

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

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**Call to Order**

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

Members present:

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

Also present:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Afternoon Session:**

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

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

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

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

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

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

### **Saturday Session:**

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

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

Also present:

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

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