dr. Dale Beach (Biology)
Dr. Virginia Beard (Criminal Justice)
Dr. Suzanne Donnelly (Science Education)
Dr. Richard Adam Franssen (Biology)
Dr. Heather Lettner-Rust (English)
Dr. Virginia Lewis (Math)
Dr. Leah Shilling-Traina (Math)

Award of Tenure:
Dr. Wade Znosko (Biology)

Mr. Mobley so moved, Mrs. Anderson seconded, and the motion was approved unanimously.

There followed general discussion of matters related to faculty development and compensation, efforts to support faculty research and reduce teaching workload, the effect on faculty of the transition to a new general education curriculum.

President Reveley presented a proposal for tuition and fees for the 2016-17 academic year, noting Longwood should be proud to have held increases under 3 percent for three consecutive years, and that its determination to minimize increases had produced a ripple effect around the Commonwealth. The president led a discussion of macro issues in higher education finance, state support and student financial aid.

Mrs. Margiloff asked for a motion to approve a 2.77 percent increase in tuition and mandatory fees for in-state students and other fee adjustments as presented by Mr. Copeland. Ms. Trigiani so moved, Mr. Schwartz seconded and the motion was approved unanimously.

There was brief discussion of plans for graduation and future meetings. There being no further business, the meeting was adjourned at noon.

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

This section includes standard updates to policies and procedures, including a new Sexual Misconduct Training Policy, to comply state and federal requirements; revisions to the Sexual Misconduct Policy, to provide clarification about procedures and align policies more clearly with the academic transcript notation as required by Virginia Code; standard revisions and clarifications to the Use of State Vehicles and Employee Driving Privilege policies; approval of updated course fees; and a change in faculty status for five faculty members. Edits are marked in blackline.

BOARD OF VISITORS

ACTION ITEM

Approval of an Annual Crime and Sexual Misconduct Training Policy

ACTION REQUESTED: On Behalf of the President, I request that the Board of Visitors approve a new Annual Crime and Sexual Misconduct Training Policy. While Longwood has conducted such training annually to meet requirements under state and federal law, it has not previously had such a policy.

RATIONALE: The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as amended by the Violence Against Women Reauthorization Act of 2013, requires that all students and employees of Longwood University receive annual training and notification to comply with HEOA, Clery, Title IX, and VAWA Campus Save Act requirements.

This training is also consistent with guidance issued by the Department of Education Office for Civil Rights for annual training of Responsible Employees. All University employees are designated as Responsible Employees by policy as well as Commonwealth law, and therefore, mandatory annual training is required for all employees to be appropriately advised of their responsibilities.

ANNUAL CRIME AND SEXUAL MISCONDUCT TRAINING POLICY

I. Purpose

This policy requires training of employees, students or third parties on the reporting of crimes, fires, missing persons, and issues of all forms of sexual misconduct, including sexual discrimination, sexual harassment, sexual assault, sexual violence, dating and relationship violence, and stalking. Training shall be conducted annually during each calendar year.

II. Types of Training

A. Crimes: Notice of who to report crimes to at the institution.
B. Fire Safety: Notice of who to report an active fire to and who to report evidence of a fire to if the employee or student is not sure if Campus Police has responded.
C. Missing Persons: Notice of who to report a missing person to at the institution.
D. Sexual Misconduct: Notice of who to report sexual misconduct (sexual harassment, sexual assault, sexual violence, dating and relationship violence, and stalking) and discrimination (Title IX) to at the institution. Such training shall include:
    a. Initial and ongoing education programs to promote the awareness of sexual misconduct, including sexual harassment, sexual assault, sexual violence, dating and relationship violence, stalking, and discrimination, which shall include primary prevention and awareness programs for all incoming students and annual training for employees.

b. Annual notice of procedures for institutional disciplinary action in cases of alleged sexual misconduct, including sexual harassment and discrimination, sexual assault, sexual violence, dating and relationship violence, and stalking.

III. Failing to Comply with Annual Training

A. Any Longwood University employee that fails to complete the mandatory annual training will receive a letter from the Human Resource Department Director advising the employee that they are ineligible to receive pay increases or promotions and shall have their Longwood University IT account suspended until the training is complete.

B. Employees that violate this policy in a second or subsequent offense shall be referred to the applicable Vice President for disciplinary action or possible termination.

Longwood University Sexual Misconduct Policy

Longwood University is committed to providing a healthy living, learning and working environment; an atmosphere that emphasizes the dignity and worth of the individual, which promotes personal integrity, civility and mutual respect, and creates an environment that is free from sexual misconduct and discrimination. Sexual misconduct, sexual discrimination and sexual harassment, are incompatible with Longwood's commitment to diversity and educational equity. Educational training and prevention programs will be provided along with appropriate resources and reporting options. This policy includes all forms of sexual misconduct, including sexual discrimination, sexual harassment, sexual assault, sexual violence, dating and relationship violence, and stalking by employees, students, or third parties. This policy addresses any sexual misconduct that involves members of the Longwood community regardless of whether the incident occurs during working hours and regardless of whether the incident occurs on or off campus. The intent of this policy is to provide the campus community with information, common definitions, and strategies to report and manage incidents that occur.

Eligibility for Assistance

This policy applies to all Longwood students, staff and faculty in all university programs and activities regardless of location of the incident(s). This policy also applies to individuals who join our community as an affiliate or part of an affiliated program. The University will conduct investigations to the best of their ability that may lead to appropriate criminal, personnel, and student conduct actions. Action will be taken to offer Longwood students, staff and faculty immediate resources which may include counseling, medical assistance and living, learning and/or appropriate working environment adjustments.

If the complainant is a Longwood student, staff or faculty member and the accused respondent has no affiliation to Longwood, the complainant shall be offered available resources as appropriate. To the extent possible, the University will address the behaviors defined below towards any member of the Longwood community by non-members, including contractors, alumni, visitors, and any others identified as non-employees or non-students of the University.

If the complainant is a Longwood student, staff or faculty member and the accused respondent is affiliated with Longwood, both the complainant and accused respondent shall be offered available resources as appropriate.

If the complainant is not a Longwood student, staff or faculty member but the accused respondent is affiliated with Longwood, the respondent shall be offered counseling, medical and other resources as appropriate.

Definitions

Sexual Misconduct is a term that encompasses any sexual behaviors that violate Longwood University's Code of Conduct and University Policies. In general, any non-consensual contact of a sexual nature may constitute Sexual Misconduct. Sexual Misconduct may vary in its severity and consists of a range of behaviors or attempted behaviors that may be grounds for conduct action under University policy. The following policy definitions apply:

1. **Consent:** Effective consent is the basis of the analysis applied to unwelcome sexual contact. Lack of consent is the critical factor in any incident of sexual misconduct and sexual violence. Consent is informed, freely and actively given and requires clear communication between all persons involved in the sexual encounter. Consent is active, not passive. Consent can be communicated verbally or by actions. But in whatever way consent is communicated, it must be mutually understandable. Silence, in and of itself, cannot be interpreted as consent. It is the responsibility of the initiator of sexual contact to make sure they understand fully what the person with whom they are involved wants and does not want sexually. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Previous relationships or consent does not imply consent to future sexual acts. Consent may be withdrawn at any time, by any party to the sexual activity.

   Consent cannot be procured by use of physical force, compelling threats, intimidating behavior, or coercion. Coercion is unreasonable pressure for sexual activity. Coercive behavior differs from seductive behavior based on the type of pressure someone uses to get consent from another. Effective consent cannot be given by minors, mentally disabled individuals or persons incapacitated as a result of drugs or alcohol. If a person is mentally or physically incapacitated or impaired so that such person cannot understand the fact, nature or extent of the sexual situation or activity, there is no consent; this includes impairment or incapacitation due to voluntary alcohol or drug consumption by the alleged victim, or being asleep or unconscious. Incapacitation is a state where one cannot make a rational, reasonable decision because they lack the ability to understand the: who, what, when, where, why or how of their sexual interaction. Use of alcohol or other drugs will never function to excuse behavior that violates this policy.

   This policy also covers someone whose incapacity results from mental disability, sleep, involuntary physical restraint, or from the taking of a so-called "date-rape" drug. Possession, use and/or distribution of any of these substances, including Rohypnol, Ketomine, GHB, Burundanga, etc. is prohibited, and administering one of these drugs to another person for the purpose of inducing incapacity is a violation of this policy.

2. **Sexual Activity**: includes intentional contact with the breasts, buttock, groin, or genitals, or touching another with any of these body parts, or making another touch oneself or themselves with or on any of these body parts; any intentional bodily contact in a sexual manner, though not involving contact with/of/by breasts, buttocks, groin, genitals, mouth or other orifice. Intercourse however slight, meaning vaginal penetration by a penis, object, tongue or finger; anal penetration by a penis, object, tongue; or finger, and oral copulation (mouth to genital contact or genital to mouth contact).

3. **Sexual Discrimination:** includes all forms of: sexual harassment, sexual assault, and sexual violence by employees, students, or third parties against employees, students, or third parties. Students, University employees, and third parties are prohibited from harassing other students and/or employees whether or not the incidents of harassment occur on the Longwood campus and whether or not the incidents occur during working hours.

4. **Unwelcome Sexual Contact**: includes fondling or touching, either of the complainant, or when the complainant is forced to touch another person's body, directly or through clothing. The definition of fondling is the touching of the private body parts of another person for the purpose of sexual gratification, without the consent of the victim, including instances where the victim is incapable of giving consent because of their age or because of their temporary or permanent mental incapacity.

5. **Coerced Sexual Intercourse**: includes rape, attempted rape, sodomy, or other sexual acts or misconduct; or when the complainant is incapable of consent by reason of age, mental incapacity (including unwitting consumption of drugs), or physical helplessness. The definition of rape is penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim. The definition of incest is sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law. The definition of statutory rape is sexual intercourse with a person who is under the statutory age of consent.

6. **Sexual Exploitation:** Sexual exploitation occurs when an individual takes non-consensual or abusive sexual advantage of another for his/her own advantage or benefit, or to benefit or advantage anyone other than the one being exploited, and that behavior does not otherwise constitute one of the other sexual misconduct offenses. Examples of sexual exploitation include, but are not limited to:

   a. Prostituting another student;
   b. Non-consensual video or audio-taping of sexual activity;
   c. Going beyond the boundaries of consent (such as allowing friends to hide in a closet to watch you having consensual sex);
   d. Engaging in voyeuristic behavior;
   e. Knowingly transmitting an STD, STI or HIV to another.
   ~~e.~~f. Disseminating or using video or photographic still images created by any means that depicts another person who is totally nude, or in a state of undress so as to expose the genitals, pubic area, buttocks, or female breast, without consent of the person(s) who are the subject of the video or still images.

7. **Sexual Harassment:** Sexual harassment is unwanted sexual advances, requests for sexual favors, or visual, verbal, or physical conduct of a sexual nature when: (1) submission to such conduct is made a term or condition of employment or the educational relationship; (2) submission to or rejection of such conduct is used as a basis for employment or education decisions affecting the individual; or (3) such conduct has the effect of unreasonably interfering with a student's or employee's work performance or creating an intimidating, hostile, or offensive working, educational, or living environment. While sexual harassment encompasses a wide range of conduct, some examples of specifically prohibited conduct include:

   a. Promising, directly or indirectly, a student or employee a reward, if the student or employee complies with a sexually oriented request.
   b. Threatening, directly or indirectly, retaliation against a student or an employee, if the student or employee refuses to comply with a sexually oriented request.
   c. Denying, directly or indirectly, a student or employee an employment or education related opportunity, if the student or employee refuses to comply with a sexually oriented request. Engaging in sexually suggestive conversation or physical contact or touching another student or employee.
   d. Displaying pornographic or sexually oriented materials.
   e. Engaging in indecent exposure.
   f. Making sexual or romantic advances toward a student or employee and persisting despite the student or employee's rejection of the advances.
   g. Physical conduct such as assault, touching, or blocking normal movement.
   h. Retaliation for making harassment reports or threatening to report harassment.

Sexual harassment can involve a person or persons being harassed by members of any sex. Although sexual harassment sometimes involves a person in a greater position of authority as the harasser, individuals in positions of lesser or equal authority also can be found responsible for engaging in prohibited harassment.

Sexual harassment can be physical and/or psychological in nature. The accumulative effect of a series of incidents can constitute sexual harassment even if one of the incidents considered separately would not rise to the level of harassment.

8. **Dating and Relationship Violence:** Abuse or violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. This relationship involves physical or emotional intimacy. Physical intimacy is characterized by romantic or passionate attachment or sexual activity.

   a. The existence of such a relationship shall be determined based on the complainant's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship.
   b. For the purposes of this definition, dating and relationship violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse.
   c. Any incident meeting this definition is considered a crime for the purposes of Clery Act reporting.
   d. To better meet these requirements, if the complainant states that a relationship currently exists, formerly existed, and existed in the past 12 months, etc., it will be counted for Clery reporting purposes.

   Dating and relationship violence is abuse or violence between partners or former partners, characterized by one or more of the following elements:

   a. Intentionally causing bodily injury;
   b. Purposely or knowingly causing reasonable apprehension of bodily injury;
   c. Emotional abuse creating apprehension of bodily injury or property damage;
   d. Repeated telephonic, electronic, or other forms of communication -- anonymously or directly -- made with the intent to intimidate, terrify, harass, or threaten;

9. **Stalking:** includes repeatedly following, harassing, threatening, or intimidating another by telephone, mail, electronic communication, social media, or any other action, device or method that purposely or knowingly causes emotional distress or apprehension of bodily injury or death. Stalking is a course of conduct directed at a specific person that would cause a reasonable person to fear for her, his, or others' safety or to suffer substantial emotional distress. For the purposes of this definition:

   a. Course of conduct means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, participates in surveillance of, threatens, or communicates to or about a person, or interferes with a person's property.
   b. Reasonable person means a reasonable person under similar circumstances and with similar identities to the victim.
   c. Substantial emotional distress means significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling.
   d. Any incident meeting this definition is considered a crime for the purposes of Clery Act reporting.

10. **Retaliation**: is action taken by an accused individual or an action taken by a third party or a group of people against any person because that person has opposed any practices prohibited under this policy or because that person has filed a complaint, testified, assisted, or participated in any manner in an investigation or proceeding under this policy. This includes action taken against a bystander who intervened to stop or attempt to stop discrimination, harassment, or sexual misconduct. Retaliation includes intimidating, threatening, coercing, discouraging or in any way discriminating against an individual because of the individual's complaint or participation in in the complaint process. Action is generally deemed retaliatory if it would deter a reasonable person in the same circumstances from opposing practices prohibited by this policy.

Filing a Sexual Misconduct Complaint

All incidents of sexual misconduct and retaliation should be reported. Longwood University's complaint procedures provide for immediate, thorough, and objective investigation of all claims. The University will take appropriate remedial action that is commensurate with the severity of the offense. The University encourages those who have experienced these types of incidents to immediately report them to both the University Title IX Coordinator and Longwood University Police Department. All University employees, except those designated as Confidential Reporting Options, are designated as "responsible employees." Responsible employees are required to promptly report all incidents and/or knowledge of sexual misconduct, including personally identifiable information of the parties involved, to the University Title IX Coordinator. All reports are treated with the maximum possible privacy.

An immediate report to the Longwood Police will enable the preservation of evidence necessary for a successful criminal prosecution. The Longwood University Police Department is trained in collecting and preserving evidence for criminal cases. When evidence exists that could help support a criminal charge or assist the complainant in obtaining protective orders, contacting the Longwood University Police Department immediately, so the evidence may be collected, may ensure that even if the complainant does not want to file a criminal report at this time, the complainant may change their mind at a later date. Evidence collected by the Longwood University Police Department will be retained indefinitely unless destruction is authorized by the Commonwealth of Virginia Attorney. Complainants have the right, however, to choose whether or not to provide a statement to Longwood Police and to choose whether or not to pursue criminal prosecution after such a statement has been made.

Title IX Coordinator and Role of Title IX Coordinator

Jennifer Fraley, Associate Dean of Conduct & Integrity and University Title IX Coordinator
Office: Lancaster G-26;
Office Phone (434) 395-2490, Cell Phone (434) 808-9439
Email: fraleyjl@longwood.edu

Students, staff or faculty who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, dating and relationship violence, stalking and retaliation should notify the University Title IX Coordinator.

After the university receives notice of sexual misconduct or retaliation, it will conduct an impartial investigation. For specifics regarding investigations, see investigation procedures below. Student reporters of misconduct will not be charged with alcohol offenses or other minor violations of the Student Code of Conduct Standards and Regulations disclosed during the reporting process. Minor violations are defined as

those that have a minimum sanction of letter of admonition. Please see the Code of Conduct Standards and Regulations within the Student Handbook for more information.

When the complainant and the respondent participate in the same educational opportunities, work in the same employment area and/or reside in the same University residence or in proximity to one another, the University will take immediate steps to separate the individuals and prevent contact, if appropriate. The applicable Vice President or designee will make the appropriate determination regarding alternative arrangements. Alternative arrangements may include, but are not limited to: temporary suspension (depending on the severity of the allegations), adjustment of academic schedule or employment, no contact orders, and/or alternative living arrangements.

The University Title IX Coordinator can assist with all aspects of the process and is responsible for:

- Convening a review committee consisting of the Title IX Coordinator, Longwood University Police Department Representative and Student Affairs Representative. This committee will meet within 72 hours, and continue to meet as necessary, when notice to the University of an alleged violation of this policy is received. This committee will review and determine if it is necessary to disclose to the appropriate law-enforcement agency, all information of the alleged violation, including personally identifiable information, to protect the health or safety of the individual or community. It is the responsibility of the Longwood University Police Department Representative or designee to notify the appropriate law-enforcement agency and/or Commonwealth of Virginia Attorney.
- Ensuring that both the individual filing the complaint and the individual responding are aware of the seriousness of the complaint.
- Explaining Longwood University's policy and investigation procedures.
- Exploring various means of resolving the complaint.
- Making referrals to Counseling and Psychological Services for counseling or other mental health resources, if appropriate.
- Discussing with the complainant the option of notifying the police if criminal activities are alleged.
- Conducting or arranging for an investigation of the alleged prohibited conduct.
- Arranging support services for the complainant, which could include changes in living arrangements, course schedules, assignments, or tests.
- Arranging interim services to prevent reoccurrence of the alleged prohibited conduct, which could include increased monitoring, supervision, or security at locations or activities where the misconduct occurred and no-contact directives, as necessary.
- Preparing or overseeing any reports, recommendations, or remedial action(s) that are needed or warranted to resolve any prohibited conduct and maintaining all information pertaining to an investigation or complaint in a secure file.
- The University Title IX Coordinator is responsible for maintaining records relating to sexual misconduct reports, investigations and resolutions.
- The University Title IX Coordinator and Deputy Title IX Coordinators will participate in ongoing sexual misconduct training and maintain a high level of knowledge of the policy and procedures.

Longwood University strictly prohibits retaliation against any person for using this reporting process, or for reporting, providing witness, assisting or participating in any manner in any investigation or proceeding involving allegations. Any person who violates this policy will be subject to discipline, up to and including termination if they are an employee, and/or expulsion if they are a student.

Employees who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, dating and relationship violence, stalking and retaliation notify the Chief Human Resources Officer (Deputy Title IX Coordinator for Employees).

Della Wickizer, Chief Human Resources Officer
Office: Lancaster 212
Phone: (434) 395-2074
Email: wickizerdh@longwood.edu

Reporting Options

1. Title IX Coordinator: Students, staff or faculty who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, dating and relationship violence, stalking and retaliation should notify the University Title IX Coordinator:

   Jennifer Fraley, Associate Dean of Conduct & Integrity and University Title IX Coordinator
   Office: Lancaster G-26;
   Office Phone (434) 395-2490, Cell Phone (434) 808-9439
   Email: fraleyjl@longwood.edu
   www.longwood.edu/titleix
   www.longwood.edu/studentconduct

2. Making a report with Longwood Police: Persons who wish to file a police report may contact Longwood Police at (434) 395-2091. Office: Dorrill Dining Hall, Ground Floor. Online reporting: http://www.longwood.edu/police/reportacrime.htm

3. Making a Limited Report: Persons who wish to report an incident and desire that the University take no action to investigate this incident, may speak to the Campus Advocate. This option produces a limited report, which includes no generally identifiable information about the complainant. A complainant may later choose to file a complaint with the University Title IX Coordinator and thus have the incident fully investigated to the best of the University's ability. The Campus Advocate may be contacted at Counseling and Psychological Services: Health and Fitness Center, Upper Level; Phone: (434) 395-2409.

4. Making a Confidential Report: Persons who wish to report an incident or speak to someone about what happened and desire that the details of the incident be kept confidential, they should speak with staff members of Counseling and Psychological Services, Student Health Center, or off-campus crisis resources, who will maintain confidentiality. Campus counselors and Student Health Center staff are available to help students free of charge.
   - Counseling and Psychological Services: Health and Fitness Center, Upper Level; Phone: (434) 395-2409
   - Student Health Center: Health and Fitness Center, Upper Level; Phone: (434) 395-2102

   In addition, you may go off campus to speak with clergy and chaplains, who will also keep reports made to them confidential. Longwood University has an established Cooperative Agreement with an off-campus crisis resource agency to provide services for those who wish to utilize off-campus confidential crisis resources.
   - Southside Center for Violence Prevention: Piedmont Crisis Center 24-Hour Hotline: (888) 819-2926

Confidentiality

If you would like to report an incident or speak to someone about what happened and you desire that details of the incident be kept confidential, you should speak with staff members of Counseling and Psychological Services, Student Health Center or off-campus crisis resources, who will maintain confidentiality. All inquiries, complaints, and investigations are treated with utmost discretion. Information can be released as law and policy permit. However, the identity of the complainant is usually revealed to the person(s) accused of such conduct and any witnesses. A complainant can decide after they talk to the University Title IX Coordinator, whether or not to pursue a Title IX Complaint. In addition to the choice of whether or not to pursue a Title IX complaint, complainants may also request confidentiality in terms of not revealing the complainant's name to a respondent. These requests are evaluated on a case by case basis by the University Title IX Coordinator to determine whether that request can be honored while still providing a safe and nondiscriminatory environment for all students, including the complainant.

Many factors are weighed when determining whether or not to honor a request to withhold the complainant's name from the respondent. These factors include, but are not limited to, when there is a clear and present danger of harm to the complainant or others, when there is knowledge or suspicion of abuse or neglect of minor children or elderly persons, reporting obligations under state law and as otherwise required by law. Additionally, these factors also include circumstances that suggest there is an increased risk of the respondent committing additional acts or there is an increased risk of future acts under similar circumstances, as well as whether the University possesses other means to obtain relevant evidence.

Although a complainant's request to have their name withheld from the respondent may limit the University's ability to respond fully to an individual allegation of sexual misconduct, other means may be available to address the sexual misconduct. There are steps the University can take to limit the effects of the alleged sexual misconduct and prevent its recurrence without initiating formal action against the alleged perpetrator or revealing the identity of the complainant.

Federal Statistical Reporting Obligations

Certain campus officials (campus security authorities) have a duty to report sexual misconduct for federal statistical reporting purposes. All personally identifiable information is kept private, but statistical information must be passed along to campus law enforcement regarding the type of incident and its general location (on or off-campus, in the surrounding area, but no addresses are given), for publication in the annual Campus Security Report. This report helps to provide the community with a clear picture of the extent and nature of campus crime, in order to ensure greater community safety.

Mandated federal reporters (campus security authorities) include student/conduct affairs, campus law enforcement, local police, coaches, athletic directors, residence life staff, student activities staff, human resources staff, advisors to student organizations and any other official with significant responsibility for student and campus activities.

Federal Timely Warning Reporting Obligations

Victims of sexual misconduct should also be aware that University administrators must issue timely warnings for incidents reported to them that pose a substantial threat of bodily harm or danger to members of the campus community. The University will make every effort to ensure that a victim's name and other

identifying information is not disclosed, while still providing enough information for community members to make safe decisions in light of the danger.

Procedures

1. The University Title IX Coordinator shall provide for the adequate, reliable, and impartial investigation of all complaints:

   - Investigations of student versus student complaints shall be coordinated by the University Title IX Coordinator and/or designee.
   - Investigations of student versus employee complaints shall be coordinated by the Chief Human Resources Officer (Deputy Title IX Coordinator for Employee Issues) with support from the University Title IX Coordinator and/or designee.
   - Investigations of employee versus employee complaints shall be coordinated by the Chief Human Resources Officer (Deputy Title IX Coordinator for Employee Issues) and/or designee.

2. Procedure terms associated with the Longwood University Sexual Misconduct Policy are defined below:

   Appeal: A proceeding held to determine whether there was a failure to follow policy procedures; determine if additional evidence has come to light that was not available at the time of the University Hearing Board's decision; determine if the sanctioning recommended is out of proportion with, or inappropriate for the offense. An appeal is processed by the University Appeals Board.
   Complainant: Individual responsible for filing the initial complaint or Title IX Investigator on behalf of the University.
   Hearing: A proceeding held to determine whether to uphold a Title IX Investigation report that has determined a respondent is responsible for a violation of the Sexual Misconduct Policy. A hearing may consist of one or more respondents and is processed by the University Hearing Board.
   Outcome: The results of a Title IX investigation, hearing proceeding or appeal proceeding.
   Respondent: The individual accused of an alleged violation.

3. Complainant and/or respondent may each select one support person or advisor, who may also be legal counsel, to accompany them during the investigation process, Informal Procedures and Formal Procedures. The support person or advisor may be present with their respective party for all meetings, hearings and appeals, but may not actively participate, address the hearing or appeals board, present arguments, question other parties or witnesses. <u>Please note that a support person or advisor's schedule will not be considered when scheduling any meetings, hearings and/or appeals.</u>

4. Only trained investigators will conduct an investigation; both parties will have the opportunity to review and provide comments to the investigator about their statements before the investigation report is finalized.

5. The University will conduct an investigation to the extent of the information available. If the University obtains independent corroborating information of the misconduct it may determine it necessary to move forward with the investigation procedures and/or remedial measures without the involvement of a complainant.

6. Criminal investigations, separate from the process outlined in this policy, shall be conducted by the Longwood University Police or appropriate law enforcement agency, in parallel with the University's investigation. In cases where students are the subject of a criminal investigation, the University's investigation will commence parallel to or at the conclusion of such investigation.

7. Barring extenuating circumstances the entire process shall be completed within 60 days. Complainants and respondents will be notified if the process cannot be completed within this timeframe.

8. Informal Procedures

   Some complaints can be resolved through informal mediation between the parties. The University Title IX Coordinator and/or designee may arrange for, or facilitate mediation between the involved parties and coordinate other informal problem resolution measures.

   a. Once a report has been made, informal resolution procedures shall be pursued within five business days of the initial report.
   b. Informal Resolution Procedures are optional and may be used when deemed appropriate. Informal procedures are never applied in cases involving violence or non-consensual sexual intercourse.
   c. An investigation into the report shall be conducted by the University Title IX Coordinator or designee.
   d. Once the informal resolution procedure is complete, written notification of the agreed upon resolution shall be given to both parties by the University Title IX Coordinator or designee.
   e. The involved parties will sign a voluntary agreement specifying the behavioral expectations resulting from the mediation. If re-occurrence takes place, those responsible for such behavior will be subject to additional action, with greater penalties, under this policy.
   f. If either party is unsatisfied with the outcome of the informal resolution procedure, the formal resolution procedure may be pursued.

9. Formal Procedures

   a. Once the university has received notice of sexual discrimination, sexual harassment, sexual misconduct, sexual assault, sexual violence, dating and relationship violence, stalking and retaliation, an investigation shall commence within five business days.
   b. To ensure a prompt and thorough investigation, the complainant should provide as much of the following information as possible:

      - The name, department, and position of the person or persons allegedly committing the misconduct.
      - A description of the incident(s), including the date(s), location(s), and the presence of any witnesses.
      - The alleged effect of the incident(s) on the complainant's educational opportunities, living situation, position, salary, benefits, promotional opportunities, or other terms or conditions of employment.
      - The names of other students or employees who might have been subject to the same or similar misconduct.
      - Any steps the complainant has taken to try to stop the misconduct, if appropriate.
      - Any other information the complainant believes to be relevant to the misconduct.

   c. The investigator shall determine, by a preponderance of evidence, whether the respondent violated this policy. Preponderance of evidence means that it is more likely than not that a violation occurred. If the investigator determines that the respondent did not violate this policy, the matter will be closed.

d. At the completion of the investigation, both the respondent and complainant will be informed within five working days, in writing, of the outcome of the investigation.
e. Both the complainant and respondent are entitled to a copy of the investigators' report, redacted of any personally identifiable information. The redacted report shall be provided to the complainant or respondent within two working days after the University Title IX Coordinator or designee has received a written request. The non-redacted report may be viewed by the complainant and respondent at any time during normal business hours.
f. If it is determined by a preponderance of the evidence that a violation did occur, the respondent may accept findings of the investigation and the sanctions / measures determined by the University Title IX Coordinator or designee to prevent the violation's recurrence; or challenge the findings and request a hearing. The respondent must, within five working days from the written notification of the outcome of the investigation, make a decision to, accept the findings or challenge the findings and sanctions / measures, and request a hearing. The University Title IX Coordinator or designee reserves the right to send the case to the University Hearing Board for sanction/measures recommendations only, in investigations that the respondent has been found responsible and accepts those findings.
g. The complainant may decide, subsequent to the filing of formal charges against the respondent, to withdraw the complaint. The university will, however; still proceed based on the investigative findings.

Procedures for Hearings on Violations of the Sexual Misconduct Policy

1. The University Hearing Board will conduct hearings regarding alleged violation(s) of this policy.

2. A University Hearing Board hearing will proceed in the following manner:

   a. Hearings conducted by the University Hearing Board are closed to the public. The only individuals allowed to be present are active participants in the hearing process: the complainant, the respondent, an advisor for each, the investigator (s), the University Hearing Board, witnesses, and necessary university administrators. Either the complainant or the respondent may dispute the presence of individuals in the hearing room. The hearing board will make the final decision.
   b. The hearing will be non-adversarial and strict rules of evidence will not be applied.
   c. The hearing board members and all aforementioned participants are introduced.
   d. Participants state any questions they have concerning rights or procedures.
   e. The statement of charges is presented.
   f. The respondent enters a plea of responsible, not responsible or no plea.
   g. Testimony phase: During the testimony phase of the hearings, cross-examination will be conducted by the hearing board in the presence of the University and complainant, the respondent and their respective advisors. Witnesses may only be present when actively giving testimony. Advisors may be present with their respective parties for all testimony, but may not actively participate, address the hearing board, present arguments or question witnesses.
   h. The respondent, the complainant and/or University, may each present an opening statement and a closing statement before the Board. The respondent and complainant and/or University may view each other's statements on live video feed.
   i. The respondent and complainant and/or University may present evidence and witnesses. Witnesses may be cross-examined by the hearing board in opposing party's presence. The board will privately cross-examine the respondent, the complainant, and any witnesses they deem necessary. The respondent and complainant and/or University may view testimony on live video feed.

j. The respondent and the complainant and/or University may each submit a list of questions to the board's chairperson for the board to consider. The past sexual history or sexual character of a party to the complaint, complainant or respondent, with anyone other than each other, will not be admissible. Notwithstanding the above, demonstration of pattern, repeated, and/or predatory behavior by the respondent, in the form of previous findings in any University, judicial or student conduct proceeding will be admissible. The parties will be notified in advance of the hearing if any information addressed by this paragraph is deemed admissible.
k. After all of the evidence has been introduced, the parties will be excused from the room so that the board may deliberate.
l. The University Hearing Board shall determine, by a preponderance of evidence, whether the respondent violated this policy. Preponderance of evidence means that it is more likely than not that a violation occurred. If the University Hearing Board determines that the respondent did violate this policy, the complainant will be allowed to submit a statement regarding the impact that the misconduct has had on the educational, living and/or working environment of the complainant.
m. When the board has made a decision regarding responsibility, the parties will be invited back into the room for a reading of the decision and any recommended sanctions.

3. The outcome of the hearing and any recommended sanctions will be forwarded to the applicable Vice President or designee immediately following the hearing if no appeal is filed: The Associate Dean of Conduct & Integrity in the case of a student respondent, the Provost and Vice President of Academic Affairs in the case of a faculty respondent, and the Vice President of Administration and Finance in the case of a classified staff or administrative employee.

4. Both the respondent and complainant will be informed within five working days, in writing, of the outcome of the hearing and the appeal (if an appeal is filed) and of any sanctions being recommended to the applicable Vice President or designee. If the complainant is deceased as the result of the alleged violation, the next of kin of such complainant shall be treated as the complainant for purposes of this paragraph, upon written request.

Composition of the University Hearing Board

1. A five-member University Hearing Board will be appointed by the University Title IX Coordinator, on a per-case basis from a pool of trained members: no less than 6 faculty and 6 staff. The chair of the hearing board is a non-voting member, except in cases of a tie, who leads the hearings and facilitates discussion among board members. The University Title IX Coordinator will serve as a non-voting advisor to the chair. All Board members are appointed annually and serve from October 1 - September 30.

2. The pool of candidates for the University Hearing Board shall be nominated by:

   - Faculty Senate, Executive Committee (faculty members).
   - Vice President for Student Affairs and Vice President for Finance and Administration (staff).

3. In the case of a faculty respondent, at least three members of the University Hearing Board shall be faculty, in the case of a professional staff respondent; at least three members of the University Hearing Board shall be staff (except in cases where there is not sufficient availability in the pool of trained members).

4. The complainant and/or respondent can request board members to recuse themselves from the hearing for actual or perceived bias or other conflict of interest. The final decision regarding this request will be made by the University Title IX Coordinator based on the information provided by the requesting party. Board members may also recuse themselves if they feel they cannot or should not hear a particular case.

5. The University Hearing Board panel will be trained by the University Title IX Coordinator regarding hearing procedures, evaluation of evidence, Title IX requirements and other relevant subjects, as needed.

6. Individuals cannot serve on both the University Hearing Board panel and the University Appeals Board panel during the same academic year.

Appeals

1. Appeals will be heard by the University Appeals Board.

2. Respondents and complainants have the right to one appeal each of the University Hearing Board's decision.

3. Appeals must be filed within three working days of the University Hearing Board's written decision. To file an appeal, students and employees must fill out the appeal form provided with written notice of the University Hearing Board's decision.

4. Appeals may only proceed based on one of three reasons:
   a. Failure to follow policy procedures.
   b. Additional evidence has come to light that was not available at the time of the University Hearing Board's hearing.
   c. The sanction received is out of proportion with the offense.

   Eligibility for an appeal based on the above reasons will be determined by the University Title IX Coordinator or designee.

5. The University Appeals Board will convene within five working days of the receipt of the appeal. All parties will receive notice of the time and place of the appeal.

6. The appeal will be non-adversarial and strict rules of evidence will not be applied.

7. The outcome of the appeal and any recommended sanctions will be forwarded to the applicable Vice President or designee immediately following the appeal: The Associate Dean of Conduct & Integrity in the case of a student respondent, the Provost and Vice President of Academic Affairs in the case of a faculty respondent, and the Vice President of Administration and Finance in the case of a classified staff or administrative employee.

8. Both the respondent and complainant will be informed within five working days, in writing, of the outcome of the appeal and of any sanctions being recommended to the applicable Vice President or designee. If the complainant is deceased as the result of the alleged violation, the next of kin of such complainant shall be treated as the complainant for purposes of this paragraph, upon written request.

Composition of the University Appeals Board

1. A three-member University Appeals Board will be appointed by the University Title IX Coordinator, on a per-case basis from a pool of trained members: no less than 6 faculty and 6 staff. All Board members are appointed annually and serve from October 1 - September 30.

2. The pool of candidates for the University Appeals Board shall be nominated by:
   - The Faculty Senate, Executive Committee (faculty members).
   - Vice President for Student Affairs and Vice President for Finance and Administration (staff).

3. In the case of a faculty respondent, at least two members of the University Appeals Board shall be faculty, in the case of a professional staff respondent; at least two members of the University Appeals Board shall be staff (except in cases where there is not sufficient availability in the pool of trained members).

4. The complainant and/or respondent can request board members to recuse themselves from the appeal board for actual or perceived bias or other conflict of interest. The final decision regarding this request will be made by the University Title IX Coordinator based on the information provided by the requesting party. Board members may also recuse themselves if they feel they cannot or should not hear a particular case.

5. The University Appeals Board will be trained by the University Title IX Coordinator regarding hearing procedures, evaluation of evidence, Title IX requirements and other relevant subjects, as needed.

6. Individuals cannot serve on both the University Hearing Board and the University Appeals Board during the same academic year.

Postponement of Hearings and Appeals

A respondent or complainant may request one postponement of a hearing or appeal by contacting the University Title IX Coordinator at least two (2) business/working days prior to the scheduled hearing or appeal, unless extenuating circumstances exist. Postponement will be allowed only under the following conditions:

a. The respondent/complainant has an academic conflict;
b. The respondent/complainant is unable to produce necessary witnesses on the scheduled date of the hearing;
c. The respondent/complainant has a family emergency;
d. The respondent/complainant is too ill to attend the hearing;
e. The respondent/complainant cannot attend because of a religious holiday.

The Title IX Coordinator may require written verification of the reason claimed.

Rights of the Complainant

1. The right to have a support person or advisor throughout the process, who may also be legal counsel.
2. The right to remain present, either in person or via live feed, throughout the entire hearing (not including the deliberative process).
3. The right to attend a pre-hearing meeting with the University Title IX Coordinator or designee.
4. The right to have access to existing campus counseling and support services.
5. The right to interim services to prevent reoccurrence of the behavior.

6. The right to freedom from retaliation by the respondent (or supporters of the respondent).
7. The right to be notified of the time, date and place of the scheduled hearing and appeal, if applicable, at least 72 hours prior to the hearing or appeal.
8. The right to submit a statement of how the misconduct has impacted the educational, living and/or working environment of the complainant.
9. The right to know the outcome of the investigation, the outcome of the hearing, appeal and the sanctions, remedies and corrective actions taken by the University.
10. The right to be informed of the ability to request changes in academic, employment and living situations.
11. The right to request a single appeal of the outcome of the University Hearing Board's decision and recommended sanctions (if necessary).

Rights of the Respondent

1. The right to a support person or advisor throughout the process, who may also be legal counsel.
2. The right to remain present during the entire hearing either in person or via live video feed (not including the deliberative process).
3. The right to attend a pre-hearing meeting with the University Title IX Coordinator or designee.
4. The right to have access to existing campus counseling and support services.
5. The right to freedom from retaliation by the complainant (or supporters of the complainant).
6. The right to notice of allegations and the opportunity to testify.
7. The right to be presumed not responsible unless shown responsible by a preponderance of the evidence.
8. The right to a timely hearing.
9. The right to notification of the charges, the specific rule or policy violated, and the time, date and place of the scheduled hearing and appeal, if applicable, at least 72 hours prior to the hearing or appeal.
10. The right to notification of any information that may be used in the hearing.
11. The right to request a single appeal of the outcome of the University Hearing Board's decision and recommended sanctions (if necessary).

Sanctions, Remedies and Corrective Actions

Violations of this policy will be addressed through the sanctions, remedies and corrective actions listed below. The severity of sanctions, remedies or corrective action depends on the facts and circumstances of the offense and/or any history of past conduct that violates this policy. Sanctions, remedies and corrective actions could include (but are not limited to):

- A requirement not to repeat or continue the conduct.
- Reprimand.
- Reassignment.
- Suspension.
- Termination of employment.
- Expulsion.

Student Records

Compliance with the provisions in this policy does not constitute a violation of the General Education Provisions Act (20 U.S.C. § 1232g; 34 CFR Part 99), commonly known as the Family Education Rights and Privacy Act of 1974 (FERPA).

Longwood student records policies comply fully with the Family Educational Rights and Privacy Act (FERPA) of 1974, as amended, of the General Education Provisions Act. The accumulation, processing, and maintenance of student data by the University are limited to that information, 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.

Academic Transcripts – Pursuant to Virginia Code § 23-9.2:15

A prominent notation shall be placed on the academic transcript of any student who has been found responsible and expelled or suspended for sexual violence, which includes the following as defined by this policy: sexual activity, unwelcome sexual contact, coerced sexual intercourse, and dating and relationship violence. The language will read as follows: Expelled – For a Violation of the University's Code of Conduct Standards and Regulations, or, Suspended – For a Violation of the University's Code of Conduct Standards and Regulations. The notation shall be removed from the transcript when the student has completed the term of the suspension, completed any conditions of the suspension, and has been determined by Longwood University to be in good disciplinary standing.

A prominent notation shall be placed on the academic transcript of any student who withdraws prior to the final outcome of an investigation, hearing and/or appeal that alleges sexual violence, which includes the following as defined by this policy: sexual activity, unwelcome sexual contact, coerced sexual intercourse, and dating and relationship violence. The language will read as follows: Withdrawal while under Investigation – For a Violation of the University's Code of Conduct Standards and Regulations. The notation shall be removed from the transcript when the student is subsequently found not responsible for a violation of this policy, or not suspended or expelled as a result of a violation of this policy.

Academic Freedom and Free Speech

This policy does not allow censorship of constitutionally-protected speech, which is valued in higher education and by Longwood University. In addressing all complaints and reports of alleged violations of this policy, Longwood University will take all permissible actions to ensure the safety of students and employees while ensuring free speech rights of students and employees. This policy does not in any way apply to curriculum and curriculum decisions or limit the use of particular textbooks or curricular materials.

~~Approved by the Board of Visitors on June ?, 2016.~~

Policy 7209

Use of State Vehicles

I. Purpose

The purpose of this policy is to set guidelines for the use of State-owned vehicles. The University maintains an interest in providing for the official transportation needs of the campus community. The University also seeks to maintain quality, safe transportation for such uses. In order to do so, proper use, care and supervision of Longwood fleet vehicles are required. Drivers must be licensed to operate and be knowledgeable of vehicles they use; only properly maintained vehicles will be made available for such uses, and a comprehensive transportation program will be supervised and administered by a qualifiedthe Longwood TransportationOfficerFleet Services .Manager.

II. Policy

A. Licensure: Persons operating institution owned vehicles must be licensed in Virginia have a valid driver's license to operate the type of vehicle they are using.

1. **Facilities Management (FM) Work Vehicles**: Operators of FM work vehicles such as dump trucks, state trucks, pick-ups, buses, etc., must be licensed to the operate vehicles they use. Operators must immediately notify the Transportation Officer Fleet Services Manager and immediate supervisor if their license has been suspended or revoked within 24 hours of the suspension/revocation. A driver with a CDL license is required to report any moving violations obtained in a personal or state vehicle to the Fleet Services Manager the following business day after the violation. Prior to being issued state vehicles, students and summer workers must have a valid Virginia - driver's license. All operators must complete a DMV Release form and present it to the Agency Transportation Office forverificationFleet Services Manager prior to issuance of a vehicle. If a driver holds a license other than for the state of Virginia, they must provide a copy of their driver's license and current copy of their driving record from the issuing state; and must be updated yearly. Any fee associated with this is the responsibility of the driver.

1.

The Transportation OfficerFleet Services Manager will maintain a complete list of FM employees who have completed the DMV release., to include photocopies of all operator licensesThe list shall be available for inspection by University officials. Operating a FM vehicle without proper licensure is a terminable offense.

2. **Longwood Passenger Vehicles**: Persons driving Longwood fleet passenger vehicles such as automobiles and passenger vans must have a valid vehicle operator's license. If the vehicle requires a special class license, the driver must have that particular classification on his/her license and meet all agency requirements for such vehicle. The driver must present a valid copy of his/her operator's license completed DMV Release Form or ensure a current - copy is on file in the Transportation Fleet Services Office before they are allowed to use a state vehicle. If a valid copy is not on file, the driver will not be issued a state vehicle for use and may be subject to disciplinary action if found driving a vehicle without permission from the Fleet Services Manager. If a driver holds a license other than for the state of Virginia, they must provide a copy of their driver's license and current copy of their driving record from the issuing state; and must be updated yearly. Any fee associated with this is the responsibility of the driver.

2.
3. Use of Longwood fleet vehicles is limited to Longwood employees and students for official Longwood business. The Transportation Officer Fleet Services Manager will monitor this requirement and has the authority to deny use for reason of lack of licensure or proof thereof or -, previous mis-use of state equipment or current driving record.

3. **Golf Carts/ Utility Vehicles:** Persons driving Longwood golf carts and utility vehicles must have a valid driver's license and a DMV Release Form on file with the Fleet Services Manager and have completed the cart training required by Campus Police per policy 3410. If a driver holds a license other than for the state of Virginia, they must provide a copy of their driver's license and current copy of their driving record from the issuing state; and must be updated yearly. Any fee associated with this is the responsibility of the driver. If the person has never operated a cart or utility vehicle, they must make the Fleet Services team aware of this in order to schedule training prior to utilizing the equipment.

4. **Longwood Mini-Bus:** Persons driving Longwood fleet mini-buses must have a valid vehicle operator's license with a minimum of "0" point balance on their driving record. The driver must have a valid Commercial Driver's License (CDL) , Emergency Vehicle Operator Course (EVOC) certification, or have completed the mini- bus driver's training program offered by the University. The driver must present a valid copy of his/her completed DMV Release Form; copy of his/her operator's license with appropriate certifications or ensure a current copy is on file in the Transportation Office Fleet Services Manager's office before they are allowed to use a state vehicle. If a valid copy is not on file, the driver may be subject to disciplinary action. If a driver holds a license other than for the state of Virginia, they must provide a copy of their driver's license and current copy of their driving record from the issuing state; and must be updated yearly. Any fee associated with this is the responsibility of the driver.

4.3.

Use of Longwood fleet mini-buses is limited to Longwood employees and students on official Longwood business. The Transportation Officer Fleet Services Manager will monitor this requirement and has the authority to deny use for reason of lack of licensure; not providing the DMV release or copy of an out of state record and license, or previous misuse of state equipment or current driving record..

5. **Use of State Vehicles by Student Organizations:** Student organizations are permitted to use Longwood fleet vehicles (cars, and mini-vans and buses) for official state business. It is recommended that a staff or faculty member/advisor travel with the students in the vehicle to and from the destination. The driver of the vehicle must have a valid operator's license and must have successfully completed the bus driver's training program (if a bus is used). The driver must complete a DMV release form prior to be issued a state vehicle. If a driver holds a license other than for the state of Virginia, they must provide a copy of their driver's license and current copy of their driving record from the issuing state; and must be updated yearly. Any fee associated with this is the responsibility of the driver.

B. The cost of the trip may be paid by a student organization using local funds.

C.B. **Conditions of Use:** Longwood's fleet vehicles are to be used for official Longwood business only by Faculty, Staff, and Students., Volunteers and, or Contractors working for the University may be permitted to use Longwood owned vehicles with approval from the Fleet Services Manager prior to use. Persons violating conditions of use may be subject to disciplinary action and may lose their privilege to operate state owned vehicles. Vehicles are to be operated in a manner which avoids even the appearance of impropriety. Vehicles are to be picked up the day of travel and returned the same day of completion of travel. If the traveler has extenuating circumstances, they must be brought to the attention of the Fleet Services Manager, in writing, prior to travel for approval. Each situation will be reviewed on a case by case basis prior to travel. The Transportation Officer Fleet Services Manager will monitor all conditions of use.

Persons using any Longwood fleet vehicles or buses must obey the Virginia Department of Motor Vehicle Codes at all times, including the use of seat belts and -safety harnesses- while the vehicle is in operation.

Persons using any Longwood fleet, or maintenance vehicles/equipment or buses shall abide by Longwood University's Employee Driving Privilege Policy 5213.

D.

1. **Relatives:** Relatives of Longwood employees who are not state employees on official business may not operate or ride in a Longwood fleet vehicle at any time.
2. **Hitchhikers:** Hitchhikers may not be transported in Longwood fleet vehicles at any time.
3. **Use for Obtaining Meals and Other Necessities:** Longwood fleet vehicles may be used to obtain meals or other necessities while on official travel.
4. **Cellular Phones or Handheld Devices**: Cell phones, blackberries, smart-phones, GPS, or other electrical devices must be operated via a hands-free device or while the vehicle is stopped and in park. Any other use such as text messaging or emailing is prohibited while the vehicle is in drive and/or motion. Use of two-way radios and related mission essential equipment for emergency response vehicles will be governed by agency policy.
5. **Eating:** Eating food is prohibited while driving a Longwood fleet vehicle/equipment.
6. **Alcohol/Drug Impairment:** Persons found to have operated Longwood fleet vehicles while impaired by alcohol or drugs will be immediately terminated.
7. **Smoking:** Smoking in Longwood fleet state vehicles/equipment is forbidden by Longwood policy and the Office of Fleet Management Services Policies and Procedures Manual.
8. **Seatbelts:** Seatbelts must be used in accordance with state law.
9. **Parking/Security Considerations:** Longwood fleet vehicles should not be left on non-residential streets or highways overnight, unless required due to mechanical failure. Towing costs for improper parking are the responsibility of the driver.
10. **Keys/Credit Cards:** Under no circumstances should keys be left in any Longwood fleet vehicles when not in operation. State/Agency credit cards should not be left where they are visible inside the vehicle.
11. **Personal Property:** Personal property left in Longwood fleet vehicles when not in operation is the responsibility of the employee/student. Loss or damage to personal property remains the responsibility of the employee/student.
12. **Out-Of-State Travel:** All out-of-state travel using a Longwood fleet vehicle must be approved in accordance with State Travel Regulations. Any out-of-state travel under five hundred (500) dollars must be approved by the department head.
13. **Fines/Parking Citations:** Any fines and parking citations incurred by the driver are the responsibility of the driver and not the University. Persons incurring fines for traffic violations may be subject to disciplinary action by the University per the Employee Driving

Privilege Policy 5213 and may result in loss of privileges to use Longwood fleet vehicles.

14. **Animals:** Animals are **NOT** allowed to be transported in a fleet vehicle at any time unless it is a service animal and were approved by the Fleet Services Manager prior to travel.

Procedures for Use of Fleet Vehicles:

In order to reserve a state vehicle or cart, one must send an email request to transportation@longwood.edu with the date and the type of vehicle needed to check availability. (Please be sure you have covered the entire time the vehicle is actually needed in your request) Once the reservation has been confirmed, a Request to Travel form (RTA) must be completed, signed and sent to the Fleet Services Manager as well as Accounts Payable. The Fleet Services Manager or staff will confirm a DMV release or out of state license and report is on file and in good standing and RTA form has been received. Once these are confirmed, a key pack will be prepared the week of travel and may be picked up in the designated area of Fleet Services. The driver is responsible for completing the mileage form in the key pack to include beginning and end mileage and reporting any damage to the vehicle prior and post use. If this is not completed properly it may lead to improper charges for the mileage to the department and restrictions of future use of a vehicle if a recurring history is present. Vehicles may only be picked up on the day of departure and must be returned the day travel status ends. If the traveler has extenuating circumstances, they must be brought to the attention of the Fleet Services Manager, in writing, prior to travel for approval. Each situation will be reviewed on a case by case basis prior to travel. Drivers are responsible to ensure there is no loose trash or excessive dirt/damage inside the vehicle prior to returning it to the Fleet. Repeated violations of the above may cause a suspension in the use of state vehicles.

13.

F. **Accidents:** Persons using a Longwood fleet vehicle who are involved in an accident must contact the Virginia State Police immediately.

1. **Longwood Transportation Officer Fleet Services Manager Notice:** The Transportation Officer Fleet Services Manager must also be notified within one business day. An Automobile Incident Form must be completed within 24 hours of the incident and turned in to the Fleet Services Manager on the next business day.
2. **Damages to Vehicles:** The Office of Fleet Management Services investigates all accidents. If the driver is found negligent, the driver's department is responsible for paying to repair the vehicle. If the driver is found otherwise, the Office of Fleet Management Services will assume that responsibility. The driver's department is responsible for any damages obtained to state property while in possession of the driver. The Fleet Services Manager will turn in damage exceeding the $1,000 deductible to our auto insurance company but the deductible will be the responsibility of the department utilizing the vehicle.
3. **Additional Information:** Additional information may be obtained from the green book entitled, Rules and Regulations Governing the Use, Operation and Maintenance of State Owned Fleet Vehicles located in the glove compartment.

G.

G.H. **Driving A Privately Owned Vehicle:** A privately owned vehicle may be used on official business if no Longwood fleet vehicle is available, or with the approval of the Transportation OfficerFleet Services Manager. -There are rate adjustments on the mileage reimbursement rate. When a Longwood fleet vehicle is unavailable, the reimbursement rate is slightly higher. The University reserves the right to require use of a Longwood fleet vehicle.

H.I. **Vehicle Use Priorities:** Vehicles will be assigned on a first come-first serve basis. All attempts will be made to work with parties to meet everyone's needs in the case of conflict. In the event that no solution is available the following priorities have been established to alleviate

conflict when the demand for vehicles exceeds the supply. The Transportation Officer Fleet Services Manager will make assignment determinations based on these priorities:

Priority 1: Longwood Executive Use
Priority 2: Admissions Office
Priority 3: Student Teaching Supervisors
Priority 4: Class-related Field Trips Approved by Department Chair
Priority 5: Administrative Staff

J. Priority 6: Students Representing the institution in Varsity/Junior Varsity Athletic Events

K. Priority 7: Trips by Longwood Organizations Approved by Sponsor-

L. **Charges Associated With Use Of Motor Pool Fleet Vehicles:**

Each requestor will be invoiced monthly for the use of Longwood's fleet vehicles.

Employee Driving Privilege: Please see policy 5213

1. **Suspension of Employee Driving Privileges:** The Fleet Services Manager shall make a recommendation to the Vice President of Administration and Finance to suspend privileges to drive a Longwood vehicle, if in the view of the Fleet Manager, the violation suggests the employee's driving habits pose an undue risk for the institution. Examples might be reckless driving or multiple offenses of driving in excess of ten (10) miles over a posted speed limit. Under normal circumstances, suspension of driving privileges may be lifted by attendance in and completion of a local, police-sponsored, remedial driving program. Any cost associated with the driving program will be the responsibility of the employee.

I.

Revised and approved by the Board of Visitors, September 7, 2002.
Revised and approved by the Board of Visitors, March 22, 2013.

Longwood University

201 High Street, Farmville, Virginia 23909 434.395.2000

Administrative Policies & Procedures Manual

Policy 5213

Employee Driving Privilege

I. Purpose

The University has a strong interest in ensuring that employees who drive Longwood owned or leased vehicles in the course of their jobs, do so responsibly, and act in accordance with established Commonwealth and Longwood procedures in reporting vehicle accidents. The University also has a strong interest in avoiding undue liability risks by curtailing driving privileges of employees whose driving conduct suggests they presently pose higher than normal risks.

II. Policy

The Campus Transportation Officer Fleet Services Manager has responsibility to monitor, evaluate, and put into place procedures designed to manage risks associated with traffic accidents and moving violations. The Campus Transportation Officer Fleet Services Manager further has the authority to recommend suspension or revocation of privileges to drive Longwood owned or leased vehicles to the Vice President for Administration and Finance). -. The President Vice President for Administration and Finance has the authority to suspend or revoke employee driving privileges pursuant to this policy.

III. Procedure

1. **Driver's Licenses:**Employees must be presently licensed to drive a vehicle in the Commonwealth of Virginia have a valid driver's license before they may be issued a Longwood owned or leased vehicle. Proof of licensure must be presented to the Campus Transportation Officer. Fleet Services Manager by completion of a DMV Release form to monitor operator's license status. If the driver holds a license other than for the state of Virginia, they must provide a copy of their driver's license and current copy of their driving record from the issuing state; and must be updated yearly. Any fee associated with this is the responsibility of the driver.

1.2.

    1. **Notice of Suspension or Revocation of State Driving Privileges:**Employees**Privileges:** Employees whose driving privileges have been suspended or revoked by the Department of Motor Vehicles **must inform the Campus Transportation Officer Fleet Services Manager and their Supervisor**

of that action within twenty four (24) hours. Vehicles may not be issued to employees whose license is suspended or revoked. If DMV provides suspension information on an employee, through the DMV Driver Alert program, the employee and their supervisor will be notified by the Fleet Services Manager.

2. **Special Vehicle Class Licenses:** Certain Longwood vehicles, such as some buses and trucks, require special "class" licenses to operate. Employees without such special class licenses may not, under any circumstances, operate vehicles requiring them.

2.3. **Employee Traffic Citations Involving Moving Violations with Longwood Vehicles:** Employees who receive moving traffic citations issued by a municipal, county or state law enforcement officer while operating a Longwood owned or leased vehicle must report the citation to the Longwood Transportation Officer Fleet Services Manager and the employee's immediate supervisor within twenty four (24) hours. If the driver holds a CDL license necessary for their employment responsibilities, they are required to report any moving violation whether in a state vehicle or personal vehicle to the Fleet Services Manager and their immediate Supervisor within twenty-four (24) hours.

1. **Disciplinary Action:**Traffic citations are issued for violations of the State Motor Vehicle Code. Driving performance causing a traffic citation to be issued is substandard and dangerous to human life and property. Under normal circumstances, a progressive disciplinary approach will be issued the employee. If more than one active disciplinary action relating to traffic citations is present in the employee's personnel file, more punitive disciplinary action may be warranted. If a disciplinary action is issued and the employee's citation is later voided in traffic court, the discipline shall be voided as well. The Vice President for Administration and Finance has the authority to evaluate individual violations and use discretion in deciding what disciplinary action is appropriate under the circumstances.
2. **Suspension of Employee Driving Privileges:** The Campus Transportation Officer Fleet Services Manager shall make a recommendation to the Vice President of Administration and Finance to suspend privileges to drive a Longwood vehicle, if in the view of the Campus Transportation Officer Fleet Services Manager, the violation suggests the employee's driving habits pose an undue risk for the institution. Examples might be reckless driving or multiple offenses of driving in excess of ten (10) miles over a posted speed limit. Under normal circumstances, suspension of driving privileges may be lifted by attendance in and completion of a local, police-sponsored, remedial driving program. It is the employee's Department Head and immediate Supervisor's responsibility to ensure that the suspension is enforced with departmental vehicles and carts.

3. **IV. Employee Vehicle Accidents Involving Longwood Vehicles:**Employees**Vehicles:** Employees involved in vehicle accidents while operating Longwood vehicles must follow certain Commonwealth of Virginia procedures, such as calling the state police before moving the vehicle. (Note: A detailed description of the procedure is located in the glove box of each Longwood vehicle.) The Campus Transportation OfficerFleet Services Manager must also be notified immediately.

1. **Disciplinary Action:**The Commonwealth of Virginia has an accident committee which makes determinations on all state agency vehicle accidents. Among other things, the committee determines if the accident was "avoidable." The institution receives a copy of such a report when its vehicles are involved in accidents. The Transportation OfficerFleet Services Manager will provide a copy of this report to the involved employee's immediate supervisor as well. If a determination has been made by the committee that the accident was avoidable, the driving performance of the employee involved will be considered substandard and a disciplinary action appropriate to the circumstances will be issued by the employee's immediate supervisor.

2.3. **Remedial Driver's Training**: Under appropriate circumstances, the Vice President for Administration and Finance CAFO has the authority to direct an employee who has been disciplined for a driving offense to attend remedial driver's training as an alternative to suspension of driving privileges. The cost will be the employee's responsibility.

4. **Suspension or Revocation of Driving Privileges:** If the accident is due to the employees negligence or fault, the employee's driving privileges of state vehicles will be suspended for a minimum of a 30 day period. If the driver was utilizing a mini-bus when the accident occurred, they will be required to retake the University's training course for the vehicle after the 30 day suspension has been completed in order to be cleared to drive again.

5. The Campus Transportation Officer shall make a recommendation as to whether or not to suspend or revoke privileges to drive a Longwood vehicle if the accident is determined to be avoidable. If a suspension of driving privileges is issued by the Vice President for Administration and Finance, the suspension will be lifted only after the employee completes a local, remedial, police-sponsored driving course. An extended revocation may be issued if circumstances like serious personal injuries or major property damage result, or if the conduct was particularly reckless or if the employee involved has other driving-related disciplinary actions in an active status. If a revocation of driving privileges relating to Longwood vehicles is issued, the specific requirements for restoration of the privilege will be provided for the employee affected. Single vehicle accidents involving minimal damage or especially mitigating circumstancesmitigating circumstances may not warrant suspension of driving privileges. It is the employee's Department Head and immediate Supervisor's responsibility to ensure that a suspension is enforced with departmental vehicles and carts.

V. Employee Driving Records:

If an employee is required to drive a state vehicle for their employment, their driving points may be monitored based on the vehicle type. If the employee's point balance and record is deemed to be a sign of high risk, the Fleet Services Manager has the authority to recommend driving suspension to the Vice President for Administration and Finance. The University has a requirement of at least a "0" point balance in order to drive the 12 and 14 passenger buses. If a driver falls below this balance, the Fleet Services Manager has the authority to suspend a driver until the points have been returned to the required balance. Any vehicle that requires a CDL with "P" endorsement shall have and maintain at least a +3 point balance in order to operate such vehicle. Any driver with a CDL license necessary for their employment responsibilities must notify the Fleet Services Manager and their immediate Supervisor if they are charged with any moving violation, in a personal or state vehicle, on the first business day after the occurrence.

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

Longwood University

Course Fees

	2015-2016	2016-2017	$ Increase
Developmental Methods (PSYC323)	25	0	(25)
Internship in Educational Leadership (EDUC690)	150	75	(75)
Practicum in School Counseling (COUN593)	0	50	50
Practicum in Mental Health Counseling (COUN592)	0	50	50
Internship in School Counseling (COUN693)	0	25	25
Practicum in College Counseling /Student Affairs (COUN594)	0	50	50
Internship in College Counseling/Student Affairs (COUN694)	0	25	25
Special Topics in Environmental Science (ENSC295)	0	30	30
Practicum Application (EDUC461)	0	100	100
Climatology (EASC356)	0	30	30
Climatology (GEOG356)	0	30	30
Special Topics in Environmental Science (ENSC495)	0	30	30
Special Topics in Environmental Science (ENSC395)	0	30	30
Invertebrate Zoology (BIOL315)	0	30	30
Plant Biology (BIOL309)	0	30	30
Integrative Biology (BIOL120)	0	30	30
Introduction to Genetics and Cell Biology (BIOL250)	0	30	30
Introduction to Ecology and Evolution (BIOL251)	0	30	30
Comprehensive Human Anatomy and Physiology I (BIOL301)	0	30	30
Comprehensive Human Anatomy and Physiology II (BIOL302)	0	30	30
Special Topics in Biology (BIOL395)	0	30	30
Advanced Laboratory Techniques (BIOL465)	0	30	30
Topics in Field Biology (BIOL460)	0	60	60
Evolution Lab Fee (BIOL399)	0	30	30
General Microbiology (BIOL305)	0	30	30
Action Analysis I (GAND202)	0	60	60
Narrative Sequencing and Storyboards (GAND212)	0	60	60
Character Design and Animation Layout (GAND232)	0	60	60
Character Animation (GAND280)	0	60	60
Action Analysis II (GAND302)	0	60	60
Animation History (GAND311)	0	10	10
Advanced Storyboards (GAND312)	0	60	60
Action Analysis III (GAND402)	0	60	60
Motion Capture (GAND430)	0	60	60

Longwood University

Fees

	2015-2016	2016-2017	$ Increase
Graduate Student Parking Permit Semester	50	75	25
Graduate Student Parking Permit Full Year	100	125	25

Summer School Fees

Per Credit Hour Rates:

	2015-2016 (Summer 2016)	2016-2017 (Summer 2017)	$ Increase
Comprehensive Fee *			
Undergraduate	51	52	1
Graduate	31	32	1

* Applies to both Residential and Commuter Students and to all Credits (On-Campus, Off-Campus and Online)

Approval of Candidates for New Faculty Rank

ACTION REQUESTED: On behalf of the President, The Provost and Vice President for Academic Affairs requests that the Board award emeritus status to the following faculty members:

Dr. Ray Brastow, Professor of Economics
Dr. Pat Lust, Professor of Music
Dr. Ruth Meese, Professor of Special Education
Dr. Peggy Tarpley, Associate Professor of Special Education

and promote to Senior Lecturer:

Ms. Alicia Peterson (Health, Athletic Training, Recreation and Kinesiology)

BACKGROUND: As stated in the Faculty Policies and Procedures Manual (page 139), the honorary rank of Emeritus may be awarded to the retiring faculty members who:

a. Have given 20 years of service to Longwood University
b. Have attained the rank of Associate Professor or Professor
c. Have provided a quality of performance to merit the distinction of the emeritus rank

The department involved may nominate retiring faculty for emeritus rank. The nominations are submitted through the appropriate College Dean to the Provost and Vice President for Academic Affairs, who will make the recommendation to the Board of Visitors.

RATIONALE: Bestowing the honor of emeritus status upon valued members of Longwood's faculty provides an opportunity to continue to draw upon their expertise while formally recognizing their distinctive service to Longwood. Emeriti faculty may attend meetings of the Faculty Senate as non-voting members, march in academic processions, when feasible be given office space and research facilities, present guest lectures on invitation, be listed in the faculty roster and university catalog as emeriti faculty, be invited where appropriate to serve on master's thesis and honors committees, and be eligible to audit one course per semester.

Regarding Ms. Peterson, her file for promotion has been reviewed in accordance with the established criteria in the Faculty Policies and Procedures Manual. Her promotion has the support of the departmental promotion and/or tenure committee, department chair, the dean, and the provost and vice president for academic affairs.

5

Academic Affairs

Joan Neff, Vice President and Provost

Highlights

- New dean of Cook-Cole College named
- Update on two ongoing dean searches
- Work continuing on core curriculum revision
- Revisions to AP policies
- Hokule'a at Hull Springs Farm

Overview

Dr. Roger Byrne has been selected to serve as the next dean of Cook-Cole College of Arts and Sciences. In addition to being a member of the faculty in the Department of Biology at the State University of New York at Fredonia, Dr. Byrne has served in a variety of administrative roles, including interim dean, associate dean, department chair, assessment director, and director of sponsored programs. He has been an active scholar with an extensive list of refereed articles and published abstracts to his credit.

Searches for the deans of Greenwood Library and the College of Business and Economics are progressing well. The search for the library's next leader has progressed to the point of conducting Skype interviews with the most promising applicants. The CBE dean search committee has crafted and published a position announcement and will begin reviewing applicants this summer.

The Academic Core Curriculum Committee is continuing to refine its proposal and will present the final version to the faculty senate in the fall. Once senate approval is obtained, the plan is to begin developing new courses and revising existing courses followed by piloting courses in 2017-18. The new curriculum will be rolled out in stages during succeeding years as we engage in "teaching out" the current general education curriculum.

In compliance with a directive from the State Council on Higher Education, academic departments reviewed their policies for granting credit for Advanced Placement tests. Associate

Provost Lehr led this effort, and Longwood became the first institution in the state to submit its revised policies to SCHEV.

The visit of the Hokule'a at Hull Springs Farm was a resounding success in spite of rainy weather and an abundance of mud. The President welcomed the crew and visitors, and the captain of the "canoe" expressed his gratitude to Longwood for our efforts to make the farm a symbol of hope and an educational experience for all visitors.

College of Business and Economics

MBA credit hours offered in 2015-2016 totaled 495, a 39 percent increase over the previous year. Forty MBA students, 10 of whom are full-time, will be participating in the MBA Residency in July, 2016. New faculty will join the College in the fall in the areas of marketing, economics, and cyber security. A pre-VP Debate C-Suite panel on cyber security is planned for mid-September, to be hosted by Roben Farzad, a former Bloomberg Business Week reporter who is currently a business journalist with PBS, and host of the NPR business program and podcast "Full Disclosure."

Cook-Cole College of Arts and Sciences

The second half of the spring semester was filled with student accomplishments and faculty scholarly achievements throughout the College. Hundreds of students presented posters of their work during the Research Poster Session on April 21. Each student gave a one-minute summary and answered questions about his/her work. A number of students also presented their work at regional and national conferences. Finally, *Their Voices, Our History,* a collaboration between English 400 students and photography students to record and exhibit stories of those Prince Edward residents affected by the school closing, was so well received that it required a second printing to meet demand.

College of Education and Human Services

Poster presentations by two CSD graduate students took first ($500) and second place ($300) at the Speech-Language Hearing Association of Virginia Annual Convention held in March. Five undergraduate social work students completed their field placements at Prince Edward County High School. Their work, which was highlighted in the Farmville Herald, included inspiring one student to improve her failing grades to all A's and B's and encouraging another student who had not considered furthering her education beyond high school to apply for admission to college. http://www.farmvilleherald.com/2016/03/longwood-student-works-to-decrease-truancy/# Finally, the seven faculty working under the Teacher Leadership grant completed the final training session for teachers in seven school divisions. Our faculty provided in-house coaching and evaluations in a "train-the-trainer" model.

College of Graduate and Professional Studies

The Graduate Studies Task Force completed a report and shared it with President Reveley and Provost Neff prior to discussing it with 38 graduate faculty and students at the May 10 Graduate Studies Retreat. Work continues this summer to make final revisions, design an action plan, conduct further research, and address some of the more immediate recommendations. The

graduate class of 2016 numbered 212 with 184 degrees awarded and 28 endorsement programs completed. One hundred forty-four students participated in the commencement ceremony. The Digital Education Collaborative (DEC) continues to increase the quality of its services to faculty and students to ensure the high quality use of technology for instruction. Support is provided through workshops, video tutorials, one-on-one meetings, in-class support during instruction, and in-class instruction when requested by the faculty member, as well as by phone, chat, and email.

Office of Student Research

The Office of Student Research (OSR) implemented many of the initiatives outlined in Longwood University's Quality Enhancement Plan (QEP). In Spring 2016, a total of 190 students were involved in 10 QEP sections of ENGL 150, three QEP Disciplinary Courses and four QEP Mentored Courses offered. Twelve faculty and 13 students participated in the new Research Apprenticeships program, which gives students a "peek" into faculty research and provides incentives for faculty to collaborate in faculty-student research projects. Three faculty and five students from two colleges (Cook-Cole College of Arts and Sciences and College of Education and Human Services) have been selected to participate in a pilot of the QEP summer research program, Summer Undergraduate Research and Inquiry (SURI). OSR has also begun to recognize faculty efforts in student research through the Faculty Excellence in Mentoring Awards. Fourteen faculty were nominated by students. Working with the Student Research Advisory Council, OSR funded four students to travel to present their research, including three who presented at the prestigious National Council for Undergraduate Research Conference held in Asheville, NC this year. Finally, OSR has finalized the site design for The Omnipedia Review, an online student review journal housed in Longwood University's institutional repository, and hired three Associate Editors, including one graduate student.

Longwood Center for the Visual Arts

The LCVA continues to experience strong attendance at its programs and events. The most recent opening, "Point of Departure," featured the work of approximately 40 Longwood University graduating visual arts majors and attracted 636 people. Plans for summer offerings include the traditional Summer Art Studio and an exhibition of collection highlights. This summer, however, the collection exhibition, "Locally Sourced", will be curated by 25 individuals from a wide cross-section of the community and will include their personal commentary discussing the art work they chose. A new community outreach program, Summer Wine & Brew, will occur every Friday evening from May 20 through September 23 to allow the community to gather after work and enjoy the galleries, a glass of wine or beer, and camaraderie. The wine and beer offerings each week are curated by a different member of the community. This summer and fall, LCVA will present the first exhibition curated specifically to support its expanding partnership with the Virginia Children's Book Festival. "Shadow Chasers: The Magical Realities of Elly MacKay" opens on July 8th. MacKay is also creating a large-scale site-specific installation for the Main Street window gallery - an underwater scene inspired by her childhood in Big Bay, Ontario. She will return in October for the Virginia Children's Book Festival, where she will conduct hands-on workshops.

Greenwood Library

As she concludes her career as a university librarian, Dean Suzy Palmer has focused on augmenting the Library's digital collections in ways that will significantly enhance the ability of our students and faculty to engage in primary source research in the social sciences and humanities. Many of the collections focus on 20th century American history and civil rights. Digital collections such as these are resources typically available only at larger research universities. The collections include: *African American Newspapers, Series 2, 1835-1956* , which complements and expands on *African American Newspapers, Series 1* (already owned by Greenwood Library), *American Politics & Society from JFK to Watergate, 1960-1975*, *American Politics: Campaign Newspapers (*the first and only collection of American papers solely covering specific political campaigns and issues), *Black Freedom Struggle in the 20th Century: Federal Government Records; Organizational Records and Personal Papers*, *Federal Government Records* (substantial portions of this collection were only made available as a result of Freedom of Information Act (FOIA) requests), *Organizational Records and Personal Papers* (records of major civil rights organizations and personal papers of leaders), *Civil Rights in America: From Reconstruction to the Great Society* (official publications and primary source material related to civil rights in the United States), *Early American Imprints, Series I: Evans, 1639-1800* (contains virtually every book, pamphlet and broadside published in America over a 160-year period, including more than 36,000 printed works and 2.3 million pages), *Early English Books Online (EEBO)* (includes virtually every work printed in the British Isles and British North America from1473-1700 – more than 125,000 titles), *The Gerritsen Collection* (comprehensive cross-cultural resource for information on women's history), *Historical Statistical Abstract of the United States* (provides digital access to the *Statistical Abstract* from 1878-2012, with Excel, PDF, and GIF versions of the tables and allows for searching or browsing all years at once, a range of time, or individual years). Although Dean Palmer will be greatly missed, she has created a wonderful legacy for the scholarly pursuits of our students, faculty, and community members.

Office of Sponsored Programs

The University continues to make progress both in seeking opportunities for and in receiving external funding to support various programs and initiatives. During FY 16 departments within Academic Affairs submitted 20 proposals and received 23 awards for a total of $2,270,125. (Note: Some of the awards received were submitted prior to FY16.) The awards varied in size and scope, as well as primary focus, including supporting research, community programs, teacher training, and the like. Careful post-award management by the OSP staff is critical to maintain compliance with the stipulations associated with these awards as well as federal and state laws and regulations concerning the management of grant funds.

Center for Faculty Enrichment (CAFÉ)

Longwood will offer more than 30 debate-related courses in Fall 2016 from at least 15 different academic disciplines. For example, Professor Heather Edwards will ask students in French 201 to interact with the debate through social media ("three tweets in French") and through a more formal analytical assignment, while Professors Lily Goetz and Javier Fernandez Urenda will call on students in Spanish 202 to compare our system of political debates to political discourse in

several Spanish speaking countries. Art Professor Michael Mergen is leading a photography class entitled "Art 495: On the Campaign Trail." Students will travel to and document campaign events both in and out of state, "while implementing in the field their technical and theoretical skills in photography and art." Professor David Lehr will ask students in ECON 416 to apply "game theory" to the electoral process as it unfolds throughout the semester. Professor Kristopher Paal will have students in COMM 210 conduct oral-history interviews to determine the effects of political messaging, and English Professor Shawn Smith is organizing his capstone General Education course around a fascinating, and provocative, question: "Based on current political debates, and the Presidential/Vice-Presidential debates in particular, is there a need for a new Constitutional Convention?"

On May 19, the annual Teaching and Learning Institute focused on the theme, "Teaching during an Election Year: Challenges and Opportunities." The goal was to assist faculty in facilitating meaningful discussions in their classes during a presidential election year to allow students to move from being consumers of political discourse to participants in the conversation. Faculty engaged one another in conversations surrounding ways to navigate these potentially politically charged spaces to facilitate careful consideration of our roles as citizens and as educators for citizen leadership.

International Affairs

Applications and inquiries from international students are increasing, and increased scholarship funding for international students (non-athletes) will help Longwood be more competitive in the international student recruitment market. Homeland Security has approved the new ESL bridge program designed for students who are slightly below our English proficiency score requirement. Seven students are enrolled in that program for the fall. Much of the focus on international recruiting surrounds Asia, particularly Vietnam and China. Six students from Anhui are expected this fall as well as a possible visiting scholar in accounting. Given the political instability in Brazil, the focus on recruiting students is moving toward Latin America, particularly Peru. In terms of our students studying aboard, this spring five students participated in semester-long programs in the Czech Republic, Germany, Ireland, Italy, and the U.K.

This summer six faculty-led programs to Croatia, Spain, the U.K., Belgium, the Netherlands, France, and Thailand will be serving 76 students. Seventeen students are planning to study abroad through our affiliates in locations throughout Europe and Oceania. Four students have applied to study abroad in fall 2016 in the U.K., Ireland, and Italy. Twenty-six summer and two fall participants have received a total of $14,800 in scholarships. In terms of administrative changes a newly formed committee overseeing the approval of the short term faculty led study abroad proposals has begun working with faculty to ensure that our programs meet appropriate assessment and accreditation requirements, and work has begun to implement Terra Dotta, the newly purchased data management system for study abroad. It is used in hundreds of universities throughout the U.S. to provide centralized application, pre-departure, and re-entry processes for all participants.

Hull Springs Farm

Selected as one of only a handful of Virginia ports of call, Hull Springs Farm hosted the crew of the Hokule'a, a traditional Polynesian sailing vessel circumnavigating the world guided only by ancient methods of wayfinding—reading the stars, sun, moon, winds, waves, and behavior of birds and fish—May 11-13. More than 100 invited guests, along with President Reveley and Longwood students, faculty and staff, welcomed the crew, as the Longwood jazz ensemble played their coming ashore. The Hokule'a, which is passing the midway point of a three-year voyage, has as its mission to "collect stories of hope from children around the world for how they are taking care of Island Earth." On Thursday, Hokule'a crew members visited Cople Elementary School and spoke to an assembly of K-5th graders and also provided boat tours for 150 Westmoreland County High School students who visited the Farm. Longwood faculty members and students were on hand to provide guided tours at Hull Springs, showcasing ongoing research projects, a walking trail planted with indigenous species, the ancient Red Southern Oak and archeological finds found on the property. Dr. Ryan Stouffer led a team of three students to film the Hokule'a's arrival using a drone purchased with funds from Academic Affairs. The drone also will be used to film other events at Hull Springs Farm, and the Communication Studies department will work to create educational and promotional videos for the farm. The drone will also be used to create other promotional and educational videos for Longwood.

Moton Museum

Springtime was busy time with K-12 field trips from school districts across the state, including Fairfax County, Pittsylvania County, and Chesterfield County, just to name a few. A virtual field trip for the entire 4th grade at Mill Run Elementary School in Ashburn was also arranged. The organizing teacher, Whitney Browning '02, grew up in Farmville, and her mother is featured in the new Storytellers magazine, *Their Voices, Our History*. The magazine was a collaboration among three faculty, Associate Professor of English Heather Letter-Rust, Assistant Professor of Art Mike Mergen, and Professor of History Larissa Fergeson with students in their General Education capstone writing and photography courses. The students worked closely with 17 Storytellers – individuals who lived through the era of Prince Edward's school closings – to write and illustrate their experiences. The magazine's publication debuted with a temporary exhibition at the Moton Museum, where 167 people attended the opening. Three thousand copies of the magazine, which is distributed for free at the Museum and in places around town, have flown out the door in a matter of weeks and 6,000 additional copies have been ordered. The project shifts our students' understanding of their role in our community and their responsibilities as citizen leaders; it is truly a transformative learning experience.

Cormier Honors College for Citizen Scholars

The end of the spring semester is always bittersweet as it marks both the close of successful Longwood careers for a cohort of Citizen Scholars and also the formal beginning of a new adventure for the incoming class. May Commencement concluded with the graduation of 27 Citizen Scholars (1 from August, 3 from December, and 23 for May), and as of the May 1

deadline, deposits have been received from 73 incoming Citizen Scholars. This summer, several dozen Honors students are off to academic study abroad programs in 13 countries and nearly two dozen more will participate in domestic programs focused on civic engagement and citizen leadership. This year's programs include LU@Yellowstone (40 students, 10 alumni volunteers, 11 faculty and staff members, and several additional volunteers) and LU@Alaska (14 students, 3 alumni volunteers, 5 faculty and staff members, and two additional volunteers). In addition to student travel three faculty members will travel to the Netherlands for a Faculty Institute by the National Collegiate Honors Council. Focused on experiential learning and place-based pedagogies, the program is designed to engage faculty as explorers, positioning them as we seek to position our students. The institute will conclude with a rich, interdisciplinary session on project planning and campus applications.

6

Administration & Finance

Ken Copeland, Vice President

Highlights

- Audit Work with APA Ongoing
- Debate Preparation/Capital Projects/Property Acquisitions
- Facilities Management Update
- Payroll and Related HR Updates
- Community and Economic Development

Activity around campus continues at a fever pitch even in the absence of our students. As we prepare for the debate, the ordinary, day to day tasks also continue as we look forward to closing out Fiscal Year 2016 in a few short weeks.

The Auditor of Public Accounts is close to wrapping up our FY15 financial audit and is planning to present to the Board of Visitors in September. Staffing issues at the APA and employee turnover in our Financial Reporting area have slowed the process this year, but we're confident that the outcome will be successful and the end product will be another unqualified opinion.

Capital Projects

A summary of the near term capital projects and other projects with a longer horizon are listed below.

High Street Gateway

This project will improve Longwood's High Street frontage and the northern end of Brock Commons. Work includes new brick sidewalks, new exterior lighting, landscape improvements, and the construction of a new north gateway structure to Brock Commons. A construction contract was awarded to Jamerson-Lewis Construction of Lynchburg, Virginia. Construction will be completed in summer 2016.

Willett Hall Façade Renovation

In anticipation of Longwood's hosting of the 2016 Vice Presidential Debate, the main entrance of Willett Hall will be renovated. This project includes a new west entrance façade, new entry doors, lobby renovation, rooftop equipment screening, and new exterior lighting. A construction contract was awarded to Jamerson-Lewis Construction of Lynchburg, Virginia. Construction commenced on March 21st and will be completed in summer 2016.

Upchurch University Center

We continue to work with the Commonwealth of Virginia Bureau of Capital Outlay Management (BCOM) on approval of final construction documents and are moving forward as quickly as possible to begin site, foundation, and structural steel work. The remaining building construction is anticipated to start this fall.

Register and Sharp Residence Halls

Two new residential buildings with a total of 224 beds will be located on the hillside in front of ARC Residence Hall. Construction commenced in May 2015. The target for occupancy of Register Hall (the southern building) is the start of the fall 2016 semester. Sharp Hall will be completed shortly thereafter.

Student Success Center

Construction commenced in mid-April 2016, and is scheduled for completion in summer 2017.

Admissions Building and New Academic Building

The Preliminary Design documents for these projects have been approved by BCOM. The 2016 General Assembly session approved construction of these projects, and appropriated bond funds from the Virginia College Building Authority for Working Drawings and Construction.

Property Acquisition:

Midtown

The Longwood University Real Estate Foundation (LUREF) has contracted to purchase the ground floor retail space associated with Midtown Square and we anticipate closing by mid-June at the latest. This space will be managed by LUREF with an eye towards expanding commercial businesses and amenities for LU students. In the short-term, space will be used as swing-space to support debate needs.

Baseball Field

LUREF has contracted to purchase approximately seven acres at the site of the former Buffalo Shook Company on West Third Street. This property will be used in the future to develop the LU Baseball Facility as outlined in the University Master Plan. Closing is scheduled for later this summer.

Travis Building

REF has agreed to purchase the Travis Building, located at 107 Main Street, from the Town of Farmville. The property will be enhanced aesthetically in order to better showcase Farmville during the debate, while long-term plans are developed to use the building to contribute to the revitalization of Main Street.

Our Facilities Management staff continues to do stellar work, in spite of the spring monsoon we've dealt with this year. Preparing for commencement is a stressful time each year and this year's weather caused even greater challenges than normal. By all accounts, the campus looked great and commencement was a wonderful event.

Other highlights from the Facilities/Grounds/Environmental Health and Safety Area:

- All Facilities Management teams are now located in Bristow and Steam Plant.
- Landscaping and Grounds Management
    - Landscaping and Grounds worked out a seating plan for graduation to utilize 7500 chairs – a new record.
    - The Sustainability Office had a successful collection from students during move out - 60 lbs. of package food, 250 lbs. of clothing and 750 lbs. of furniture, rugs, etc. All items were donated to the local Faces food bank, Goodwill, and Habitat for Humanity.
    - The Sustainability Office sponsored two successful speaking programs for Earth Month during April. Virginia Energy Sense presented the first program and the topic was "Tips and Tricks to Save Energy" which was open to the general public but targeted toward the student body. The second program was a panel discussion on environmental change led by Faculty and Staff which was also open to the general public.
- Facilities Operations
    - The Steam Plant began installing a historian program to its System Control and Data Acquisition (SCADA) system to archive trend data and other information from the various campus wide control systems.
    - The Energy Management Team went live with EnergyCap, a new energy tracking program to help us better track energy usage and trends on campus.
    - We have completed spring chiller and tower maintenance and repairs.
    - Added building automation to: Barlow Hall and Clark House.
    - Completed the installation and programing of dual temperature control valves and programming for automatic switch over in Arc Hall and Frazer Hall.
    - Upgraded Air Handling Unit for both Main and Theatre controls in Communication Studies and Theatre.
    - Integrated LCVA into Tridium System for building automation.
    - Began preparations to migrate from Ax to N4 platform (upgrade to the building automation system) next year.
    - Naming and Graphics updated in building automation system for Chichester and Wygal Hall.
    - Completed retro-commissioning of HVAC systems in Ruffner Hall.
- Environmental Health and Safety (EH&S)
    - Closed out three University Audit findings (Chemical Inventory, Corrective Action Documentation, & Strategic Planning)
    - Resumed New Employee Safety training after a nearly two year hiatus.
    - Presented Chemical Safety training for Chichester. This initiates a broader safety program in the Sciences that complies with several OSHA regulations.
    - Implemented the Hearing Conservation Compliance Program.

Human Resources

Our staff in the Human Resources area continues to provide great service to all of our employees. Several highlights and updates on projects are listed below:

<u>Benefits</u>

- Open Enrollment for health insurance and flexible spending accounts closed on May 23rd.
- Partnered with Virginia Credit Union and offered a series of financial workshops to our employees.

Employment

- Electronic I9's have been implemented
- The V3 process is underway and we plan to be certified before the fall.

Payroll and Classification/Compensation

- Continuing work on the Time and Leave (TAL) project.
- Beginning project work on Web-time Entry:
    - -visited Radford University and met with Payroll/HR/IT regarding their use of web-time entry in BANNER.
    - -phone conference with Sig Group to assist with BANNER implementation on 5/18/16.
- Continue to work on the Debate
- Working on renewal contracts for Academic and Administrative Faculty
- Received final Overtime Rule from the Department of Labor with December 1, 2016 as the effective date. Threshold for exempt employees is $47,476.
- Staff Awards were held on May 20th.

Economic Development

Conversations continue with local leaders regarding Longwood's role in and support of economic development. Longwood organized a trip to McNeese State University and their SEED (Southwest Louisiana Economic and Entrepreneurial Development Center) as an exercise to study outreach models and partnerships with local officials. A joint town/county/university team has formed as a result of this trip, including the Mayor, Town Manager, County Administrator, Assistant County Administrator, President Reveley, Justin Pope, Ken Copeland, Sheri McGuire, Louise Waller, and representatives from the College of Business and Economics. As an initial joint regional project, plans are underway for DIA to assist the region in marketing the area as a destination coinciding with the publicity surrounding the VP debate. The group will continue to explore additional members, formal structures, and opportunities to support and grow the local economic base.

Sheri McGuire is serving on a SCHEV working committee with other university economic development officials. The group will provide guidance and structure for reporting economic development activities in the university six year plan, in compliance with HB 515.

We continue to monitor the development of GoVirginia and the potential incentives for regional economic development projects. The formation of the joint regional economic development committee will serve as a catalyst to leverage incentive programs such as GoVirginia.

The SBDC is working on a renewed presence in the Danville/Martinsville area, using a cadre of experienced entrepreneurs and executives on an as needed basis to deliver in-depth business consulting to growth oriented small businesses. The SBDC was awarded a planning grant from Danville Regional Foundation to undertake this process and is an active participant in the entrepreneurial ecosystem. Using this renewed base of entrepreneurial experience, the SBDC is launching strategic planning training and consulting programs designed to stimulate growth and innovation in existing businesses.

Statements of Economic Interest

Finally, the Office of the Vice President for Administration and Finance is tasked each year with overseeing the submission of the Commonwealth of Virginia Statements of Economic Interest. Cindy

Wilson has been working diligently with the staff from the newly formed Virginia Conflict of Interest and Ethics Advisory Council to ensure that our employees who are required to file these statements have been notified and given ample time and notice to file a timely submission. These statements are now required semi-annually and late submission now carries a $250 fine, payable by the employee. We are confident we'll have 100% compliance by the June 15, 2016 submission deadline.

LONGWOOD UNIVERSITY
Statement of Revenues and Expenditures
As of April 30, 2016

	BOARD APPROVED ORIGINAL BUDGET	YEAR TO DATE ADJUSTMENT	REVISED BUDGET FORECAST 2015-2016		ACTUAL TO DATE 2015-2016	ACTUAL AS PERCENT OF BUDGET	PRIOR YEAR COMPARATIVE ACTUAL TO DATE	PRIOR YEAR COMPARATIVE ACTUAL AS PERCENT OF BUDGET
EDUCATIONAL AND GENERAL								
REVENUES:								
Tuition	37,049,527	403,876	37,453,403		34,000,952	90.78%	34,636,667	97.40%
Fees	1,309,913	65,290	1,375,203	1	1,286,194	93.53%	1,482,463	90.22%
State General Fund Appropriation	26,225,819	(68,125)	26,157,694	2	21,821,045	83.42%	21,431,856	85.65%
Other Sources	352,000	31,529	383,529	3	334,349	87.18%	370,576	85.01%
Federal Work Study	50,000		50,000		-	0.00%	50,000	100.00%
TOTAL REVENUES	64,987,259	432,570	65,419,829		57,442,540	87.81%	57,971,562	92.44%
EXPENDITURES:								
Instruction	32,153,344	548,370	32,701,714		27,621,724	84.47%	26,318,999	85.14%
Public Service	545,117	4,247	549,364		405,814	73.87%	419,258	73.73%
Academic Support	11,015,671	(652,346)	10,363,325		8,404,576	81.10%	7,861,939	77.05%
Student Services	4,543,704	(16,956)	4,526,748		3,783,545	83.58%	3,768,676	83.22%
Institutional Support	10,092,019	994,174	11,086,193		9,026,173	81.42%	8,442,220	80.51%
Operation and Maintenance of Plant	7,037,403	(405,879)	6,631,524		5,357,619	80.79%	5,080,553	83.84%
Salary Savings	(400,000)	(74,777)	(474,777)		(517,646)	109.03%	(867,240)	216.81%
TOTAL EXPENDITURES	64,987,258	396,834	65,384,092	4	54,081,804	82.71%	51,024,405	81.83%
Revenues Over/(Under) Expenditures	1		35,737		3,360,736		6,947,157	
AUXILIARY ENTERPRISE								
REVENUES:								
Housing Fee and Sales	20,028,108		20,028,108		20,292,663	101.32%	20,095,401	101.39%
Dining Fee and Sales	8,829,102		8,829,102		8,757,135	99.18%	9,144,821	99.98%
Comprehensive Fee/Other	22,650,171	441,653	23,091,824		23,658,710	102.45%	21,376,074	98.65%
Federal Work Study	154,300		154,300		-	0.00%	154,362	100.04%
TOTAL REVENUES	51,661,681	441,653	52,103,334		52,708,508	101.16%	50,770,658	99.96%
EXPENDITURES:								
Housing Services	20,098,410	69,812	20,168,222		15,794,401	78.31%	15,525,814	79.60%
Dining Services	8,899,102	-	8,899,102		11,387,106	127.96%	8,039,508	93.72%
Athletics	8,720,363	1,159,206	9,879,569		9,535,503	96.52%	8,081,898	87.67%
Other Services	12,193,483	643,553	12,837,036		12,191,844	94.97%	10,189,089	89.87%
Salary Savings	-	-	-		(85,836)	0.00%	(193,836)	0.00%
TOTAL EXPENDITURES	49,911,358	1,872,571	51,783,929	5	48,823,017	94.28%	41,642,473	85.62%
Revenues Over/(Under) Expenditures	1,750,323		319,405		3,885,491		9,128,185	

[1] Includes application fees, course fees, internship fees, ESL program fees, and out-of-state capital fees
[2] Includes $542,707 budget reduction
[3] Includes facility rentals, library fines, payment plan fees, post office income, administrative fees and indirect cost recoveries
[4] YTD adjustments reflect reductions, transfers between programs and insurance pre-payment
[5] YTD adjustments reflect additions or transfers between programs

One-time surplus available for reallocation

Anticipated addition to reserves

7

Intercollegiate Athletics
Troy Austin, Director of Athletics

Highlights

- Longwood Athletics Strategic Scorecard: Building a Winning Culture (2015-2016 outcomes)

In August of 2014, the Longwood Athletics Department began the process of framing organizational goals within the scope of the institution's strategic plan. After a great deal of deliberation, a representative committee within the department worked to develop measurable goals and initiatives around four strategic themes in the University's strategic plan:

- National marketing;
- Foot traffic by alumni and friends;
- Prosperity of one of America's oldest two-college towns;
- Retention and graduation.

In addition, the strategic committee identified "internal drivers," mechanisms within the department that can enhance the probability for goal attainment.

The Athletics Department finalized its work on the five-year strategic plan (2015-20), now titled *The Longwood Athletics Strategic Scorecard: Building a Winning Culture*, in August of 2015. The following outlines the scorecard's goals and targets for each strategic theme, as well some major outcomes from the 2015-2016 school year.

National Marketing	
Department Goals:	
1. Increase national awareness of Longwood Athletics	
2. Establish Longwood men's basketball as nationally reputable program	
3. Improve Longwood Athletics comprehensive competitive stance	
Measures (area responsible):	*Target:*
_Men's basketball NCAA tournament appearances (AD, MBB)	_2 NCAA Men's Basketball appearances
_NCAA postseason appearances (AD, WBB, Softball, Baseball, Soccer, Lax, FH, Golf, Sport Admins)	_12 NCAA postseason appearances between 9 sports
_Department finish in Big South Sasser Cup (AD, sport sup, all teams)	_Average 5th place finish in Sasser Cup
_Big South Men's Basketball financial units (AD, MBB)	_Average 1 basketball unit per year
_Royalties (AD, internal operations, external operations)	_Secure $50,000 in annual royalty distribution
_LongwoodLancers.com average monthly users (communications)	_75,000 user per month
General Initiatives:	
_Establish competition goals for each sport	
_Meet Big South standards for basketball	
_Revitalize LongwoodLancers.com	
_Highlight the "heroes"	

National Marketing: 2015-2016 Highlights

Softball's NCAA Tournament Run Yields Major Media Coverage
The Longwood softball team's 2016 Big South Championship and NCAA Regional Championship appearance produced a wealth of media coverage in some of Virginia's biggest markets, including Richmond and Hampton Roads. The athletics communications office coordinated unique feature stories about the program that aired on WRIC ABC8 (Richmond), WAVY NBC 10 (Hampton Roads) and WTVR CBS6 (Richmond), and appeared in the *Richmond Times-Dispatch* and *Daily Press*. The feature stories ranged from Longwood softball's long-time success under head coach **Kathy Riley** to the improbable success of freshman pitcher and Big South Tournament MVP **Sydney Gay**.

Additionally, the historic postseason run produced even more daily coverage in the form of highlights and game recaps on those same local TV networks and newspapers, as well as several others in the Richmond, Lynchburg and Hampton Roads areas. LongwoodLancers.com also produced multiple feature stories and video pieces leading up to the NCAA Regional, including a look at the dual success of Longwood's baseball and softball teams and their mutual support of each other, a multimedia feature on the friendship of pitchers **Sydney Gay** and **Elizabeth McCarthy** and a piece on the huge turnout from Longwood's NCAA Selection Show Watch Party in Farmville.

Some key metrics capturing the exposure generated by the softball team's NCAA run (further metrics are reported in the Strategic Operations section):

- On Sunday, May 22, the day of the NCAA Regional Championship, LongwoodLancers.com broke the website's record for the most **users (5,178)** and **pageviews (15,928)** in a single day since we began tracking those numbers in April, 2005.
- During the three-day NCAA Regional (May 20-22), **9,842 unique visitors** logged on to LongwoodLancers.com. The article highlighting the win over North Carolina was the second most-viewed game recap in our site history.

- From May 14 (Big South Championship win) to May 23 (day after NCAA Regional Championship), the Longwood Lancers Facebook page had an organic reach to **an average of 34,447 people per day**. That Facebook reach ballooned to **167,542** on May 22 and **143,156** on May 23, the two largest figures over the past two years (figures not available prior to May 23, 2014).
- An extraordinary catch by Emily Murphy against James Madison demonstrated the reach of even a single play in the national spotlight. A highlight of her diving catch was the most viral post in our Facebook history, earning in excess of **1,200 likes, 870 shares** and **83,000 views**. On Twitter, it earned more than **100 retweets** and **114 likes** for an impression of more than **14,000 people**.

Men's Basketball Player Showcased on ESPN
Longwood men's basketball senior forward **Shaquille Johnson** was selected as one of eight participants in the 2016 State Farm College Slam Dunk Championship, which aired on ESPN on March 31. The Slam Dunk Championship was part of the State Farm College Slam Dunk & 3-Point Championship and brought together the top dunkers in all of college basketball to compete at the site of the NCAA Final Four just days before the national semifinals. This was the first time any Longwood team or student-athlete was featured on ESPN's flagship station.

LongwoodLancers.com on Pace for Record Numbers
For the second straight year, LongwoodLancers.com is on pace to break records for the most users visiting the site. This year, more than 230,000 unique visitors have come to the official athletics website of Longwood University for totals in excess of 1.6 million pageviews and 500,000 total sessions. The 2014-15 academic year saw an increase of more than 50,000 users to the site, and this year's numbers are near surpassing that feat with more than a month remaining in the countable period.

On Sunday, May 23, the same day that Longwood faced James Madison in the NCAA Regional Championship, LongwoodLancers.com broke daily records with 5,178 users and 15,928 pageviews. That marked the most visitors and pageviews in a single day for LongwoodLancers.com since Longwood athletics began tracking those numbers in April 2006.

Foot Traffic by Alumni and Friends	
Department Goals: 1. Produce memorable athletic contest and constituent events 2. Enhance visual presentation of athletic facilities	
Measures (area responsible):	*Target:*
_Event Attendance	_71,100 attendees per calendar
_Number of Lancer Club members	_2300 Lancer Club members
_Facility revitalization projects	_Ensure Lancer marks are properly and creatively represented throughout all Longwood Athletics facilities
General Initiatives:	
_Create comprehensive Athletics Department calendar _Fundraise to support facility enhancement projects	

Foot Traffic by Alumni and Friends: 2015-2016 Highlights

Longwood Athletics Draws 40,000+ to Campus
Longwood athletics drew tens of thousands of people to campus in 2015-16 thanks to home athletics contests and special events. For the year, home athletics contests were the largest driver of foot traffic with 43,430 people visiting Longwood athletic venues to watch Division I varsity events. Men's basketball drew the most people to campus with 16,491 attending games in Willett Hall, or an average of 1,269 per game. That included a sellout crowd for the rivalry game against Liberty on Feb. 13 and was bolstered by several notable halftime performances, including NBA-featured acts such as Red Panda, Quick Change, Stevie Starr, Air Elite Dunkers, Washington Redskins Cheerleaders and K-9 Frisbee Dogs.

Longwood athletics also hosted several special events that generated additional foot traffic, including the Harlem Globetrotter in Willett Hall, the 2016 Longwood Athletics Hall of Fame Ceremony, the annual Lancer Club Open and various sports-specific alumni days. The Harlem Globetrotters saw more than 1,200 fans visit Willett Hall on Feb. 24.

Athletics Generates Record Donors & Giving
Aided by a tremendously successful micro-giving campaign in the spring and a monumental gift from Dr. Ray Gaskins, Longwood athletics received record giving in 2015-16. To date, 1,701 donors have made contributions to Longwood athletics for a total of $1,093,795, both of which are records for the athletics department. The 1,701 donors marked a 183-percent increase from FY14, while the $1,093,795 raised was a 34-percent increase from FY14.

Lancer Giving Madness Nets Record Number of Donors & Funds
The second edition of Lancer Giving Madness, a week-long, all-sports giving campaign, was a tremendous success, raising more than $27,500 from 1,234 donors in just one week. The campaign is structured as a competition between Longwood's 14 varsity athletics programs and the cheerleading team to solicit the most unique donations for their respective programs. Longwood softball won the 2016 competition, drawing in 323 donors, followed by field hockey (265) and women's soccer (222).

Athletics Facility Revitalization Continues
In a contributory effort to enhance the visual presentation of the athletic facilities, Longwood athletics identified and initiated the process of branding specific high-visibility items with some of the different trademarked Longwood logos.

Athletics ordered and installed stickers on the bases for softball and baseball to be visible on Game Day to the student-athletes and possible camera shots for Big South Network and televised broadcasts. In addition to the "game day" base stickers, athletics began placing the primary logo and university name on trash receptacles used in the team areas and within the outdoor athletic facilities.

The artificial turf at the Athletics Complex was replaced this past summer as the previous carpet and subsurface began to fail. This was another opportunity to add to the student-athlete and fan experience at the complex. The carpet was replaced with a surface more suited for field hockey play, and the new turf is now Longwood blue instead of traditional green. All lines and logos are

painted by our staff, which gives us flexibility for the field layout and what logos are visible on the surface.

Prosperity of one of America's Oldest Two College Community	
Department Goals:	
1. Become the anchor for family-friendly entertainment	
2. Enrich Longwood and surrounding communities through outreach and diversity initiative	
3. Fulfill Longwood University master plan vision for athletics facilities	
Measures (area responsible):	*Target:*
_Sponsorship support	_$500,000 in local and regional sponsorship support
_Environment of diversity awareness and respect	_A qualitative diversity education program
_Community outreach events	_2 community outreach activities per year
General Initiatives:	
_Develop family oriented marketing programs and activities	
_Focus on impactful community related events	
_Design and implement annual diversity education programming	

Prosperity of one of America's Oldest Two College Community: 2015-2016 Highlights

Athletics Engages Community and Local Businesses
Longwood athletics continues to strengthen partnerships and sponsorships with local businesses and engage the surrounding community through a variety of athletics-themed events and service initiatives. In 2015-16, the department brought in $259,788 in sponsorship revenue, much of which came via trade partnerships with businesses in Farmville and Prince Edward County.

In terms of community engagement, the Little Lancer Kids Club program saw a record number of signups in 2015-16, reaching 108 members. Longwood athletics also continued outreach to local schools with the "Taking Charge: Reading with the Lancers" program, which reached more than 5,000 students from nine different area schools (Prince Edward Elementary, Fuqua, Blackstone Primary, Crewe Primary, Victoria Elementary, Kenbridge Elementary, Eureka Elementary, Burkeville Elementary, and Amelia Elementary).

Diversity Initiative
The Longwood Athletics Diversity and Inclusion program is a key advancement within the Athletics Department. The program promotes the development of an inclusive organizational culture that celebrates differences and is impactful on our students and staff members (e.g. retention, overall well-being, commitment to the department, etc.). Jonathan Page and Courtney Addison from the Longwood University Diversity and Inclusion Office designed a program specific to the needs of the athletics department. The first series of training seminars were conducted for the Athletics Department on May 2-3, 2016.

University Retention and Graduation Rates	
Department Goals:	
1. Foster the success of student-athlete enhancement programming	
2. Cultivate private scholarship support	
3. Become the standard for student-athlete success in Big South Conference	
Measures (area responsible):	*Target:*
_Cumulative Department grade point average	_3.2 cumulative department GPA
_NCAA Academic Progress Rate	_Top in the Big South Conference (Eligibility score of 990; Retention score of 985)
_Athletics General scholarship endowment	_Increase by 50 percent
_Big South scholar-athlete recipients	_Highest percentage of scholar-athletes
General Initiatives:	
_Create academic benchmarks for each sport program	
_Enhance life skill programming and education sessions	
_Collective effort to establish a beneficial student-athlete enhancement program	

University Retention and Graduation Rates: 2015-2016

Student-Athlete Enhancement Programming Continues to Expand
Within the Athletics Department, there are three areas whose programming is dedicated toward student-athlete enhancement and welfare: Academics and Leadership Development, Sports Medicine, and Sports Performance. Below are details of programming breakthroughs and academic success:

- The Academic and Leadership Development Program added a coordinator to the program, director of sports performance **Rick Canter**, to add depth to the program in its sixth year. The program aims to foster professional development opportunities for administrators and coaches.

- The Student-Athlete Advisory Committee (SAAC) hosted Project Life on campus for the second straight year in conjunction with the Big South Conference's league-wide initiative. The group also sponsored a Relay for Life team in honor of head cross country coach **Catherine Hanson** and senior associate athletics director **Michelle Meadows**, both cancer survivors, and raised more than $2,400 in the effort.

- In the realm of Academic Progress and Achievements, the department facilitated more than 800 tutoring hours between student-athletes and tutors, as well as more than 230 hours of advising between student-athletes and academic coaches. Men's golf and women's soccer both scored the highest grade point averages of Longwood's athletics programs in the fall 2015 and spring 2016 semesters, with men's golf achieving marks of 3.49 and 3.57 respectively, and women's soccer posting GPAs of 3.46 and 3.49.

- Additionally, women's soccer graduate **Olivia Colella** was awarded the annual Bob McCloskey Insurance Big South Conference Graduate Fellowship, which was established as a means of recognizing the academic excellence of Big South Conference student-athletes who intend to pursue postgraduate studies upon graduation from a Big South Conference institution. Olivia, a biology major, also received the Outstanding Senior in the Biology Department Award and will attend graduate school at VCU to prepare for a career in forensic science.

- Longwood student-athletes also received significant awards from the Longwood College of Business and Education.
    - **Alana Mackey** (WSOC) received the SNVC Outstanding Citizen Leader in the College of Business & Economics, the Outstanding Internship Award, and was recognized for her Senior Honors Research while she also presented this at a National Conference: "Signaling with Stock Issues and Repurchases: A Test of Market Efficiency," at the 2016 American Society of Business and Behavior Sciences in Las Vegas in February.
    - **Alex O'Dell** (MGO) and Alana Mackey (WSOC) received the Academic Excellence Awards in the College of Business & Economics. O'Dell also received the Delta Sigma Pi Key for Highest GPA, and Senior with Exemplary Scores on the Senior Economics Exam in the College of Business & Economics.
    - Four senior student-athletes graduated Beta Gamma Sigma Members in the College of Business & Economics: **Asha Bala Krishnan** (WGO), **Alana Mackey** (WSOC), **Alex O'Dell** (MGO) and **Kayleigh Reed** (WGO).
    - Softball student-athlete, **Jamie Barbour**, was recognized among Seniors Graduating with Academic Honors (3.35–4.0 Cumulative GPA) in the College of Business & Economics.

Sports Performance Team Continues Collaboration, Adds New Initiatives
A collaborative effort was initiated three years ago to enhance effectiveness and communication among varying departments, and the Longwood Sports Performance was established to enhance the welfare of our student-athletes for high-level competition. That group consists of members from the departments of Sports Performance, Athletic Training, Exercise Science and Counseling Services. Representatives from those four groups meet once a month, year-round, to present departmental updates, brainstorm resourceful solutions to issues, and provide continual professional development opportunities. This past year the team was able to solidify a partnership with Longwood's Counseling Services to offer voluntary sports psychology workshops for all student-athletes. The initial goal was to average 8-12 student-athletes per workshop for five total sessions, and the group hit that mark with an average of 11 participants for each workshop.

Sports Performance Begins Educational Program for Student-Athletes and Staff
Beginning in the fall of 2015, the Sports Performance Team established Coaches Educational Sessions that presented during the athletics department's monthly meetings. Those sessions entail a 15-minute presentation on related topics to foster an understanding of exercise science related to training and competition. In addition, workshops were developed specifically for student-athletes, covering topics ranging from sports nutrition to alcohol and drug education. Three workshops were held this spring 2016 semester, averaging 54 student-athletes on a voluntary basis.

Sports Medicine Program Partners With VCU Orthopedics and Sports Medicine
Longwood Sports Medicine developed a working relationship with VCU Orthopedics and Sports Medicine to provide on-site physician coverage for all home basketball events and tournament

events, weekly physician visits on campus and priority scheduling with the physicians in Richmond. The physician offices have added the posters and other branding outlets to identify themselves as medical providers for Longwood Athletics, promoting the brand to a larger market in Richmond and helping the strategic priority of national marketing.

The partnership has allowed Longwood athletics to establish quality welfare for the student-athletes by providing on-site physician coverage, in-house rehabilitation for return to play, preventative treatment and rehabilitation. Additionally, the partnership allows for developing relationships with the local hospital for emergency visits and working with Potomac Healthcare Solutions (formerly student health) in order to fast track the student-athletes after being triaged by a certified athletic trainer. Longwood sports medicine has continued to identify ways in which they can improve and has addressed procedural challenges such as imaging authorizations from the primary insurance and imaging scheduling.

Private Scholarship Support
The Longwood Athletics External Relations unit achieved a banner year for philanthropic support with major scholarship gifts. Among those are:

- Received planned gift funds of more than **$368,000** for a men's basketball scholarship (Pollard Scholarship)
- Received gift of **$500,000** for Men's Basketball scholarship (Gaskins Scholarship)
- Raised **$10,200** in scholarship funds at the 2015 Longwood Athletics Benefit Celebration
- Received **$18,977** in FY16 to named scholarship endowments

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Institutional Advancement
Courtney Hodges, Vice President

Highlights

- Donor numbers exceed goal, 45 percent growth over FY2014
- Campus welcomes Judith Campbell, director of conference and event services
- Governor signs amended budget, includes four capital projects for Longwood

Development

As we approach the end of Fiscal Year 2016, we are on track to record a year of fundraising growth and success. We continue to see an upward year-over-year trend from FY2015, significantly surpassing our FY2015 figures in annual giving dollars and number of donors from this time last year. With two months remaining in the fiscal year, on April 30th Longwood had already secured a total of 5,200 donors, far exceeding our FY16 goal of 4,900.

- **Telefund:** At the closing of our spring telefund campaign (aka: LancerLine), our callers celebrated a successful year collectively raising over $184,000.
- **Leadership Giving:** At the beginning of the fiscal year, Longwood added three new gift officers to the team. Throughout the year, the gift officers have thrived in their new roles, spending the majority of their time on the road visiting with Longwood alumni and friends. As of May 1, the Development teams has logged more than 250 visits collectively. Team members were also recently trained to use Raiser's Edge NXT to remotely manage their donor portfolios and trip reports.
- **Annual Giving:** The fiscal year end campaign is underway. Beginning May 14, a series of strategically timed emails and direct mail pieces were delivered to donors to encourage giving before the fiscal year end. This year, an anonymous donor will match gifts up to $10,000 for those who give before June 30th. Additionally, a targeted direct mail piece was delivered to non-donor alumni who had recently been to an alumni event.

With much success surrounding Longwood's first *Day of Giving*, the Development team dedicated a great deal of time in March stewarding the day's donors. Each of the 533 donors received a handwritten thank-you card from one of the Development team members.

- **Donor Stewardship:** On July 1, the Development team will roll out new donor recognition societies. Plans to engage and steward donors in these societies include: new branding for each society, personalized thank-you notes, regional donor events, customized campus events, as well as other personal communications throughout the year.
- **Debate 2016:** Many Development team members are currently assisting with various debate-related tasks and projects.

As we approach the end of FY2016, the Development Office will begin to analyze this year's results and plan for FY2017. It is also important to take time to celebrate the donors that partnered with Longwood this year to create the following new endowment funds and powerful programmatic gifts:

- *Mrs. Bessie M. Land Gaskins Teacher's Scholarship (education)*
- *Dr. Ray A. Gaskins Basketball Scholarship (student athletes)*
- *Cora and Murray Simpson Distinguished Professorship*
- *Faye Charleton Hopkins Memorial Scholarship (financial aid)*
- *Pamela Gustafson Holley Scholarship (biology)*
- *Linda & Richard Smith Scholarship (music education)*
- *Class of 1966 & Janet Gormus Murray Scholarship*
- *Joseph P. Pugarelli Memorial Scholarship (nursing)*
- *Melissa A. Haislip Memorial Scholarship (nursing)*
- *Dr. Merle and Mrs. Emily Landrum Scholarship (business and kinesiology)*
- *Jack's Room at the Center for Speech, Hearing, Education, and Learning Services*
- *William E. & Carol R. Schall Fellowship (education)*

Government Relations

On April 20th, the General Assembly returned to Richmond to vote on Governor McAuliffe's legislative amendments and vetoes. One of the amended bills the General Assembly approved is a bond bill that will provide funding for state capital projects, including four projects at Longwood – the new Academic Building, the Admissions Office, a steam project on Wheeler Mall, and equipment for the new Student Success Center.

The General Assembly also accepted about half of the 30 amendments to the budget for 2016-18 that the Governor had proposed. Governor McAuliffe signed the amended budget on May 20th.

On June 8th, at team from Longwood planned to attend a summit on college access, success and completion, hosted by SCHEV and the Secretary of Education.

Conference and Event Services

It is with joy and a tinge of sadness that I write my final report to the Longwood University Board of Visitors as the Director of Conference & Event Services. I will retire September 1, 2016. These 12 years of building and growing our conferences and introducing thousands of visitors to campus have been a remarkable ride, and I have enjoyed it thoroughly. It has been an honor to work with all of you and many others throughout my years at Longwood. My blood will remain Longwood Blue. As Bob Hope used to say, "Thanks for the memories."
-- Darlene Bratcher
Director of Conference & Events Services at Longwood University since October 2004

The past 3 months have been spent preparing for our summer conference season, a successful and fulfilling Commencement and the Vice Presidential debate in October. I am happy to say the excitement at Longwood never ends!

- **Conference Services:** Our summer student staff is in training preparing for our summer conference arrivals starting in late May. We have a total of 20 groups scheduled for the summer of 2016. Some of our conferences include Virginia Department of Forestry (their 10th year), DOE Summer Institute of School Nurses 15 years), Christian Family Conference (10th year) Virginia ABC Board's YADAPP (Youth Alcohol and Drug Abuse Prevention Project, 22nd year) to name a few. In addition, there are 7 youth sports camps scheduled.
    - **Virginia Girls State:** Our conference that we are the most proud to host is The American Legion Auxiliary Virginia Girls State. As in keeping with the Virginia Girls State tradition they will arrive on Father's Day, Sunday, June 19, 2016. This is my favorite day of the year. The excitement of the girls arriving on campus and our staff meeting them and their families always makes us smile. This year marks our 42nd year of hosting the approximately 620 rising high school seniors from all across Virginia to learn about building and managing local and state governments. Many Longwood and Farmville leaders volunteer their time year after rear to share their real life professional experiences with these young ladies. The excitement rises throughout the week with the arrival of their Virginia state government guest speakers, including Gov. Terry McAuliffe, Lt. Gov. Ralph Northam, Lieutenant Governor, and Attorney General Mark Herring.
- **Event Services & Weddings:** Our wedding program targeting Longwood Alums will have three weddings and/or receptions on campus starting May 21st, with two Longwood staff members celebrating their union. The Events Office staff markets Longwood's campus through various outlets and there are plans to continue these efforts in the future through social media as well as online marketing memberships.
- **Audio Visual Services**: When the position of Manager of AV Services was vacated with the retirement of William Lynn in the spring, John Hogge eagerly accepted the position of Interim Manager of AV Services. He has done an outstanding job managing and leading the team throughout the end of the year and spring events to provide a successful outcome for all. To assist the team during the commencement activities and the summer conference programs John hired a new part time employee, Scott Frietas. In the short time Scott he has been at Longwood he has become a very valuable member of the AV staff.

- **Welcome Judith Campbell**: On June 10, we will welcome Judith Campbell to campus as the new Director of Conference & Event Services. Most recently, Judith has served as the sole proprietor of Campbell Studios, a full service event design and production studio in Upper Darby, Pennsylvania. In this role, Judith acted as the event planner and/or decorator for over 225 events annually. Most notably, she was named the event designer for seven of the National Constitution Center's *Liberty Medal Award* ceremonies. Recipients of this award included His Holiness the 14th Dalai Lama of Tibet (2015), Malala Yousafzai (2014), Hillary Rodham Clinton (2013), Muhammad Ali (2012), Robert Gates (2011), Tony Blair (2010), and Mikhail Gorbachev (2008).

  Concurrently, for ten years Judith served as the Director of Special Events for Malvern Preparatory School and as the Event Manager for all Advancement events. Judith got her start in event planning at the University of California, Berkeley as an Event Manager where she assisted with campus-wide events.

  Darlene Bratcher will continue to be a campus and office resource throughout the summer serving as a consultant to the Conference & Event Services Office.

YTD Fiscal Year Comparison
Gifts through May 15

Fiscal Year	Unrestricted	Operating Accounts	Total Annual Giving
2007 YTD	$495,489.15	$426,547.08	$922,036.23
2008 YTD	$542,087.73	$499,028.79	$1,041,116.52
2009 YTD	$404,418.96	$397,016.76	$801,435.72
2010 YTD	$414,045.49	$526,241.66	$940,287.15
2011 YTD	$401,965.96	$471,685.11	$873,651.07
2012 YTD	$313,310.15	$500,720.74	$814,030.89
2013 YTD	$330,719.86	$438,354.69	$769,074.55
2014 YTD	$304,601.01	$503,683.80	$808,284.81
2015 YTD	$339,165.77	$586,134.54	$925,300.31
2016 YTD	**$348,104.48**	**$713,177.08**	**$1,061,281.56**

Fiscal Year	TOTAL RAISED[1]
2007	$5.25M
2008	$4.87M
2009	$5.69M
2010	$5.42M
2011	$5.77M
2012	$5.52M
2013	$9.43M
2014	$2.82M
2015	$7.94M
2016 YTD	**$3.58M**

[1] *Total new funds received or pledged*

Fiscal Year	Annual Giving	Grants & Special Initiatives	Endowment/ Capital	Bequest	Non-cash/ Gift in-Kind	Total Cash Giving	Total Donors		Alumni Participation*
2007 YTD	$922,036.23	$203,174.70	$1,129,283.14		$170,891.87	$2,425,385.94	5,624	FY2007	18.00%
2008 YTD	$1,041,116.52	$274,767.50	$1,377,289.36		$140,066.24	$2,833,239.62	5,171	FY2008	16.36%
2009 YTD	$801,435.72	$224,139.27	$880,987.50		$263,050.06	$2,169,612.55	4,198	FY2009	13.12%
2010 YTD	$940,287.15	$394,832.69	$2,554,199.44	$154,000.00	$84,656.38	$4,127,975.66	4,805	FY2010	13.69%
2011 YTD	$873,651.07	$230,020.00	$753,857.79	$3,307,549.26	$109,991.98	$5,275,070.10	4,523	FY2011	11.41%
2012 YTD	$814,030.89	$210,739.00	$986,820.55	$132,021.26	$746,086.32	$2,889,698.02	3,954	FY2012	10.97%
2013 YTD	$769,074.55	$213,989.16	$4,594,981.07	$171,024.44	$593,204.73	$6,342,273.95	4,006	FY2013	10.15%
2014 YTD	$808,284.81	$255,197.38	$1,187,193.92	$2,009,039.55	$48,342.29	$4,308,057.95	3,638	FY2014	9.47%
2015 YTD	$925,300.31	$332,941.23	$733,605.69	$517,763.09	$261,831.31	$2,771,441.63	4,202	FY2015	10.94%
2016 YTD	**$1,061,281.56**	**$315,397.13**	**$563,631.27**	**$391,482.40**	**$110,846.83**	**$2,442,639.19**	**5,269**	**FY2016**	**10.09%**

* *Alumni Participation reflects participation rates through the end of the fiscal year, with the exception of 2016 which is through May 15.*

9

Strategic Operations

Victoria Kindon, Vice President and CIO

Highlights

- Applications rose to over 5,000
- New early alert system being established in Student Success
- Softball's NCAA tournament run yields major media coverage
- Longwood intranet to launch this summer

Admissions Update

Applications for the freshmen class, as well as for transfers, posted a banner year. In fact for the first time in Longwood history, over 5,000 students applied for admission for the freshmen class. Our average matriculating freshman class over the past four years has been 1,063 and we anticipate a freshman class in that range for next fall.

Enrollment Management and Student Success

Improving Freshman Orientation with an Eye Toward Retention

Three key changes have occurred this summer to improve the matriculation process of new students:

1. A new orientation registration system.
2. A change in the scheduling of orientation, pushing it later in the summer to reduce conflicts with high-school graduation.
3. A subsequent shift in the posting of the transition fee to the student's account; the fee now posts in the fall semester instead of at the time of orientation.

We believe these three changes have contributed significantly to the increase in freshman orientation registration this year: 98 percent of incoming freshmen are registered compared with 88 percent at the same time last year.

Another substantial change, as mentioned previously, is the pre-scheduling of freshmen for their fall course schedules. This process has already resulted in some initial successes. First, discussions focused on a more holistic approach to course offerings are supporting student success and progress toward degree completion. Second, several parents who have a second child coming to Longwood this fall have commented on how much the matriculation process has improved.

Academic Success Center Continues to Expand and Better Serve Students

The newest addition to the Academic Success Center, Dr. James Holsinger, is leading an expansion of the early alert program designed to help students connect with the support they need well before the traditional mid-semester grading period. This expansion focuses on a more comprehensive and systematic approach to identifying student needs through key faculty members, peer mentors, resident assistants and even the students themselves. One unique feature is an emphasis on fostering a student growth mind-set, which has proven to be an effective practice for increasing retention and student success at other universities.

While much of the early alert program is designed to locate students with targeted support needs within the first few weeks of the semester, we have identified two populations prior to the fall semester that are at risk. The first population—first-generation college students—will be grouped together for a section of Longwood Seminar to create a community of support for these students' unique needs as they transition to college life. The second population—students predicted to perform below average in ENGL 150—has been enrolled in sections of the course with faculty who have significant experience working with this population. Additionally, Writing Center consultants will be integrated into these course sections.

In just the first year of the Writing Center, our efforts to collaborate with institutional partners, synergize student needs with academic support and improve tutor training have resulted in an 82 percent usage increase over last year as well as the highest usage of our Writing Center in the past five years. Instead of relying solely on referrals, the staff designed and implemented successful writing-support programming specific to courses/disciplines through collaborations with the departments of English and Modern Languages, Communication Studies, Education, Nursing, Criminology, and Health and Kinesiology. Further support was provided for specialized subject tutor-related programs for the departments of Math and Spanish. The center offered multiple workshops, and tutors were invited to give a workshop presentation for the statewide November VCLA meeting in Richmond.

Looking to the fall, we have completely rebranded our tutoring services, including developing tutor-related social media shells and content that can be integrated into the early alert program, Canvas course shells and other electronic outlets to connect with students.

University Marketing and Communications

New Content Strategies Lead to Audience Growth and Additional Engagement on Social Media

The digital marketing team implemented new social strategies this past semester (including intern-developed content, promoted posts and additional crowdsourcing) that led to growing our social audience by more than 2,500 and doubling our engagement on Instagram compared with spring 2015 (from 12,340 to 24,240). The team continues to implement and refine social content strategies that help build our audience and engagement, while hitting Longwood's brand messages.

Strides Made in Establishing Consistent National Presence and Name Recognition

Charles White, associate professor of management and assistant dean of the College of Business and Economics, has been asked to contribute regular essays and opinion pieces for publication in The Huffington Post, a national media outlet with approximately 100 million unique visitors per month. Huffington Post editors were particularly impressed with an essay on questionable research practices, pitched using a new media tool that allows Marketing and Communications staff to identify and track key journalists. White joins psychology professor Catherine Franssen, who has published several essays over the last year.

RN to BSN Program Gets Boost from New Marketing Materials

New marketing materials touting the quality and flexibility Longwood's RN to BSN program will help the nursing department capitalize on this high-demand degree offering. Materials that emphasize Longwood's "Painless BSN for RNs" include brochures and tabletop displays; a social media campaign reinforces the messaging.

Softball's NCAA Tournament Run Yields Major Media Coverage and Social Media Activity

The Longwood softball team's 2016 Big South Championship and NCAA Regional Championship appearances produced a wealth of media coverage in some of Virginia's biggest markets, including Richmond and Hampton Roads.

LongwoodLancers.com

- On Sunday, May 22, the day of the NCAA Regional Championship, LongwoodLancers.com broke the website's record for the most **users (5,178)** and **page views (15,928)** in a single day since we began tracking those numbers in April 2005. The previous records were 4,107 users on March 7, 2015 (when men's basketball upset No. 1 seed Charleston Southern in the 2015 Big South Basketball Tournament quarterfinals), and 12,873 page views on May 16, 2015 (when softball defeated Virginia Tech in the NCAA Regional for Longwood's first NCAA Division I Tournament win).
- Additionally, the previous day—Saturday, May 21—saw **3,802 users** visit the site thanks to the softball team's back-to-back wins over Princeton and North Carolina.
- The two game recaps for the Princeton and North Carolina wins have combined for **4,972 page views**, including the North Carolina article that had **3,176 views**, making it the most-viewed article since the April 9, 2014, announcement of Longwood's new athletics brand identity.
- During the three-day NCAA Regional (May 20-22), **9,842 unique visitors** logged on to LongwoodLancers.com.

Social media highlights

- From May 14 (Big South Championship win) to May 23 (day after NCAA Regional Championship), the Longwood Lancers Facebook page had an organic reach to **an average of 34,447 people per day**.
- That Facebook reach ballooned to **167,542** on May 22 and **143,156** on May 23, the two largest figures over the past two years (figures not available prior to May 23, 2014).
- The Emily Murphy highlight-reel catch from the James Madison game was the most viral post in our Facebook history, earning in excess of **1,200 likes**, **870 shares** and **83,000 views**.
- The Facebook post for the Big South Championship on May 14 was **shared 199 times** and **liked more than 400 times**.
- Several articles were shared on Longwood University channels throughout the weekend, including the North Carolina win, which yielded 83 shares and more than 440 likes on Facebook.
- In addition to those articles, Facebook posts about the James Madison loss (45 shares/190 likes), ESPNW mention (13 shares/105 likes), Princeton win (76 shares/385 likes), Biz McCarthy and Sydney Gay feature story (15 shares, 97 likes), ABC-8 News segment (24 shares/110 likes), Richmond Times-Dispatch article (28 shares, 115 likes), NCAA Selection Show reaction video (21 shares/85 likes) and NCAA seeding announcement (38 shares/207 likes) all received significant engagement.

External media coverage

The athletics communications office coordinated unique feature stories on major television networks in Virginia, including WRIC ABC-8 (Richmond), WTVR CBS-6 (Richmond), WAVY-NBC 10 (Hampton Roads) and WTKR CBS-3 (Hampton Roads) as well as feature stories in the Richmond Times-Dispatch and Daily Press. Topics of the stories ranged from Longwood softball's longtime success under head coach Kathy Riley to the improbable success of freshman pitcher and Big South Tournament MVP Sydney Gay. We sent highlights after each NCAA Regional game to numerous television networks in Richmond, Norfolk and Lynchburg, yielding additional nightly news coverage.

- Longwood Confident Heading to JMU Regional (Richmond Times-Dispatch)
- Longwood Softball Wants 'Big Time' Label (WRIC ABC-8)
- Local freshman leads Longwood to NCAA Softball Tournament (WAVY-NBC 10)

Alumni and Career Services

The Longwood Network Nears 1,000 Active Members

The launch of the new Longwood Network platform powered by Graduway has been a success in its first six months of existence. A searchable alumni database that replaced Longwood Link, the platform provides additional benefits in our efforts to build a strong network of alumni volunteers and engaged students. Almost 700 alumni volunteers have offered to help in a future capacity, and we're working to develop long-term engagement opportunities.

LinkedIn Influencer Week

As part of the effort to engage alumni around career development, the OACS team has contracted daily webinars with LinkedIn Influencers during the last week of July. Attendees will be able to engage live with one of LinkedIn's career coaches and global thought leaders. Each presentation will be saved and shared with all university stakeholders on longwood.edu alumni and career web pages.

Information Technology Services (ITS)

Intranet in Development

As we work toward our new Longwood.edu website (scheduled to go live this summer), we decided to develop an intranet to better serve the Longwood faculty and staff community. The goals of the intranet are to improve the internal flow of information, streamline collaboration, standardize processes, achieve greater workplace efficiency, separate internal needs from needs of the external web audience and, lastly, strengthen the community. The intranet is scheduled to launch in tandem with the new .edu website this summer.

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Student Affairs

Tim Pierson, Vice President

Highlights

- Debate Preparations
- Greater Demand of Campus Services
- Diversity Statement
- Relay for Life

While Spring Semester 2016 was typical in many respects with transfer student orientation, Greek life recruitment, Relay for Life, Spring Weekend, sport clubs and intramural games, campus elections, and Chi Burning, it did carry a couple of unique markings, namely the impact of construction projects within the central campus and the reality of the Vice Presidential Debate beginning to take hold.

Fencing for the University Center, Student Success Center, new residence halls, and Willett project did not go unnoticed. Students take pride and ownership of the campus and are anxious for the completion of these projects. Greater campus awareness of the Vice Presidential Debate has officially taken hold with the students. An SGA Debate Planning Committee has been established and funded and is making plans for students for the debate week. In a broader sense, the entire campus is in a similar mode as we solidify our plans, programs, and services to accommodate and host the debate.

Student Affairs offices across the division continue to report higher usage numbers in services offered to students. The increasing demand of Disability Resources, Care Team intervention, Counseling, Title IX formal complaints, use of recreational facilities, etc. are all signs we are reaching the needs of students.

In light of and in response to the events affecting the landscape of higher education with regard to diversity, inclusion, and social justice on campuses across the country, several students representing our culturally-based groups organized a committee to establish a student statement

of diversity and inclusion. This group felt it was critical to create a statement of our values that clearly outlined who we are and what is important to us. With input from key faculty and staff stakeholders, the group crafted the statement and proceeded to garner support of SGA and other campus partners.

Student Statement of Diversity & Inclusion

Longwood University students believe that the development of each person is essential and that we are all an integral part of a diverse community that appreciates individuality and the value each person brings to the campus. We recognize the importance of a pluralistic society and support the incorporation and participation of individuals from all groups encompassing race, sex, color, national or ethnic origins, religion, sexual orientation, gender identity, age, political affiliation, veteran status, disability, and socioeconomic status.

We strive to foster an environment of respect and mutual understanding that moves beyond mere tolerance to the genuine valuing of diversity.

As Longwood University students, we respect and appreciate the characteristics of diversity and inclusion.

A notable indicator of the true character of our students may be seen in their participation in Relay for Life. More than 50 student organizations registered teams for the 12 hour all-night event that attracted over 1000 participants raising $80,000 by engaged Longwood citizen leaders striving to eradicate cancer. Longwood students embrace our mission and make us all proud to be Longwood Lancers.

Student Conduct and Integrity, University Title IX

The Office of Student Conduct and Integrity processed 119 student conduct cases during the Spring 2016 semester. Of those cases, 30 were heard by the Honor Board, 54 by the Conduct Board, 32 by Administrative Hearing Officers, one (1) by the University Disciplinary Board, and two (2) by the University Hearing Board. As an outcome of these hearings, two (2) students and one (1) organization were suspended.

Title IX

Formal complaints of sexual misconduct have increased significantly over the past three academic years. The office received 106 reports of notice for the 2015-2016 academic year and 111 reports of notice for the 2014-2015 academic year, compared to the 36 reports of notice received in the 2013-2014 academic year. For those 106 reports of notice, the office provided resources and opportunities for living, learning, and workplace adjustments. Fifteen (15) formal complaints were filed this academic year, an increase from the ten (10) formal complaints for 2014-2015. Six (6) of which resulted in findings of Responsible for violations of the policy, four

(4) resulted in findings of Not Responsible, and four (4) formal complaints are currently under investigation. Additionally, one complainant utilized the Informal Procedures process outlined in our policy.

Our prevention and education initiatives continue to expand; the new Bystander Intervention training that was implemented in Fall 2015 has been assessed and planning is underway for this upcoming fall semester. Additionally, the Campus Advocate reported that 26 individual contacts utilized services and resources stemming from sexual misconduct issues that had occurred during the academic year.

OCR guidance regarding transgender students, as well as pregnant and parenting students, continues to expand, and we anticipate growth in those areas in terms of possible complaints and requested adjustments for those student populations.

Dean of Students Area

Over 700 cases were referred to the Care Team during the 2015-2016 school year, including the management of a student death and a number of suicide attempts. Additionally, we are creating more reports regarding students who are sent home after psychiatric crises, as well as students who are placed on Academic Suspension.

The Office of Disability Resources (ODR) currently has its highest number (400) of registered students to date. ODR continues to keep abreast of the latest information and best-practices regarding accommodations for students in higher education. While attention deficits and learning disabilities have been, and in all likelihood will continue to be, our top identified disabilities, students with more capricious conditions, such as Bi-Polar Disorder and Post-Traumatic Stress Disorder, continue to increase, prompting discussions and approval of newer accommodations, such as extended deadlines for assignments and emotional support animals (ESAs).

ODR was awarded another LAMP mini-grant that will be put towards conducting the 2nd annual *ODR Empowers* program, which is a specialized orientation program for students with disabilities.

Residential and Commuter Life

The RCL office continues to partner with the Longwood Real Estate Foundation to prepare for the Vice Presidential Debate, as well as the opening of the two new residence halls on main campus.

RCL partnered with Student Accounts and Information Technology to move from a term rate for housing to a daily rate. This will speed up business practices for students so that their bill will more quickly reflect changes to their student account due to changing room assignments. In the past, these prorated housing charges needed to be completed manually by Student Accounts and charges approved by the RCL office before the charges would be reflected on the student's account.

The annual Commencement guest housing was managed by residential operations. The 2015 guest count was approximately 180 guests; however, the 2016 overnight accommodation requests prompted preparation to house approximately 320 guests. This significant increase of reservations, representing the families of 57 graduates, utilized available beds in Cox, Arc, and Wheeler Halls.

Student Engagement Unit

Developing citizen leaders in a variety of ways continues to be a priority outcome. Twenty (20) students completed the Joan of Arc leadership program this spring. Student involvement in the Longwood, Farmville, and Prince Edward County communities is an ongoing area of encouragement through such programs as Big Siblings, The Big Event, and Walk A Mile in Her Shoes. The Student Engagement staff designed a development and training program for a number of next year's student leaders which was presented at the end of spring semester. Energy and excitement among them is strong.

Citizen leadership is also being demonstrated by the 15 students who volunteered to work as a committee on student-led initiatives related to the Vice Presidential Debate. They met throughout the semester to plan activities and have a variety of creative ideas for the fall. One of these students will be representing Longwood at the Dominican University (CA) student debate. Democracy Day and a Mock Debate were two successful initiatives this spring.

Spring Weekend in mid-April featured a Band Fest on Friday and the "All American Weekend" theme on Saturday and Saturday night in support of the Vice Presidential Debate. Over 2000 students enjoyed a beautiful day filled with bands, an impressive variety of creative booths by over 125 student organizations, and the annual Oozeball Tournament.

Seniors who have been engaged with the offices and programs in Citizen Leadership and Social Justice Education were celebrated at a Multicultural Gala in late April at which students were honored with Kente stoles symbolizing accomplishment and pride in African heritage.

The national office of Sigma Phi Epsilon decided to close the Longwood chapter due to behavioral and financial concerns. Fraternity and Sorority Life worked closely with the national office, local chapter, and student leaders regarding closure.

Wellness Unit

The Health & Fitness Center hosted Relay for Life for the third year in a row. This year's collaboration with CAPS, held Friday, March 18 – Saturday, March 19, raised over $80,000 for the American Cancer Society.

The introduction of the LongwoodBikes! program, a collaborative venture between Campus Recreation and SGA, was a huge success. The bike-share program offered bikes for month-long loans and free of charge to Longwood University students. The 25 bike fleet was in constant demand with over 200 rentals and 137 unique student users throughout FY2016.

Counseling and Psychological Services (CAPS) hosted the Virginia Small College Counseling Consortium on March 31. The focus was group counseling in university settings, as Longwood CAPS is seen as a model to follow. Learning Disability / ADHD testing began this year and provided an academic testing service to students for placement and accommodation evaluations. This service is provided at a price well below market value and generated $6,500 in revenue for the department.

Potomac Healthcare Solutions completed their first year as the management partner for our Student Health Center. Successes include a dramatic increase in the number of student patients seen in a year with an increase in availability of same day appointments, and a new web portal was added for students to have the ability to schedule their own appointments, complete paperwork, and review results from their health care visits.

The last day of public service for the Longwood University Golf Course will be June 30, 2016. Immediate future usage of the 90 acres will include intercollegiate golf team practice facility, cross-country course for practice and intercollegiate meets, and academic golf classes.

Police Department

This quarter has been spent developing and managing the development of the Unified Public Safety Command for the upcoming Vice Presidential Debate. Many hours of meetings and protocol design, resource needs evaluation and source development, and meeting with public safety partners to secure support and to inform them of how the elements of this historic event will affect them.

The other most noteworthy effort has been to oversee and manage the day-to-day operations of the Police Department in light of the substantial staffing shortage due to seven vacant positions department wide. This fact has been unnoticed by most of the community due to the dramatic efforts of the LUPD staff who have taken on the extra duties and activity needed to keep the public safety process at a status quo.

During this quarter, the Emergency Management office accomplished several milestones. These include updating the Continuity of Operations Plan and submitting it to the Virginia Department of Emergency Management (VDEM) and coordinating with outside agencies for support at the

2016 Vice Presidential Debate, specifically the Virginia Department of Health, the Virginia Hospital and Healthcare Association, as well as Prince Edward County Emergency Medical Services and the Farmville Fire Department.

11

LONGWOOD
UNIVERSITY

OPERATING BUDGET AND PLAN
FY 2016 – 2017

Table of Contents

BUDGET SUMMARY

This section provides an overview of the University's 2016-2017 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, actions taken by the General Assembly and Governor, revenue calculations and expenditure estimates. Tuition revenue calculations are based on the actual FY16 credit hours with 13 additional undergraduate students added.

- $1,288,185 of current year anticipated surplus funds and $352,908 of prior year reserves are utilized to balance the FY 2017 budget.

- Tuition and fees, as approved for full time Virginia undergraduates, will increase by an average of $330, a 2.77 percent increase. Tuition for Virginia undergraduates was increased by $180, 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 $328, $706 and $907 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.

- The projected revenue budget for FY 2017 is $122,468,723, which excludes $4,662,825 in state appropriation for student financial assistance. The proposed expenditure budget for the total University is $122,719,826.

- 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 2017 are $68,206,373.

- Longwood will contribute $28,000 in FY 2017 to fund faculty promotions. Additional funding of $53,882 is included in the faculty salary pool to continue the August 10, 2015, two percent faculty salary increase. Funding of $156,773 is included to fund the three percent increase for faculty effective August 10, 2016. An additional $365,803 is included to fund the November 10, 2016, three percent salary and associated benefits increase that is contingent on meeting state revenue projections.

- Expenses totaling $1,132,923 were transferred from E&G to Auxiliary.

- 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 2016-2017 is $54,513,453.

2016-2017 ACTIONS OF THE GENERAL ASSEMBLY

The General Assembly session began January 13, 2016, and ended on March 11, 2016. Governor McAuliffe signed the Budget Bill without Amendment on May 20, 2016.

As a result of the final actions taken by the Governor and the General Assembly in the 2016 session, Longwood's total Education and General (E&G) operating appropriation increased from $62,227,959 to $69,656,242 -- $27,219,808 GF and $42,436,434 NGF.

Longwood's FY 2017 general fund operating base increased by a net $2,106,835 (8.4%) from 2016. This is primarily due to additional funding for salary increases and benefit cost. The budget provides an additional $847,736 in FY17 for access, affordability, quality and increased degrees. Longwood's FY 2017 nongeneral fund operating base increased by a net of $3,668,950 from FY 2016 as a result of a technical budget adjustment associated with our nongeneral fund revenue estimates. These changes will be reflected in our appropriation received from the state on July 1, 2016.

Financial Aid

General fund support for student financial assistance in FY17 increased $366,214 for a total of $4,662,825. The budget provides $13,769 for graduate financial aid in FY17.

Southside Virginia Regional Technology Consortium (SVRTC)

Funding decreased $50,000 for the SVRTC in FY 2017.

Salary Increases

Providing the state meets revenue projections, in FY 2017, a 3% salary increase will be appropriated for full-time classified employees, who meet the employed as of date requirement and who received a rating of Contributor or above on their last performance evaluation. The increase is to be effective November 10, 2016. Administrative Professional positions may receive a 3% salary increase effective November 10, 2016, provided they meet the requirement of satisfactory performance and the state meets revenue projections. Faculty positions may receive a 3% salary increase effective November 10, 2016, provided they meet the requirement of satisfactory performance. Pay for wage employees may be increased by up to 3%, with the full cost borne by the institution.

Higher Education Equipment Trust Fund

Funding for the FY 2017 Equipment Trust Fund (ETF) program of $743,433 was appropriated to Longwood. This is an increase of $34,631 over the previous year.

Out-of-State Capital Fee

Out-of-state students are required to pay 100 percent of the average cost of their education. Additionally, non-resident students will pay $20 per credit hour as a mandatory capital fee. The amount of capital fees that will be paid by the University to support state capital project debt service on bonds issued under the 21st Century Program remained unchanged at $97,911.

Capital Projects

Longwood's Maintenance Reserve funding for FY 2017 is $1,247,211. The funding amount increased $71,411 from FY 2016.

The Governor and General Assembly approved a bond bill that will fund the replacement of Wheeler Mall steam distribution system and construction of the New Admissions Office and the New Academic Building, which will include flexible classroom space, lab space for undergraduate research and faculty offices. The bond bill also provides funding for equipment for the Student Success Center.

2016-2017 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2016-2017 Educational and General budget is based on priorities that support the strategic plan. After carefully examining the revenue projection for FY 2017, funds were allocated for strategic initiatives and fixed costs increases. The recommended expenditures include funds for the following:

• Estimated Nongeneral Fund Portion of funding salary increase for Faculty; A/P and one-time bonus for classified effective August 10, 2016 to November 10, 2016.	$ 343,882
• Out-of-State Scholarships	$ 330,000
• Estimated Nongeneral Fund Portion of 3% Salary and Benefit	
• Increase effective November 10, 2016	$ 304,909*
• Estimated Nongeneral Fund Portion of Health Insurance Increase	$ 203,784
• Police Department four new positions	$ 235,196
• Increase in Office of Student Research	$ 167,500
• Increase in Faculty Promotions	$ 28,000

*Contingent upon meeting state revenue projections

2016-2017 AUXILIARY SERVICES PROGRAM PRIORITIES

The University's 2016-2017 Auxiliary Services budget is based on the program priorities listed below. Auxiliary activities are required to be self-supporting and must maintain sufficient fund balances for operations, renewal and equipment replacement and capital reserves. The Board approved housing and dining rate increases on December 4, 2015. Comprehensive fees were approved April 2, 2016.

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 2016-2018 biennium is 14.74 percent. This is a .39 percent increase from the prior biennium.

Housing

Housing revenue will continue to provide funds for maintenance reserve projects in the residence halls. Housing revenues are projected to exceed expenses by $390,473. These net revenues, will be utilized to support comprehensive fee budgets in FY 2017.

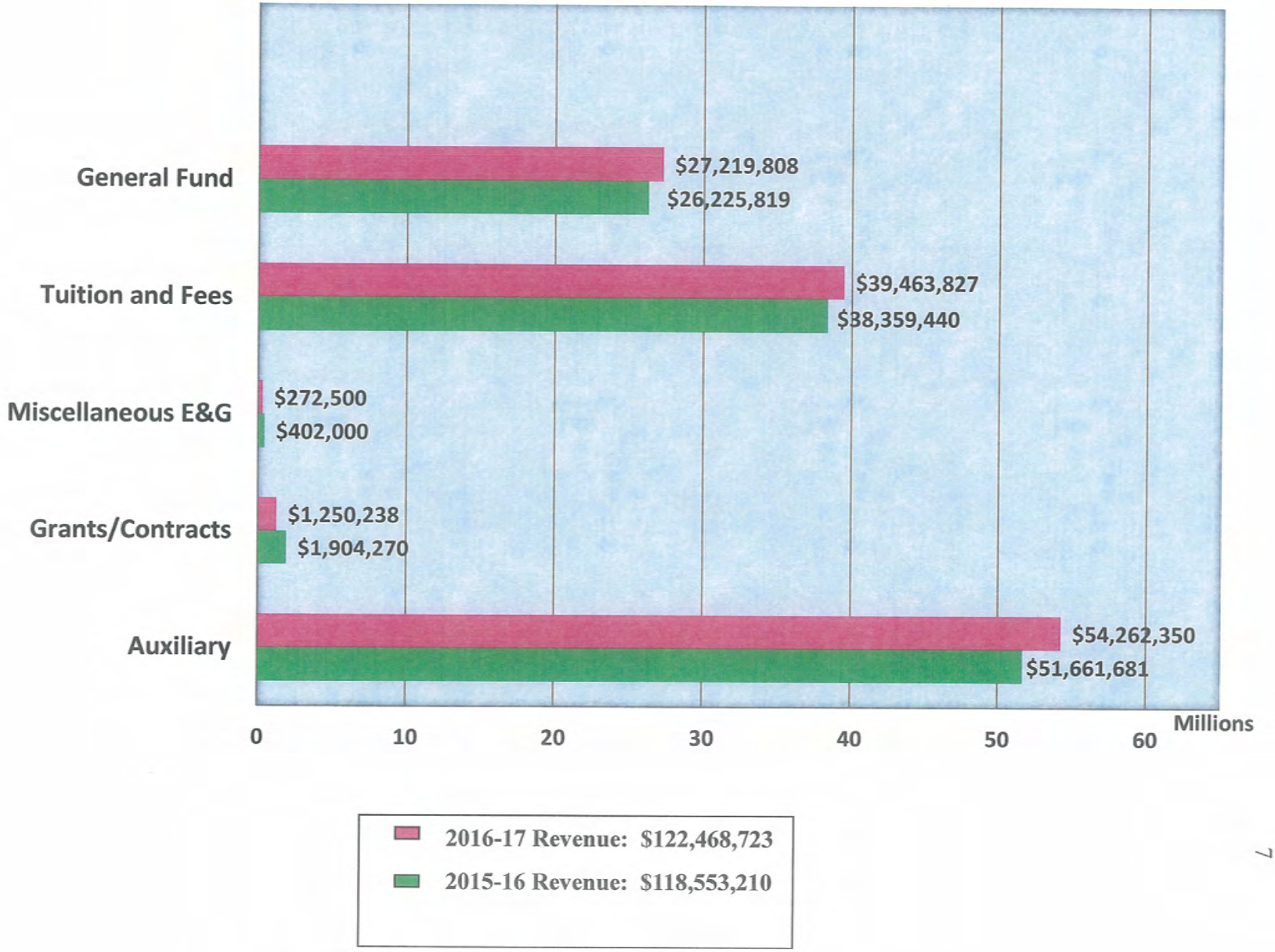
Dining

Dining revenues are projected to exceed expenses by $897,712. These net revenues will be utilized to support comprehensive fee budgets in FY 2017.

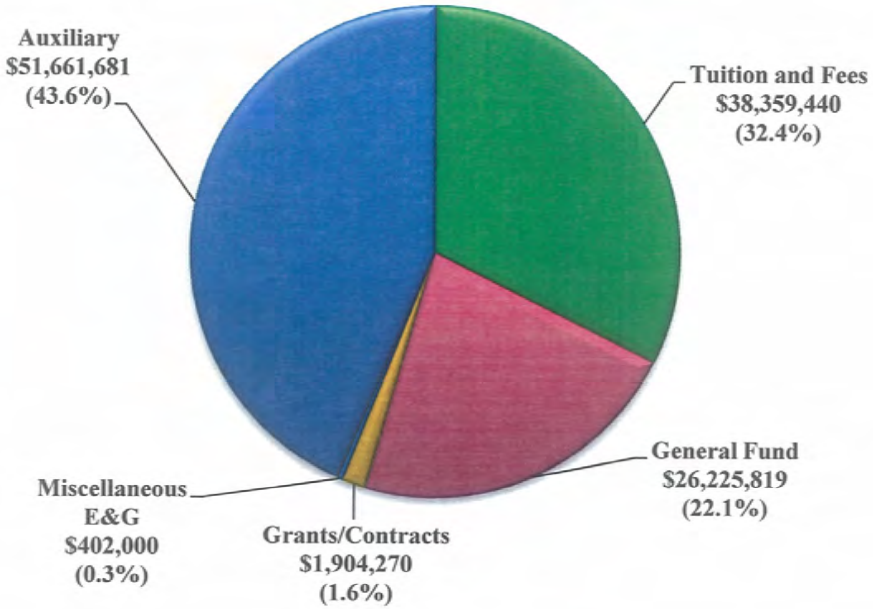
Comprehensive Fee Budgets

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. Prior year reserves of $352,908 will be utilized to support comprehensive fee budgets in FY17.

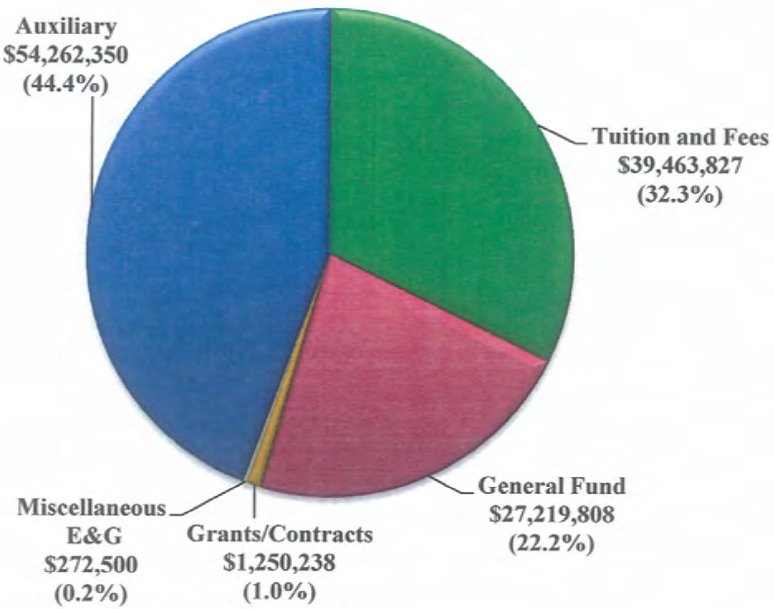
Total Revenue



Total Revenue Comparison By Category

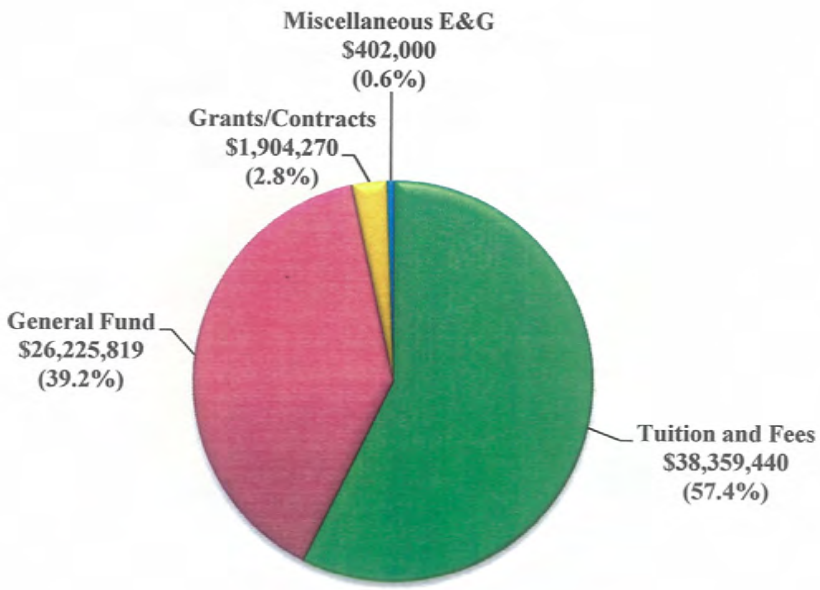


2015-16 Total Revenue: $118,553,210

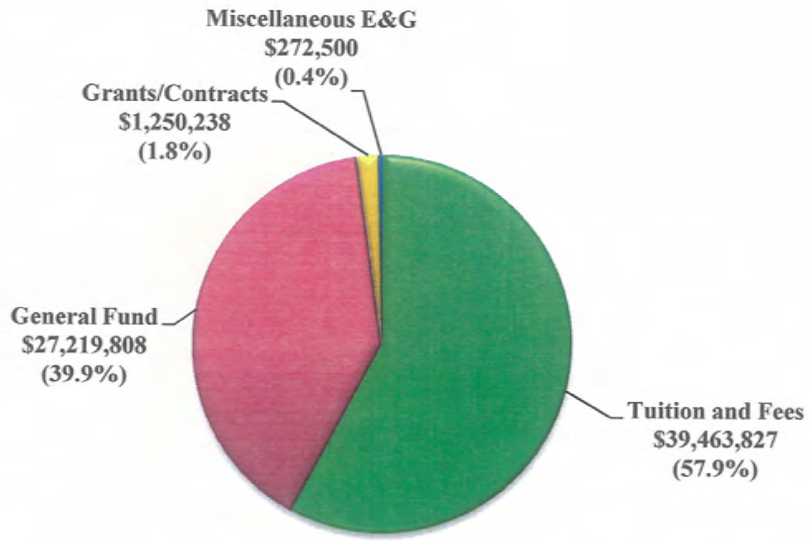


2016-17 Total Revenue: $122,468,723

E&G Revenue Comparison By Category

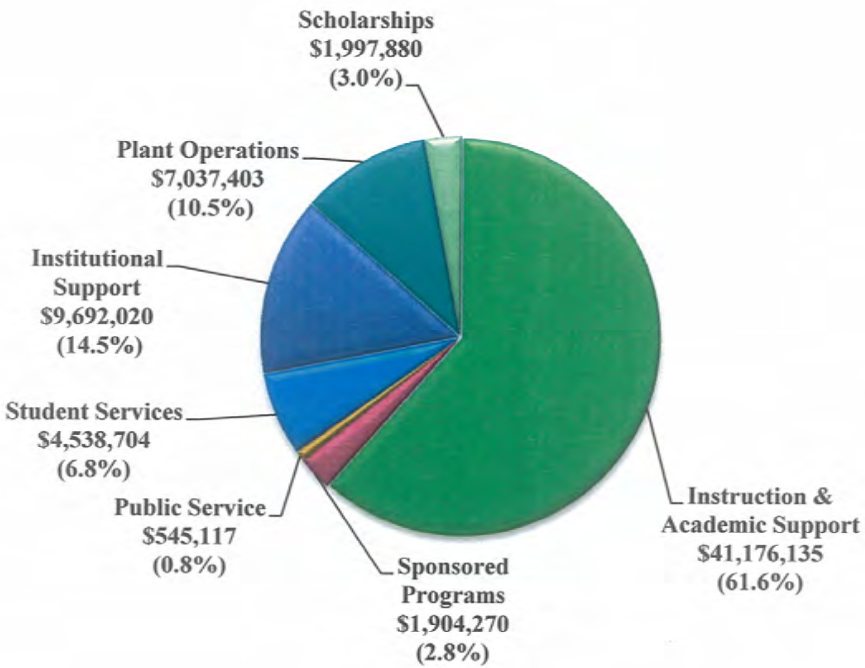


2015-16 E&G Revenue: $66,891,529

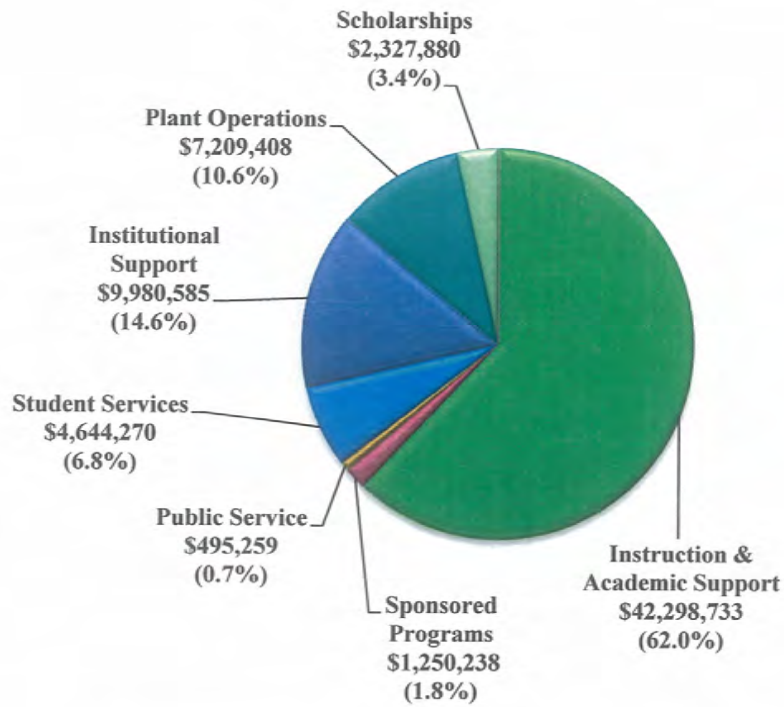


2016-17 E&G Revenue: $68,206,373

E&G Expenditure Comparison By Category

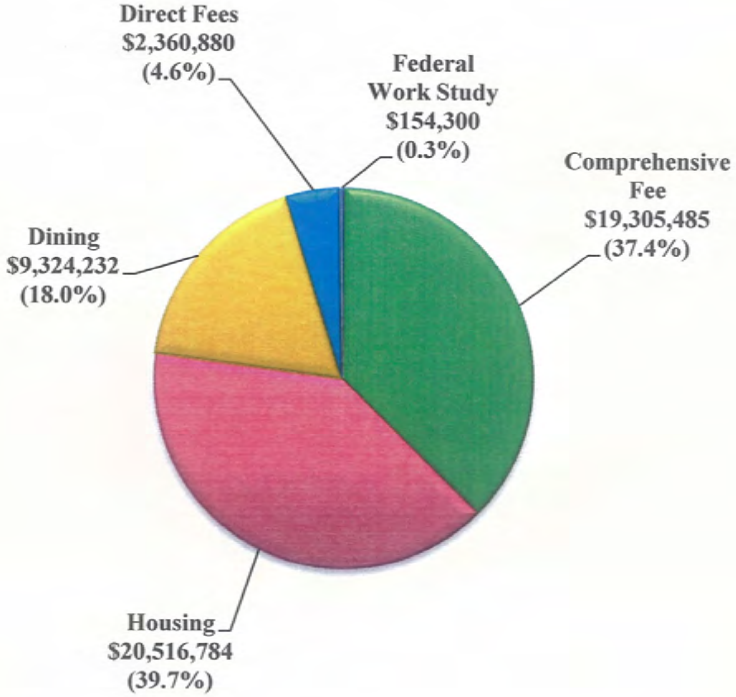


2015-16 E&G Expenditures: $66,891,529

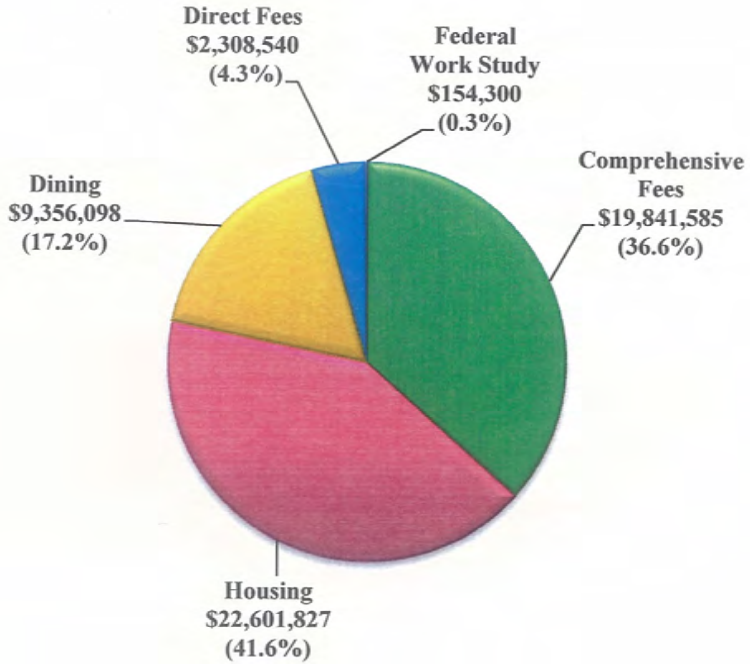


2016-17 E&G Expenditures: $68,206,373

Auxiliary Services Revenue Comparison By Category

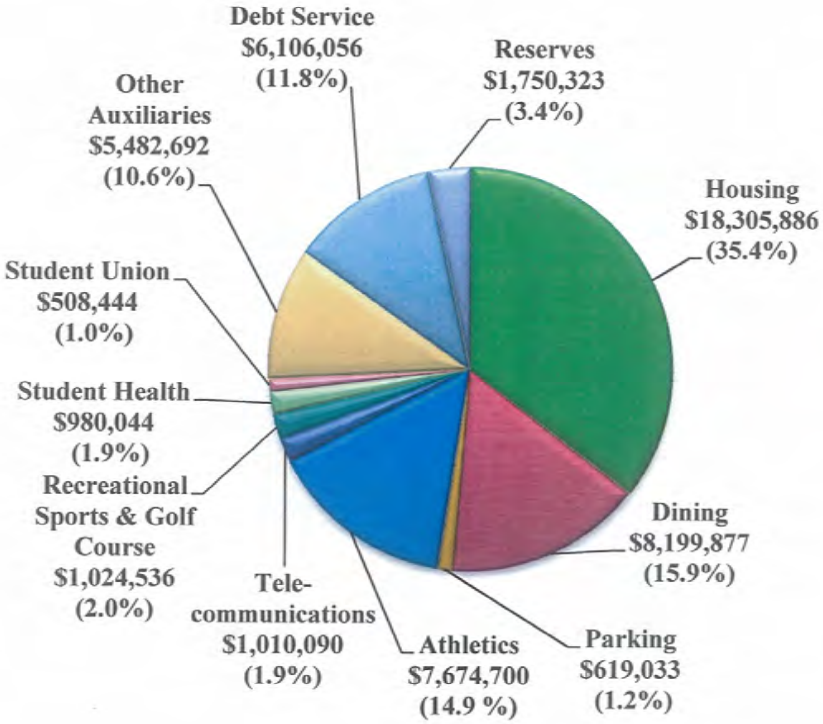


2015-16 Auxiliary Revenue: $51,661,681

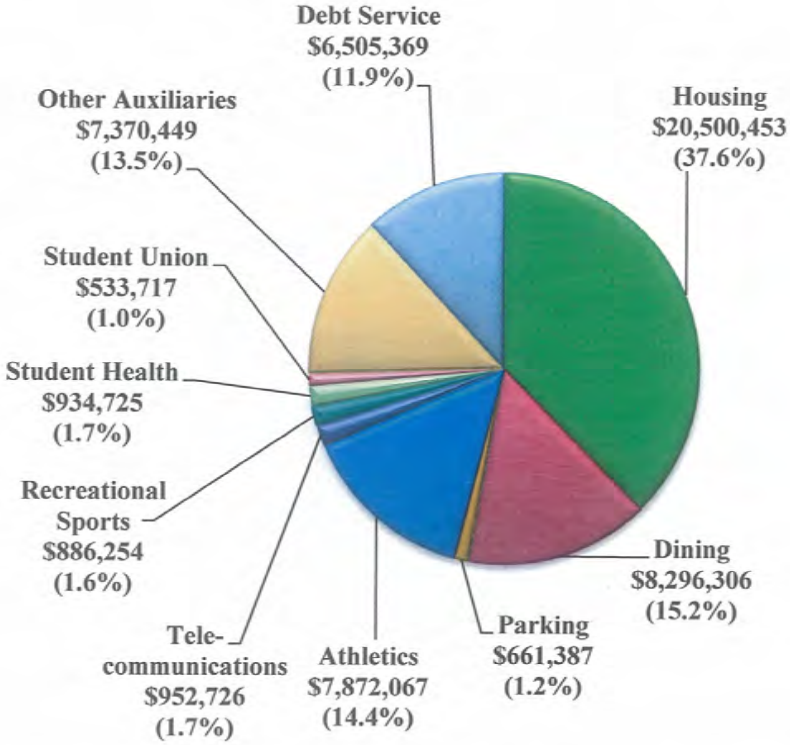


2016-17 Auxiliary Revenue: $54,262,350

Auxiliary Services Expenditure Comparison By Category



2015-16 Auxiliary Expenditures: $51,661,681



2016-17 Auxiliary Expenditures: $54,513,453

TABLE 1
REVENUE SUMMARY

	Budget 2015-2016	Proposed 2016-2017
EDUCATIONAL AND GENERAL		
Tuition and Fees	38,359,440	39,463,827
Commonwealth Appropriations *	26,225,819	27,219,808
Federal Grants and Contracts	664,941	987,281
State/Local/Private Grants and Contracts	1,239,329	262,957
Other Sources	402,000	272,500
Total Educational and General	66,891,529	68,206,373
AUXILIARY ENTERPRISES		
Total Auxiliary Enterprises	51,661,681	54,262,350
INSTITUTIONAL TOTAL	118,553,210	122,468,723

*Appropriation excludes Higher Education Student Financial Assistance of $4,282,842 in FY 2016 and $4,662,825 in FY 2017. FY 2017 appropriation includes $331,586 for estimated General Fund portion of benefit cost increases.

TABLE 2
EXPENDITURE SUMMARY

	Budget 2015-2016	Proposed 2016-2017
EDUCATION AND GENERAL		
Instruction	32,153,344	34,305,254
Sponsored Programs	1,904,270	1,250,238
Public Service	545,117	495,259
Academic Support	9,022,791	7,993,479
Student Services	4,538,704	4,644,270
Institutional Support	9,692,020	9,980,585
Plant Operation & Maintenance	7,037,403	7,209,408
Scholarships & Fellowships*	1,997,880	2,327,880
Total E&G Expenditures	66,891,529	68,206,373
AUXILIARY ENTERPRISES		
Expenditures	43,805,302	48,008,084
Transfers		
Debt Service (Mandatory)	6,106,056	6,505,369
Non-Mandatory		
Total Auxiliary Enterprises	49,911,358	54,513,453
INSTITUTIONAL TOTAL	116,802,886	122,719,826

*FY 2016 and FY 2017 exclude $4,282,842 and $4,662,825 respectively in Higher Education Financial Assistance from State Appropriations

TABLE 3
SUMMARY OF AUXILIARY SERVICES INCOME AND EXPENDITURES

	Budget 2015-2016	Proposed 2016-2017
RESIDENCE HALLS		
Direct Income	117,800	117,800
Income (Room Fees)	20,471,284	22,556,327
Expense	18,305,886	20,500,453
Debt Service (Mandatory)	1,792,524	1,783,201
Non-Mandatory Transfers	(488,676)	(390,473)
Net (Contribution to Fund Balance)	1,998	0
FOOD SERVICES		
Direct Sales	125,000	125,000
Income (Meal Plans)	9,269,232	9,301,098
Expense	8,199,877	8,296,306
Debt Service (Mandatory)	699,225	232,080
Non-Mandatory Transfers	(495,130)	(897,712)
Net (Contribution to Fund Balance)	0	0
BOOKSTORE		
Income (Sales and Contracts)	375,000	375,000
Expense	266,250	273,195
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	108,750	101,805
ATHLETICS		
Income (Direct Sales and Services)	254,880	309,580
Student Fees	8,465,483	8,594,812
Expense	7,674,700	7,872,067
Debt Service (Mandatory)	1,045,663	1,032,325
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
PARKING AND TRANSPORTATION		
Income (Direct Sales and Services)	650,000	650,000
Student Fees	299,333	347,807
Expense	619,033	661,387
Debt Service (Mandatory)	330,300	336,420
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0

Continued on next page

TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES

	Budget 2015-2016	Proposed 2016-2017
TELECOM SYSTEMS		
Income (Direct Sales and Services)	1,000	1,000
Student Fees	1,009,090	951,726
Expense	1,010,090	952,726
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
STUDENT HEALTH		
Income (Direct Sales and Services)	50,000	50,000
Student Fees	930,044	884,725
Expense	980,044	934,725
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
STUDENT UNION		
Income (Direct Sales and Services)	5,000	5,000
Student Fees	596,694	1,529,074
Expense	508,444	533,717
Debt Service (Mandatory)	93,250	1,000,357
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
RECREATION AND INTRAMURALS		
Income (Direct Sales and Services)	50,000	50,000
Student Fees	1,861,416	1,992,065
Expense	736,822	886,254
Debt Service (Mandatory)	1,174,594	1,155,811
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0

Continued on next page

TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES

	Budget 2015-2016	Proposed 2016-2017
GOLF COURSE		
Income (Direct Sales and Services)	100,000	0
Student Fees	187,714	0
Expense	287,714	0
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
CONFERENCES		
Income (Direct Sales and Services)	350,000	350,960
Student Fees	0	0
Expense	338,591	350,960
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	11,409	0
OTHER AUXILIARY		
Income (Direct Sales and Services)	537,000	529,000
Student Fees	5,955,711	5,541,376
Expense	4,877,851	6,746,294
Debt Service (Mandatory)	970,500	965,175
Non-Mandatory Transfers In	983,806	1,288,185
Net Reduction to Fund Balance	1,628,166	(352,908)
TOTAL AUXILIARY ENTERPRISES		
Income (Direct Sales and Services)	2,615,680	2,563,340
Student Fees	49,046,001	51,699,010
Expense	43,805,302	48,008,084
Debt Service (Mandatory)	6,106,056	6,505,369
Prior Year General Auxiliary Surplus	0	352,908
Net (Contribution to Fund Balance)	1,750,323	101,805

TABLE 4
LONGWOOD UNIVERSITY FOUNDATION
INSTITUTIONAL SUPPORT SUMMARY

	Budget 2015-2016	Budget 2016-2017
Academic Affairs	225,000	203,311
Alumni Association	32,122	86,614
Office of Strategic Operations	154,500	128,000
Office of Institutional Advancement	226,482	226,482
Cook Cole College of Arts and Sciences	300,996	327,777
College of Business and Economics	6,044	5,863
College of Education and Human Services	25,786	30,984
English and Modern Language Department	4,672	4,971
History and Political Science Department	1,532	3,028
Art Department	228,972	167,995
Theater Department	4,751	7,378
Honors	58,636	61,591
Hull Springs Farm	114,063	65,813
Longwood Center for the Visual Arts	61,425	63,074
Library	25,416	13,856
Music Department	7,496	14,841
Sociology and Anthropology Department	5,320	9,135
	1,483,213	1,420,713

Budget Allocation Ratio

Fiscal Year	2014	2015	2016	2017
Instruction and Academic Support	59.76%	60.74%	61.55%	62.02%
Public Service	0 .82%	0.84%	0.81%	0.73%
Student Services	6.92%	6.90%	6.79%	6.81%
Institutional Support	13.64%	14.80%	14.49%	14.63%
Operation and Maintenance of Plant	10.40%	10.10%	10.52%	10.57%
Student Aid	3.21%	3.06%	2.99%	3.41%
Sponsored Programs	4.65%	3.56%	2.85%	1.83%

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 additional funds to support student research and proposed salary increases.
- In total Student Services increased over the previous year due to proposed salary increases.
- Institutional Support increased primarily as a result of funding additional positions in the Police Department and proposed salary increases
- Student Aid funding increased over the prior year due to addition funding for Out-of-State Scholarships.
- Sponsored Programs decrease is primarily due to a reduction in State/Local and Private grants.

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.

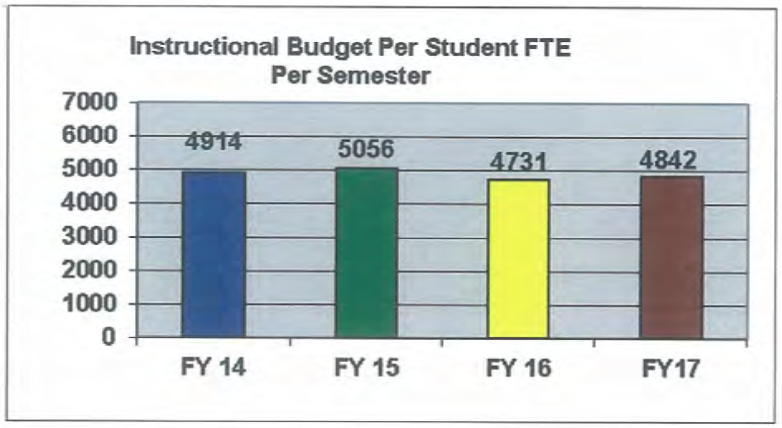
Longwood University's Current Status

In FY 2015 an increase of $142 is primarily the result of seven additional faculty positions.

In FY 2016 the decline of $325 is primarily the result of increased enrollment projected.

In FY17 the increase is primarily due to additional funding for student research, scholarships and proposed pay increases.

The total annual Educational & General budget per in-state FTE is $14,234, which is an increase of $279 over the previous year. 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: $\frac{\text{Instruction and Academic Support Budgets}}{\text{Fall and Spring Enrollment Projections}}$

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:

$$\frac{\textbf{Debt Service}}{\textbf{Total Expenditure Budget}}$$

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 5.36 percent for FY 2017. This calculation is based on scheduled debt payments for FY 2017 and total budgeted expenditures less reserves.

Longwood's actual FY 2015 debt burden ratio was 5.17 percent per unaudited 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 nongeneral 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.

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

Nonmandatory 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 noninstructional 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: Nongeneral 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.

LONGWOOD UNIVERSITY

2015-16

Board of Visitors

Internal Audit

University Foundation

Real Estate Foundation

Alumni Association

President
President's Office

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 faundation 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
Colleen Margiloff
Vice Rector
Robert Wertz
Secretary
Shelby Walker
President
Taylor Reveley
-Vice Presidents-
Provost & Academic Affairs
Joan Neff
Administration & Finance
Ken Copeland
Institutional Advancement
Courtney Hodges
Strategic Operations
Victoria Kindon
Student Affairs
Tim Pierson
Athletics Director
Troy Austin
Chief of Staff
Justin Pope
-Academic Deans-
Arts & Sciences
Jennifer Apperson
Business & Economics
Paul Barrett
Education & Human Services
Paul Chapman
Graduate & Professional Studies
Jeannine Perry
Honors College
Alix Fink
Library
Suzy Palmer

Academic Affairs

College of Business & Economics
- Accounting, Economics, Finance, & Information Systems
- Management and Marketing
- Military Science

Cook-Cole College of Arts & Sciences
- Biological & Environmental Sciences
- Chemistry and Physics
- Communication Studies
- English and Modern Languages
- History, Political Science, & Philosophy
- Liberal Studies
- Mathematics & Computer Science
- Music
- Nursing
- Psychology
- Sociology, Anthropology, & Criminal Justice Studies
- Theatre, Art & Graphic & Animation Design

College of Education & Human Services
- Education & Special Education
- HARK
- Social Work and Communication Sciences & Disorders
- OPS

Centers & Institutes
- LCVA
- Hull Springs Farm
- Gordon Center (CSLC)
- Jordan Field School
- Leadership Institute
- CCAL
- Cyber Security
- McGaughy Center
- ITTIP
- Call Me Mister
- Health Education
- Infant & Toddler
- Speech, Hearing, & Learning Services

College of Graduate & Professional Studies
- MBA
- Communication Sciences
- Education
- English
- Sociology
- Online Programs
- Off-Campus Programs
- DEC

Cormier Honors College
- Housing
- Scholarships
- Study Abroad
- Conferences
- Extracurricular
- Internships
- Research

Library
- Collections
- Research Services
- Multimedia
- Databases
- Archives
- Digital Commons

Academic Affairs Offices
- Sponsored Programs
- General Education
- CAFE
- Assessment and Institutional Research
- International Studies
- Student Research
- Accreditation & Compliance

Administration & Finance
- Bookstore
- Budget Office
- Financial Operations
- SBDC
- HR
- Lancer Card
- Mail & Printing
- Materiel Management
- Campus Planning
- EHS
- Landscaping & Grounds
- Physical Plant
- Real Property

Student Affairs
- Campus Police
- Disability Resources
- Residential & Commuter Life
- Diversity & Inclusion
- Dean of Students
- Fraternity & Sorority Life
- Leadership & Service Learning
- University Center & Student Activities
- Campus Recreation
- Counseling & Psychological Services
- Student Health & Wellness Center
- Golf Course
- Conduct & Integrity
- Dining Services

Strategic Operations
- Enrollment Management & Student Success
- Alumni Affairs
- Marketing & Communications
- ITS

Institutional Advancement
- Government Affairs
- Development
- Conferences & Event Services

Student Government Association

Parents Council

Faculty Senate

University Planning Council

Staff Advisory Committee

Athletics
- Baseball M
- Basketball M/W
- Cross Country M/W
- Field Hockey W
- Golf M/W
- Lacrosse W
- Soccer M/W
- Softball W
- Tennis M/W

Moton Museum
Affiliated 501(c)(3)

Capital Budget

FY 2017

CAPITAL BUDGET

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 $151 million in active capital projects. Capital outlay projects total approximately $136 million which is comprised of about $72 million in fully funded GF projects, $8 million in GF pool projects, $38 million in NGF projects, and $16 million in REF funded projects. Capital improvement and maintenance projects total approximately $7.5 million which is comprised of about $2.7 million in GF funds and $4.8 million in NGF funds. In addition to these construction related projects, we also anticipate approximately $1.9M in technology related expenses for the debate, of which the vast majority will remain with Longwood after the debate concludes.

Capital Outlay Projects

Project Title	General Fund	Non-General Fund	REF Funding	Total Project Cost
Fully Funded				
Asbestos Abatement	$2,332,000			$2,332,000
University Technology Center	$20,725,513			$20,725,513
University Center		$37,095,000		$37,095,000
Construct Student Success Center	$9,466,000			$9,466,000
Additional Biomass Boiler	$7,410,785	$1,037,000		$8,447,785
Construct Admissions Office	$12,544,000			$12,544,000
Construct New Academic Bldg (Est. only)	$20,225,000			$20,225,000
Pool Funded (Estimates Only)				
Replace Steam Distribution System Wheeler Mall (SD only)	$8,783,000			$8,783,000
Real Estate Foundation				
New On Campus Residence Hall			$16,500,000	$16,500,000
Totals	**$81,486,298**	**$38,132,000**	**$16,500,000**	**$136,118,298**

Improvements & Capital Maintenance Projects

Project Title	General Fund	Non-General Funds	Total Project Cost
Iler Roof Replacement	$ 97,207.86	$ 82,975.60	$180,183
Upgrade Irrigation System		$ 45,000.00	$45,000
Arc Hot Water Tank		$ 177,000.00	$177,000
Willett Improvements-Willett Facade		$ 1,100,000.00	$1,100,000
Replace Fire Alarm System Curry Frazer		$ 230,000.00	$230,000
Repair Sidewalk Spruce Street	$ 16,021.03		$16,021
Repair Sidewalk Brock Commons	$ 56,478.97		$56,479
Replace Street Lights Spruce Street	$ 50,000.00		$50,000
Repairs Hardy House Repairs	$ 104,781.41	$ 406,412.00	$511,193
Install Erosion and Sediment Controls Tipper		$ 15,000.00	$15,000
Replace Electrical Service Lankford		$ 135,000.00	$135,000
Replace Electrical Service Longwood House		$ 90,000.00	$90,000
Construct High Street Gateway		$ 1,500,000.00	$1,500,000
Buddy Bolding Stadium Repairs		$ 43,000.00	$43,000
Replace Valves Curry Frazer		$ 600,000.00	$600,000
Replace Front Entrance Frazer		$ 55,000.00	$55,000
Repave Graham Lot	$ 75,000.00		$75,000
Replace Roof Coyner Hall	$ 205,534.84		$205,535
Replace Roof Chichester	$ 450,000.00		$450,000
Replace Dielectric Unions Chilled Water System Library	$ 27,505.00		$27,505
Construct Willett Plaza		$ 315,000.00	$315,000
Repair Condensate Line and Install Condensate Pumps		$ 31,000.00	$31,000
Repair Refrigerant Leak Detection System Various Buildings	$ 30,283.87	$ 6,343.13	$36,627
Repair Colonades	$ 250,600.20		$250,600
Replace HVAC Coyner	$ 450,000.00		$450,000
Replace Deaerator Tank and Roof Old Heating Plant	$ 300,000.00		$300,000
Repair Lancaster Clock Tower	$ 120,000.00		$120,000
Repair Lancaster Roof	$ 75,000.00		$75,000
Replace Chiller Library	$ 200,000.00		$200,000
Retro Commissioning Blackwell Chiller Complex	$ 18,000.00		$18,000
Replace Windows and Doors Coyner Hall	$ 200,000.00		$200,000
Totals	$ 2,726,413.18	$ 4,831,730.73	$ 7,558,143.91

Planned Projects

Capital Outlay Projects

The list of capital outlay projects below was submitted to the Department of Planning and Budget (DPB) last spring. Longwood will have the opportunity this summer to submit a re-prioritized list which will be informed by the now complete Campus Master Plan.

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 2016-2018 biennium budget before the General Assembly includes $1.2M per year in funding to address capital maintenance for each year. Longwood currently has a remaining balance of approximately $125,000 in funding in the 2014-2016 biennium.

FY 17&18 Planned Improvement and Maintenance Reserve	**General Fund**	NGF	Total
Preparations to Host Big South Softball Championship	$0	$80,000	$80,000
Replace Dining Hall Cooling Tower	$0	$130,000	$130,000
Wygal Renovation Addition Planning Study	$0	$120,000	$120,000
Refrigerant Leak System	$0	$35,000	$35,000
Add Fire Hydrant Spruce Street	$0	$18,000	$18,000
Install Snow Guards	$0	$55,000	$55,000
Lankford Electrical Service-Additional Funds for Construction	$0	$125,000	$125,000
Convert Electrical Service Steven, McCorkle, Jeffers	$0	$225,000	$225,000
Study Chiller Plant and Distribution System	$0	$100,000	$100,000
Address Warning Track and Drainage Issue Bolding Stadium	$0	$20,000	$20,000
Safety Improvements Softball and Baseball Batting Cages	$0	$20,000	$20,000
Expand Lenel System	$0	$429,000	$429,000
Add Sprinklers Coyner	$0	$140,000	$140,000
Equipment Shop Johnson Drive Athletics Complex-Construction	$0	$200,000	$200,000
Irrigation and Landscaping Flag Pole Johnston Drive Athletic Complex	$0	$60,000	$60,000
Replace Watering Guns and Valves Johnson Drive Complex	$0	$35,000	$35,000
Construct Seating Willett and Race Street Tennis Courts	$0	$30,000	$30,000
Replace Electrical Service Tabb	$0	$180,000	$180,000
Beale Plaza Improvements	$0	$1,500,000	$1,500,000
Design Funds for New Academic Building to Working Drawings	$0	$901,000	$901,000
Design Funds for Admissions Office to Working Drawings	$0	$570,000	$570,000
Abate Lead-Based Paint Tabb Exterior	$0	$50,000	$50,000
Paint Interior Walls Coyner	$0	$40,000	$40,000
Planning Study Improvements Sunken Garden	$0	$50,000	$50,000
Replace Front Steps Curry	$0	$30,000	$30,000
Coyner Refresh	$0	$110,400	$110,400
Stevens Refresh	$0	$55,200	$55,200
Design Shop Building at Johnston Dr.	$0	$30,000	$30,000
Design for Graham, Chambers Ct. & Madison	$0	$15,000	$15,000
Repair Interior Water Damage Lancaster	$120,000	$0	$120,000
Replace Roof Wygal	$210,000	$0	$210,000
Replace Feed Water Pump #3 Old Heating Plant	$31,700	$0	$31,700
Repair Brick and Masonry- Jeffers	$15,000	$0	$15,000
Replace Coyner HVAC	$460,000	$0	$460,000
Repair Boiler #1	$500,000	$0	$500,000
Replace Elevator Lancaster	$150,000	$0	$150,000
Repair Restrooms Coyner	$84,000	$0	$84,000
Replace ADA Lift Jeffers Auditorium	$40,000	$0	$40,000
Repair Stair Ramp Sidewalk and Retaining Walls Bristow	$110,000	$0	$110,000
Repair Sedimentation Basins Various Locations	$50,000	$0	$50,000
Replace HVAC Controls Lancaster	$50,000	$0	$50,000
Replace HVAC Controls Hull Phase II	$85,000	$0	$85,000
Study-Retro Commissioning HVAC System Stevens/McCorkle	$20,000	$0	$20,000
Totals	$1,925,700	$5,353,600	$7,279,300

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LONGWOOD
UNIVERSITY

175
1839-2014

LOOKING TO OUR THIRD CENTURY
Strategic Plan 2014-2018

Our Mission: *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.*

Our Opportunity:

A Model for American Higher Education – few institutions in the country have Longwood's potential to make great progress; we have kinetic energy without the entrenched views prevalent at many institutions

Our Key Principles:

Academic Enterprise at the Heart – as one of the hundred oldest U.S. colleges and universities and Virginia's third oldest public university, we prize faculty engagement with students, our residential character, research scholarship, and the role of a broader learning community that extends beyond the classroom in the preparation of citizen leaders

Transforming Lives – we are at our best when helping to transform lives, by helping our students to truly realize their potential and by helping keep higher education affordable

Camaraderie – we enjoy a distinctive camaraderie, enriched by our many traditions and attention to diversity; a camaraderie that gives us a distinctive advantage when working through challenges and challenging times

Our Priorities:

Retention & Graduation – it is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Renewing General Education – we can build a powerful curriculum, building on the liberal arts and sciences for citizen leaders, our unique assets such as Hull Springs, the LCVA, and nearby Moton, and our technology

National Marketing – institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well-known as it should be

Foot Traffic by Alumni and Friends – philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood

Prosperity of One of America's Oldest Two-College Communities – Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together

Strengthening the University Community – faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring

Organization, Structuring, and Governance – we must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources

Measuring Progress:

Each part of the University will determine how best to assess progress against these priorities in its own area; here are metrics Longwood will measure and monitor as barometers that will reflect our institution-wide progress:

- Student Progress to Graduation
- Consensus on General Education, Implementation, and Assessment
- Alumni Annual Giving Rate
- Overall Attendance at University Events (Performances, Games, Exhibits, Conferences, Lectures, etc.)
- Total Population of the Local Community
- Compensation for Faculty and Staff
- Composite Financial Index (CFI)

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LOOKING TO OUR THIRD CENTURY
Strategic Plan 2014-2018

– Dashboard of Principal Metrics –

Retention & Graduation -- It is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Principal Metric:
Student Progress to Graduation

Undergraduate	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Applications Prior Year	*4402*	*4075*	*4167*	*4290*	*4593*	*4716*
Freshmen	975	1055	1007	1091	1102	1053
Sophomores	781	760	840	809	854	872
Juniors	746	710	687	774	745	798
Seniors	654	704	668	635	734	711
5th year +	NA	214	224	259	223	235
Transfers and Part-time	957	744	885	891	907	971

National Marketing -- Institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well known as it should be.

Principal Metric:
Alumni Annual Giving Participation

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Alumni of Record	28,829	30,360	30,024	30,868	27,197*	27,197*
Alumni Donors	3,948	3,465	3,293	3,133	2,575*	2,976*
% Rate	13.69%	11.41%	10.97%	10.15%	9.47%	10.94%

**Beginning in FY14, per standard national practice, only undergraduate alumni are included in this category*

Foot Traffic by Alumni and Friends -- Philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood.

Principal Metric:
Overall Attendance at University Events (M&W Basketball, LCVA, Conferences, Events, B&B Nights)

FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
35,717	39,099	35,654	39,354	44,584	51,729

Prosperity of One of America's Oldest Two-College Communities -- Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together.

Principal Metric:
Total Population of Buckingham, Charlotte, Cumberland, and Prince Edward Counties (by registered voters)

July 2010	July 2011	July 2012	July 2013	July 2014	July 2015
38,382	39,184	39,258	39,168	38,925	37,626

Strengthening the University Community – Faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring.

Principal Metric:
Average Compensation for Faculty and Staff

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Classified Staff	$37,130	$37,068	$38,975	$39,549	$40,969	$42,201
AP Staff	$56,712	$57,577	$58,673	$60,458	$62,433	$63,851
Professor	$74,300	$77,300	$77,300	$77,200	$80,000	$80,100
Associate Professor	$63,100	$63,000	$61,400	$64,300	$65,800	$67,100
Assistant Professor	$52,500	$53,800	$55,100	$57,100	$59,600	$59,200
Instructor	$49,000	$56,400	$57,200	$60,000	$55,700	$58,400
All Faculty	*$59,725*	*$62,625*	*$62,750*	*$64,650*	*$65,275*	*$66,200*

Organization, Structuring, and Governance – We must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources.

Principal Metric:
Composite Financial Index (CFI)

2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
2.01	4.10	4.19	-1.14	3.98	3.55	2.57

**Calculation pending preliminary financial statements*

The Strategic Priority of Renewing General Education will be gauged as a matter of process until the appropriate juncture of implementation.

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Retention & Graduation

It is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Task Force

Board of Visitors: Eileen Anderson, Brad Schwartz
Administration: Victoria Kindon, Joan Neff, Tim Pierson

Principal Metric

Student Progress to Graduation

Undergraduate	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Applications	*4402*	*4075*	*4167*	*4290*	*4593*	*4716*
Freshmen	975	1055	1007	1091	1102	1053
Sophomores	781	760	840	809	854	872
Juniors	746	710	687	774	745	798
Seniors	654	704	668	635	734	711
5th year +	NA	214	224	259	223	235
Other students (transfers, part-time)	957	744	885	891	907	971
Key for each class:	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018	Class of 2019
Total enrollment	4113	4187	4311	4459	4537	4640

Debate Impact Goal: Student engagement related to the debate will cement students' connection to Longwood, and more broadly connect Longwood in the public's mind with its citizen leadership mission, attracting more of the kinds of students who are a strong fit for Longwood and will succeed here.

Supporting Activities

- Strengthening our tracking analysis and reporting capabilities, and utilizing the resultant data to impact our enrollment, retention, and class progression.
- Improving the personalized touch given to students to make the most of their residential experience and academic development.
- Enhancing the mentoring capacity offered to students to complement classic academic advising.
- Removing bureaucratic obstacles and other barriers to timely degree completion.
- Engaging the most promising students with leadership opportunities and other enrichment activities so that their talents can remain at Longwood throughout their academic careers.

- Increasing the academic credentials of incoming students so that the lowest quartile of each admitted class matches the third quartile.
- Enhancing the University's graduate programs to offer ready opportunities for progression to our undergraduates and to further build the academic excellence of the institution.

Current Partial and Proxy Data

Total applications (including transfers) have increased by more than 33% since 2012, to 5,565 from 4,167. Deposits for the rising freshman class likewise are trending far higher than previously on a year-to-date basis, ahead by more than 100 students. One focused metric that the university has begun to use as well is "freshman fall to spring" retention. It has dipped lower than last year, to 88% from 90% (927/1,053 versus 996/1,102). Efforts in the coming months are very focused on the industry standard retention metric of "freshman fall to sophomore fall," which stood at 81% last year, for our largest sophomore class ever at 856, from a final freshman headcount officially of 1,074 (taking into account the federal IPEDS exclusions from the class for military and medical leave).

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National Marketing

Institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well known as it should be.

Task Force
Board of Visitors: Marianne Radcliff, Bob Wertz
Administration: Troy Austin, Courtney Hodges, Victoria Kindon

Principal Metric
Alumni Annual Giving Participation

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY16 - YTD
Alumni of Record	28,829	30,360	30,024	30,868	27,197*	27,197*	27,894*
Alumni Donors	3,948	3,465	3,293	3,133	2,575*	2,976*	2,815**
% Rate	13.69%	11.41%	10.97%	10.15%	9.47%	10.94%	10.09%

***Beginning in FY14, per standard national practice, only undergraduate alumni are included in this category**
** Percent participation as of March 25, 2016

Alumni of Record - all alumni and alumni non-degree with accurate addresses to whom we mail
Alumni Donors - all alumni and alumni non-degree who have made a gift - including soft credit from a spouse/partner gift

***Debate Impact Goal:* Uptick in alumni engagement and pride that will translate to new and renewed commitments to annual giving.**

Supporting Activities

- Offering opportunities for engagement to the entire alumni base to ensure that the University is in contact not just for development purposes but to foster lifetime engagement.
- Increasing University membership in higher education organizations to ensure that Longwood contributes a voice to the ongoing national dialogue.
- Increasing faculty participation in national conferences to expand the reach of their thought leadership within their respective fields.
- Redesigning Longwood.edu to be on the leading edge of university webpages -- one that aids faculty and staff in reaching key constituency groups.
- Expanding our capability and participation on social media platforms to keep up with innovations in how people consume information.
- Likewise, fortifying traditional public relations activities and seizing opportunities to spotlight Longwood activities in television, radio, print, and related media.
- Committing to advertising in key markets to expand Longwood's brand awareness.

Current Partial and Proxy Data

As these binders were going to press, Longwood's Office of Marketing and Communications received word it had won numerous awards, including two in the platinum category, in the Hermes Create Awards Contest, an international competition for creative marketing that includes entries from corporate and non-profit PR offices, graphic design shops and web and digital creators. Longwood received platinum (top) awards for communications related to the Campus Master Plan, including the plan's online microsite and a general prize in the non-profit category. The summer 2015 issue of Longwood Magazine also received a gold award.

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Foot Traffic by Alumni & Friends

Philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood.

Task Force
Board of Visitors: Steve Mobley, David Hallock
Administration: Troy Austin, Courtney Hodges

Principal Metric
Overall Attendance at University Events

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016-YTD
M&W Basketball*	16,371	19,153	15,375	18,858	24,301	22,843	22,164
LCVA^	4,382	4,982	8,630	1,471	5,319	6,176	9,564
Conferences and Events~	13,916	13,916	13,916	13,916	13,916	21,661	36,609
B&B Nights Occupied<	1,048	1,048	1,048	1,048	1,048	1,049	1,067
TOTAL	**25,717**	**29,099**	**28,969**	**25,293**	**34,584**	**51,729**	**69,404**

* combined men's and women's home attendance
^ combined total daily visitors plus receptions and education programs

<Annual Room total nights occupied

Debate Impact Goal: **Welcoming journalists to campus and facilitating additional stories beyond debate coverage; attracting alumni and VIPs to debate-related events on campus and beyond.**

Supporting Activities and Initiatives

- Continuing execution of Longwood's Campus Master Plan specifically with a focus on enhancing ease of visiting campus --- regarding parking, signage, accommodations, etc.
- Creating a user-friendly calendar of events, with increased usage among current and prospective students, faculty, staff, parents, alumni, community members, and other stakeholders.
- Conceiving and initiating a broader and richer sequence of events to amplify the work of our students and faculty, and the unique assets of the University.
- Focusing on Commonwealth transportation considerations to enhance accessibility of campus, such as increasing the number of road signs for the University and widening Route 307.

Current Partial and Proxy Data

The biggest overall impact of the Vice Presidential Debate on these figures will likely be long-term. Certainly the debate itself will bring several thousand additional visitors to campus, though that will be offset somewhat from some events we will pull back on in the weeks leading up to October 4. However, we hope to return to full event capacity quickly, with the return of the rapidly growing Virginia Children's Book Festival to campus just a few weeks after the debate. On a related note, baseball and softball games are not ticketed and attendance is not recorded, so does not appear in these figures. But it is apparent attendance for both programs was very strong this spring with their highly successful seasons.

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Prosperity of One of America's Oldest Two-College Communities

Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together.

Task Force

Board of Visitors: Shelby Walker, Lacy Ward
Administration: Tim Pierson, Justin Pope

Principal Metric

Total Population of the Local Community *(by registered voters)*

	Jul-10	Jul-11	Jul-12	Jul-13	Jul-14	Jul-15	2016 - YTD
Buckingham	9,901	10,131	10,194	10,033	10,032	9,871	9,960
Cumberland	6,719	6,765	6,789	6,845	6,788	6,670	6,753
Prince Edward	13,353	13,818	13,858	13,916	13,815	12,882	12,967
Charlotte	8,409	8,470	8,417	8,374	8,290	8,203	8,206
Total	38,382	39,184	39,258	39,168	38,925	37,626	37,886

Supporting Activities

- Marketing Farmville as a vibrant college town to regional and national audiences.
- Encouraging alumni to participate in Farmville community life, including as retirees moving to the community or small business owners.
- Coordinating activities and events with Hampden-Sydney College to maximize community and student engagement.
- Collaborating with local businesses to allow Lancer Card dollars to be used broadly, which would serve to further connect the community and University, and increase revenues to local businesses.
- Connect campus pedestrians with Main Street by emphasizing this connection in the preparation and implementation of the University Campus Master Plan.

Debate Impact Goal: Hosting debate will be not just a substantial one-time economic boost for Farmville, but will have a broad catalytic on Farmville's national profile and self-conception as a great college town.

Current Partial and Proxy Data

Preparations for the Vice Presidential Debate have spurred new levels of cooperation between Longwood and local officials, not just in public safety but also economic development. An informal working group has been formed among Prince Edward County, Farmville and Longwood leaders which has begun working with an advertising agency on a marketing strategy to build on the momentum of the debate and more effectively share the story of Farmville as a great place to live and work.

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Strengthening the University Community

Faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring.

Task Force

Board of Visitors: Katherine Busser, Mike Evans
Administration: Ken Copeland, Joan Neff

Principal Metric

Compensation for Faculty and Staff

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Classified Staff	$37,130	$37,068	$38,975	$39,549	$40,969	$42,201
AP Staff	$56,712	$57,577	$58,673	$60,458	$62,433	$63,851
Professor	$74,300	$77,300	$77,300	$77,200	$80,000	$80,100
Associate Professor	$63,100	$63,000	$61,400	$64,300	$65,800	$67,100
Assistant Professor	$52,500	$53,800	$55,100	$57,100	$59,600	$59,200
Instructor	$49,000	$56,400	$57,200	$60,000	$55,700	$58,400
All Faculty	*$59,725*	*$62,625*	*$62,750*	*$64,650*	*$65,275*	*$66,200*

Debate Impact Goal: Debate will raise Longwood's profile across the Commonwealth and nation, helping attract a more diverse pool of applicants for both students and faculty positions.

Supporting Activities

- Improving opportunities for professional development to build the University's human capital and increase the level of employee engagement and satisfaction.
- Increasing faculty and staff compensation as a means of attracting and retaining talent.
- Emphasizing the importance of diversity within the University and working to build a culture of diversity among students, faculty, and staff.
- Expanding day care options for students, faculty, and staff to maximize educational and employment opportunities for working families.

Current Partial and Proxy Data

President Reveley announced to the campus in May that the university would move forward with performance-based compensation increases with the start of the new fiscal year. President Reveley said that while the state funding for such increases was not expected until November, he believed it was important to proceed with the new fiscal year to regularize the timing and manner of annual increases at the university. The vice presidents have been working with Human Resources to implement the increases. Planning continues to proceed for an Early Childhood Development Initiative, a component of which will be a child care expected to open in 2017. Employee survey data underscored a high level of interest in greater child-care options in the region.

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Organization, Structuring & Governance

We must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources.

Task Force
Board of Visitors: Eric Hansen, Pia Trigiani
Administration: Ken Copeland, Justin Pope

Principal Metric
Composite Financial Index (CFI) – Reflecting the University and University Foundation*

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
CFI	1.09	2.01	4.10	4.19	-1.14	3.98	3.55	2.47

Debate Impact Goal: Improved profile and academic prestige will attract more out-of-state applicants and enrollees and increase financial strength.

Supporting Activities

- Enhancing data gathering capabilities and tracking and analysis tools to aid in financial and strategic decision making.
- Enhance financial forecasting to keep the University on sound financial footing and encourage proper stewardship of all revenues.
- Utilizing new technologies to facilitate campus activities, including increased use of paperless forms.
- Coordinating the range of compliance work across the University to encourage efficiency and comprehensive attention.
- Reviewing and freshly organizing University policymaking by reviewing best practices and ensuring that policies continue to serve the best needs of the Longwood community.

Current Partial and Proxy Data

In March Longwood became the first Virginia institution in more than a decade to hold cost increases under 3 percent for a third consecutive year. Unlike in past years, when Longwood was far ahead in terms of limiting increases, this year's increase is more in line with the range seen at other schools, but the cumulative effect is to have put the break on a long-term trend of increases substantially exceeding the overall rate of inflation. Full tuition and mandatory fees will run $12,240 in 2016-2017, though three-quarters of Longwood students receive some form of financial aid that reduces that cost.

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Janet Brown
Executive Director
Commission on Presidential Debates

Biographical Information
June 2016

Janet Brown serves as Executive Director of the Commission on Presidential Debates (CPD), a position she has held since the CPD was established in 1987. The CPD is a non-partisan, non-profit corporation that sponsors and produces televised presidential debates during each U.S. general election. She has led the organization of 26 general election presidential and vice presidential debates. Ms. Brown has expertise in all aspects of conducting debates, including establishing a debate organization, selecting debate venues, developing formats, choosing moderators, partnering with media outlets, negotiations with candidates, public relations, and fundraising. She has provided technical support to debate groups in more than a dozen countries.

Prior to joining the CPD, Ms. Brown served in appointed positions at the White House and the Office of Management and Budget. She also served on the staffs of the Hon. John C. Danforth in the U.S. Senate and Ambassador Elliot L. Richardson at the U.S. Department of State Department. In 1986, she was the recipient of a fellowship in the Japan Society's U.S.-Japan Leadership Program. Ms. Brown has a bachelor's degree from Williams College and a master's degree in public administration from Harvard University. She has been awarded the Williams College Bicentennial Medal and an honorary doctorate of letters by the University of San Diego, Centre College, Hofstra University, and Southwestern University; she was named 2001 Public Administrator of the Year by the Marsh Institute for Government and Public Service at Shenandoah University. She previously served on the boards of Williams College and MDC, Inc., (Chapel Hill, North Carolina) a non-profit research organization specializing in workplace literacy and economic development.

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Kevin Kruger
President of NASPA
National Organization of Student Affairs Professionals

Biographical Information
June 2016

An accomplished speaker, leader, and educator, Kevin Kruger joined NASPA as Associate Executive Director in 1994, and became its first executive-level President on March 15, 2012. In his capacity as a national advocate for students and the primary spokesperson for student affairs administrators and practitioners, he draws on more than 30 years of experience in higher education.

Prior to NASPA, Dr. Kruger worked for 15 years at the University of Maryland College Park and the University of Maryland Baltimore County. During his tenure at the University of Maryland he worked in orientation, student activities, leadership development, admissions, and with the vice president for student affairs office. Dr. Kruger has also served as an adjunct faculty member in the Student Development in Higher Education program at Trinity College in Washington, DC.

Dr. Kruger represents NASPA in national forums such as the Washington Higher Education Secretariat, which includes the leaders of approximately 50 higher education associations. While at NASPA, he has pursued a number of initiatives designed to enhance the association's role in public policy, research, professional development, and student learning and assessment, with a particular interest in the use of technology in serving diverse student populations.

Dr. Kruger has published and presented nationally on leadership development, using technology in student affairs administration, international education and is a regular lecturer on technology in student affairs, the Myers Briggs Type Indicator, assessment and student learning. He is the editor of two Jossey-Bass publications, Technology Innovations in Student Services and Using Technology to Promote Student Learning. He also has chapters in The Handbook of Student Affairs Administration; Understanding the Role of Academic and Student Affairs Collaboration in Creating a Successful Learning Environment; Beyond Borders: How International Developments are Changing Student Affairs Practice; and Involving Commuter Students in Learning.