

# LONGWOOD UNIVERSITY



## **OPERATING BUDGET AND PLAN FY 2016 – 2017**

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## 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 21<sup>st</sup> 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:

- |   |             |
|---|-------------|
| <ul style="list-style-type: none"> <li>• 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.</li> </ul> | \$ 343,882  |
| <ul style="list-style-type: none"> <li>• Out-of-State Scholarships</li> </ul>   | \$ 330,000  |
| <ul style="list-style-type: none"> <li>• Estimated Nongeneral Fund Portion of 3% Salary and Benefit Increase effective November 10, 2016</li> </ul>   | \$ 304,909* |
| <ul style="list-style-type: none"> <li>• Estimated Nongeneral Fund Portion of Health Insurance Increase</li> </ul>  | \$ 203,784  |
| <ul style="list-style-type: none"> <li>• Police Department four new positions</li> </ul>  | \$ 235,196  |
| <ul style="list-style-type: none"> <li>• Increase in Office of Student Research</li> </ul>  | \$ 167,500  |
| <ul style="list-style-type: none"> <li>• Increase in Faculty Promotions</li> </ul>  | \$ 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**

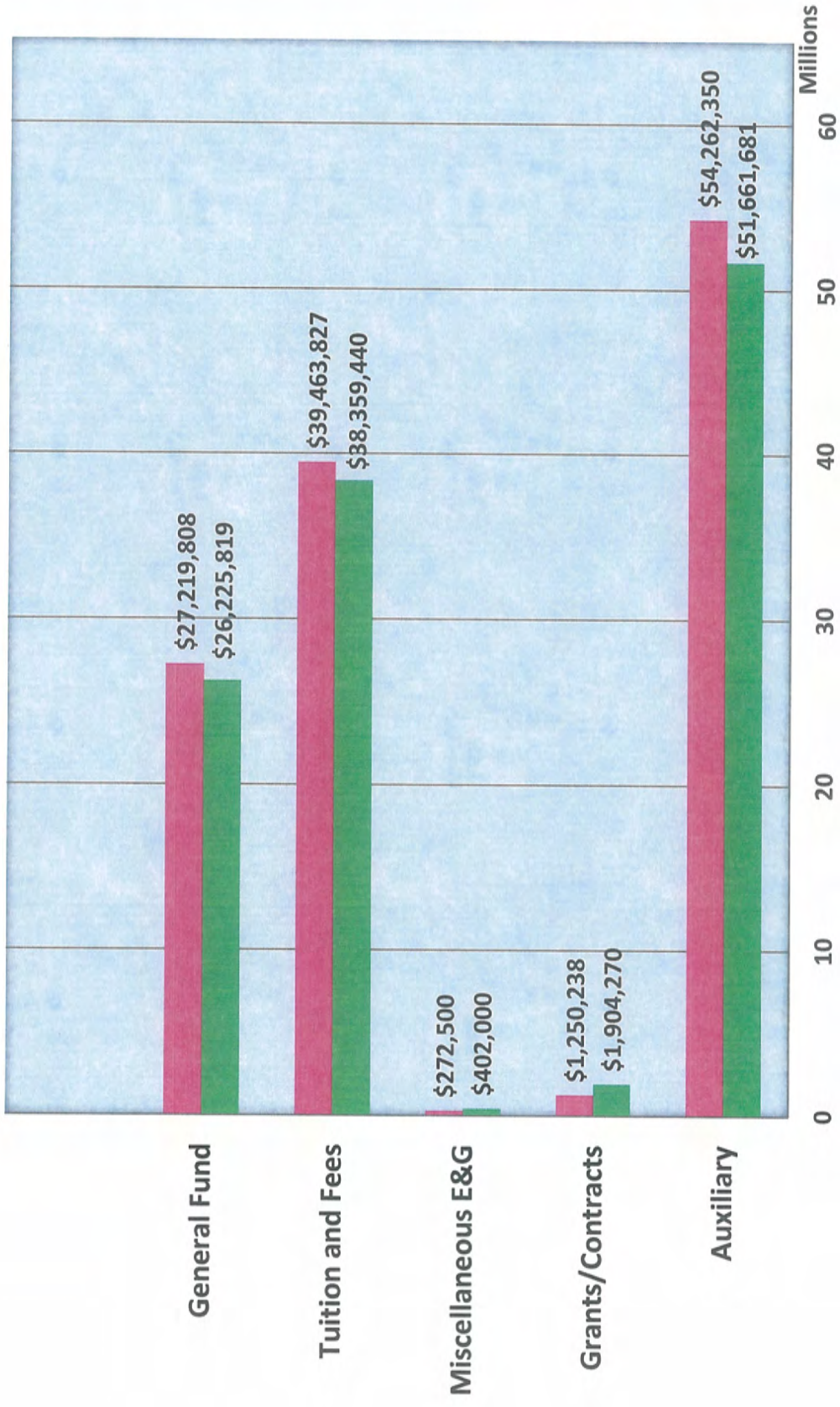
Dining revenues are projected to exceed expenses by \$897,712. These net revenues will be utilized to support comprehensive fee budgets in FY 2017.

### **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.

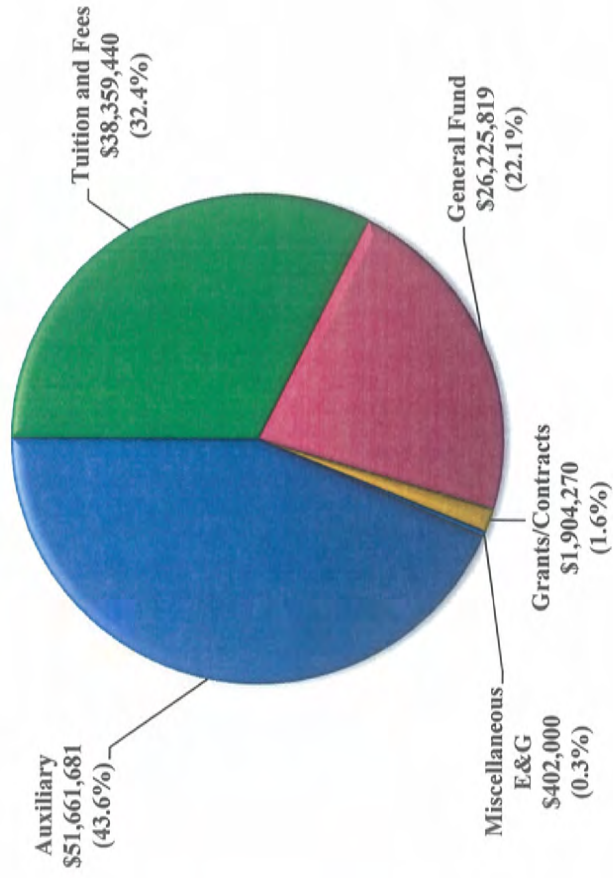


# Total Revenue

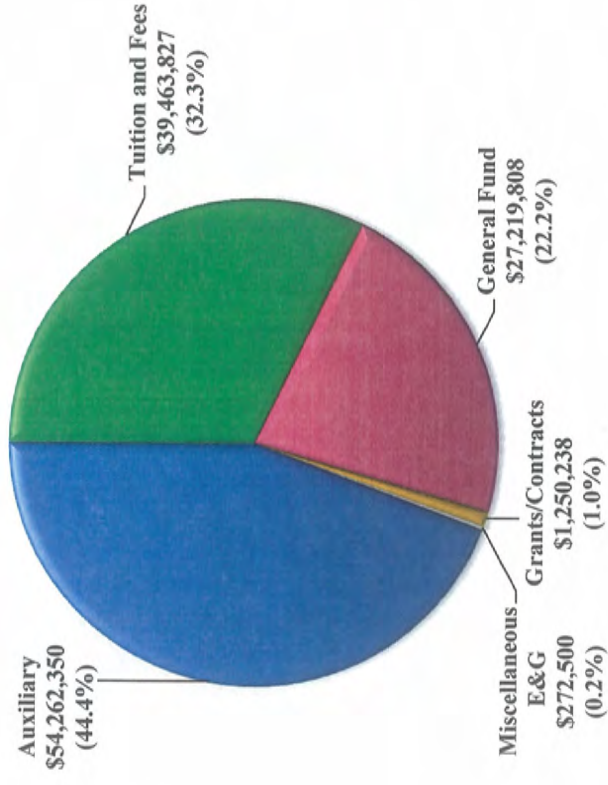


■ 2016-17 Revenue: \$122,468,723  
■ 2015-16 Revenue: \$118,553,210

# Total Revenue Comparison By Category

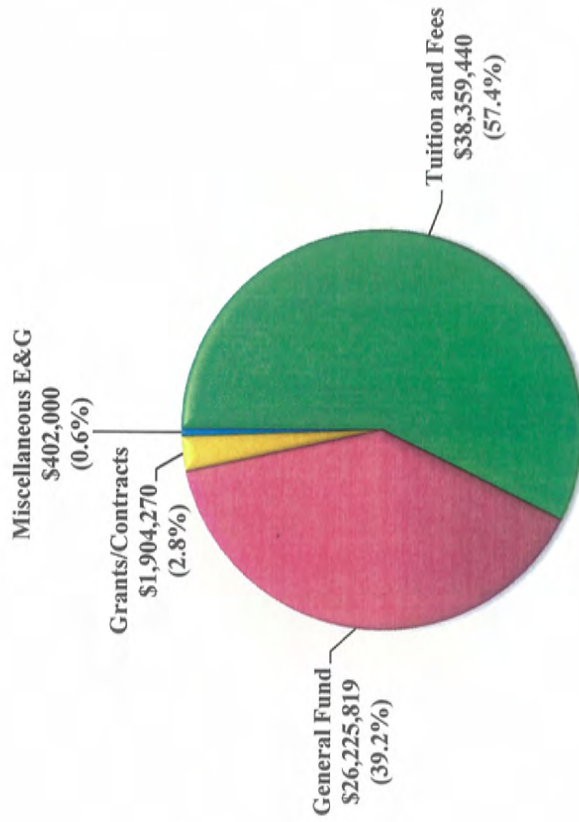


**2015-16 Total Revenue: \$118,553,210**

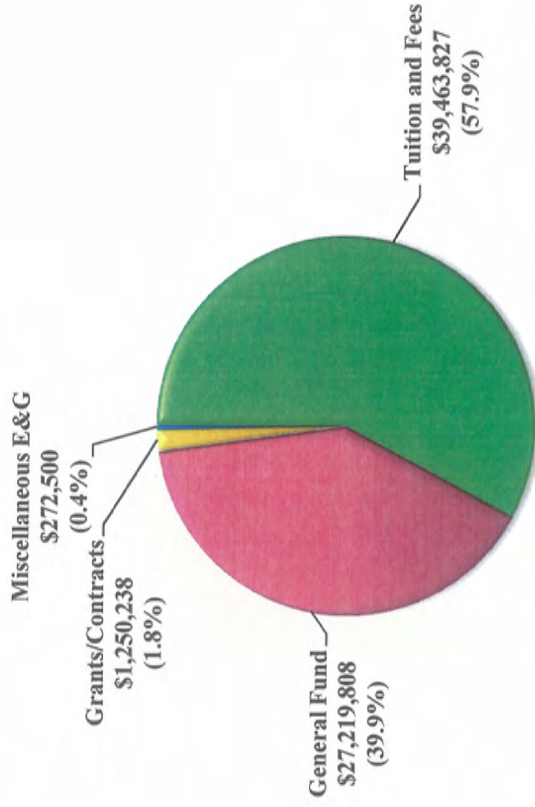


**2016-17 Total Revenue: \$122,468,723**

# E&G Revenue Comparison By Category

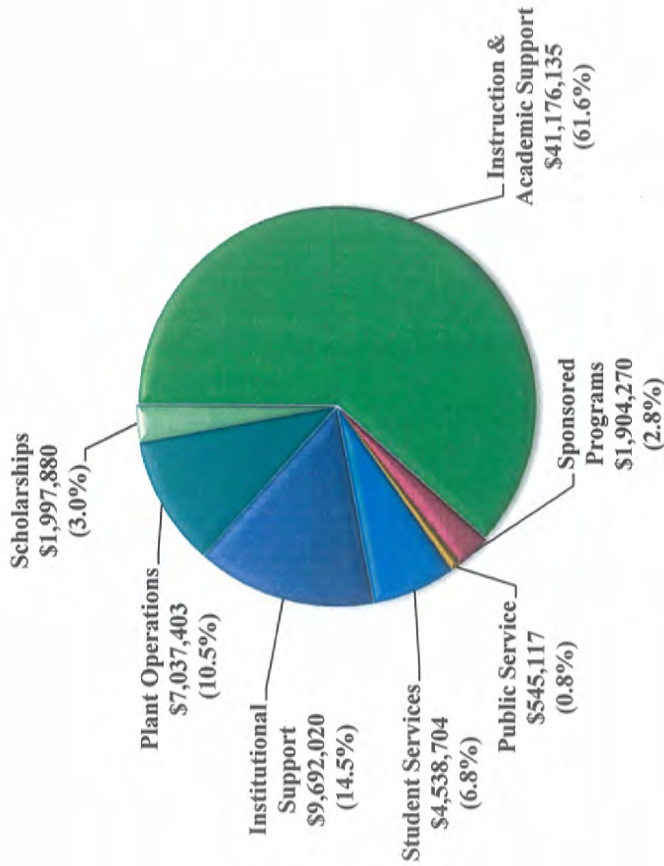


**2015-16 E&G Revenue: \$66,891,529**

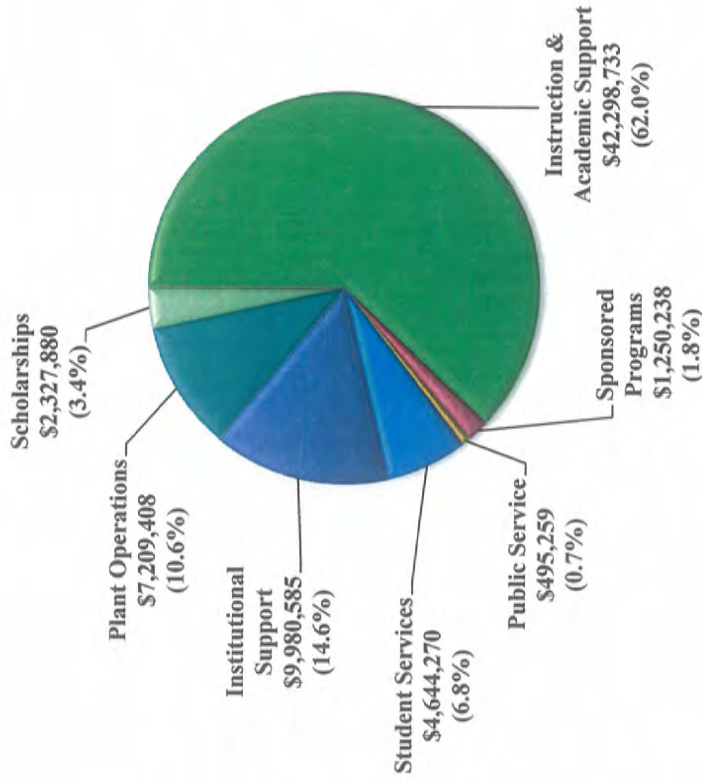


**2016-17 E&G Revenue: \$68,206,373**

# E&G Expenditure Comparison By Category

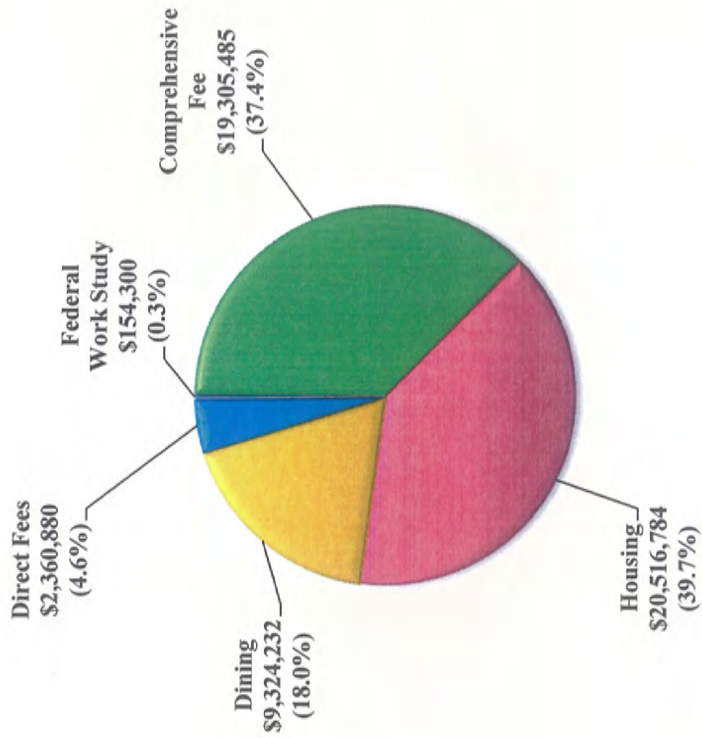


**2015-16 E&G Expenditures: \$66,891,529**

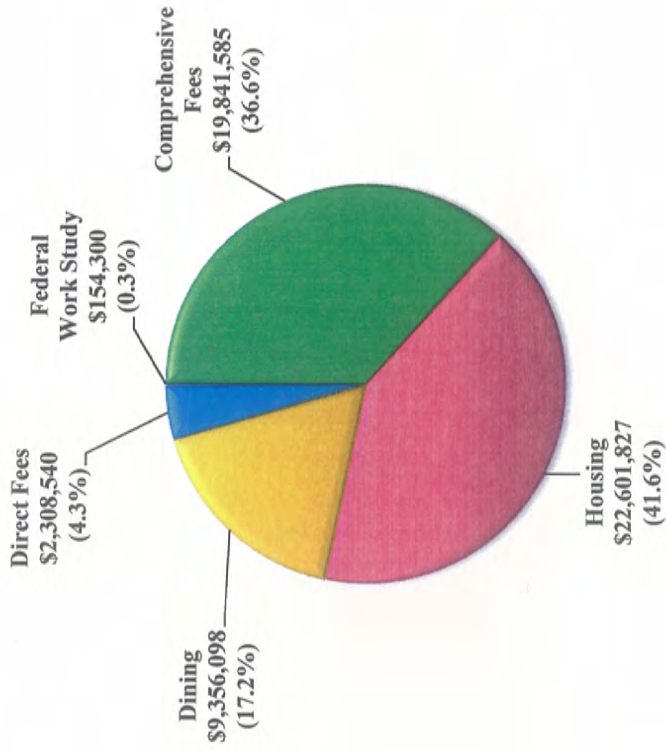


**2016-17 E&G Expenditures: \$68,206,373**

# Auxiliary Services Revenue Comparison By Category

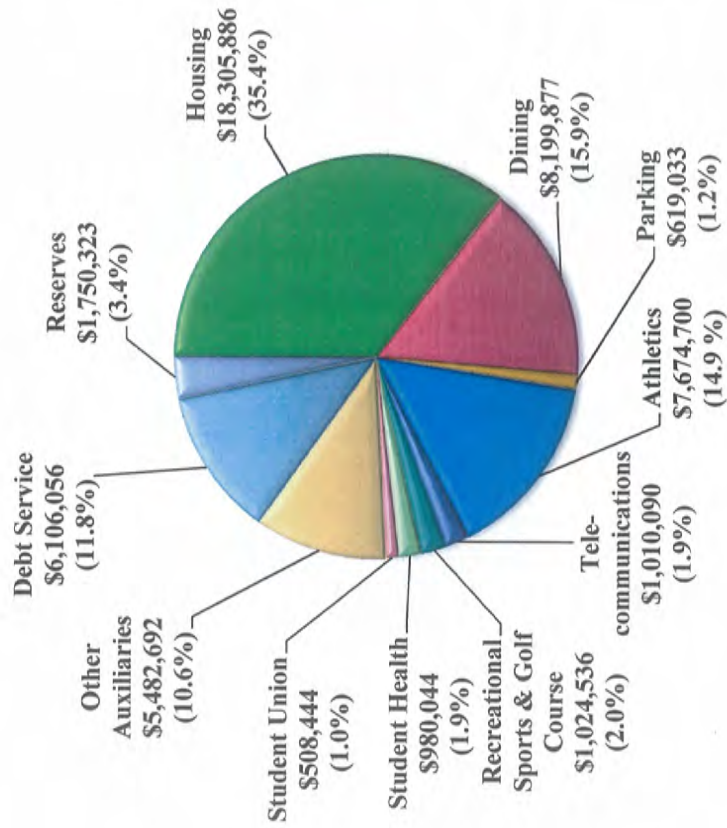


**2015-16 Auxiliary Revenue: \$51,661,681**

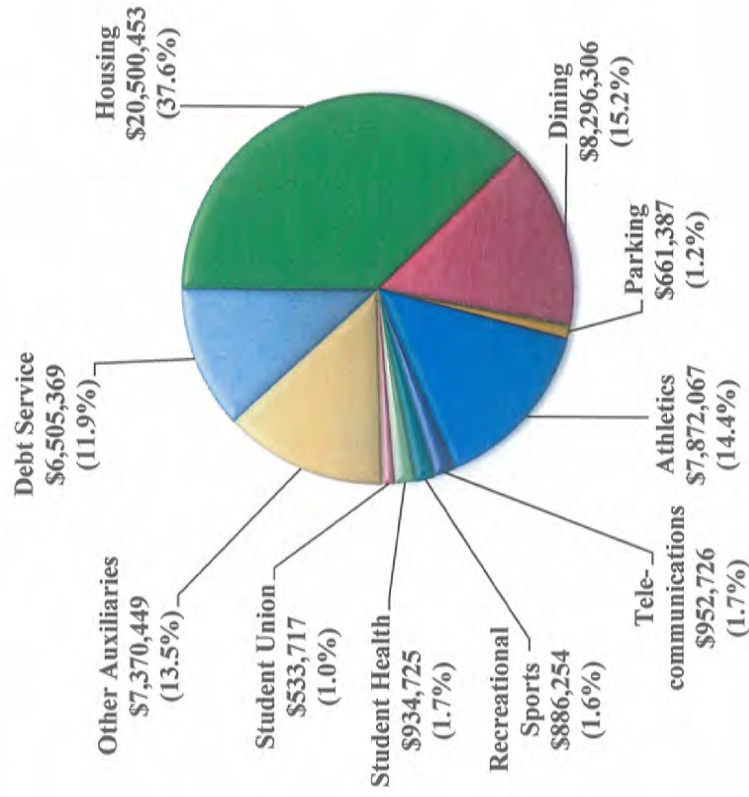


**2016-17 Auxiliary Revenue: \$54,262,350**

# Auxiliary Services Expenditure Comparison By Category



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



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

**TABLE 1  
REVENUE SUMMARY**

	<b>Budget 2015-2016</b>	<b>Proposed 2016-2017</b>
<b>EDUCATIONAL AND GENERAL</b>		
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
<b>AUXILIARY ENTERPRISES</b>		
Total Auxiliary Enterprises	51,661,681	54,262,350
<b>INSTITUTIONAL TOTAL</b>	<u>118,553,210</u>	<u>122,468,723</u>

\*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**

	<b>Budget 2015-2016</b>	<b>Proposed 2016-2017</b>
<b>EDUCATION AND GENERAL</b>		
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
<b>Total E&amp;G Expenditures</b>	<b>66,891,529</b>	<b>68,206,373</b>
<b>AUXILIARY ENTERPRISES</b>		
Expenditures	43,805,302	48,008,084
Transfers		
Debt Service (Mandatory)	6,106,056	6,505,369
Non-Mandatory		
<b>Total Auxiliary Enterprises</b>	<b>49,911,358</b>	<b>54,513,453</b>
<b>INSTITUTIONAL TOTAL</b>	<b>116,802,886</b>	<b>122,719,826</b>

\*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**

	<b>Budget 2015-2016</b>	<b>Proposed 2016-2017</b>
<b>RESIDENCE HALLS</b>		
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
<b>FOOD SERVICES</b>		
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
<b>BOOKSTORE</b>		
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
<b>ATHLETICS</b>		
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
<b>PARKING AND TRANSPORTATION</b>		
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
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**TABLE 3  
SUMMARY OF AUXILIARY SERVICES  
INCOME AND EXPENDITURES**

	<b>Budget 2015-2016</b>	<b>Proposed 2016-2017</b>
<b>TELECOM SYSTEMS</b>		
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
<b>STUDENT HEALTH</b>		
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
<b>STUDENT UNION</b>		
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
<b>RECREATION AND INTRAMURALS</b>		
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**

	<b>Budget 2015-2016</b>	<b>Proposed 2016-2017</b>
<b>GOLF COURSE</b>		
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
<b>CONFERENCES</b>		
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
<b>OTHER AUXILIARY</b>		
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)
<b>TOTAL AUXILIARY ENTERPRISES</b>		
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**

	<b>Budget 2015-2016</b>	<b>Budget 2016-2017</b>
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.

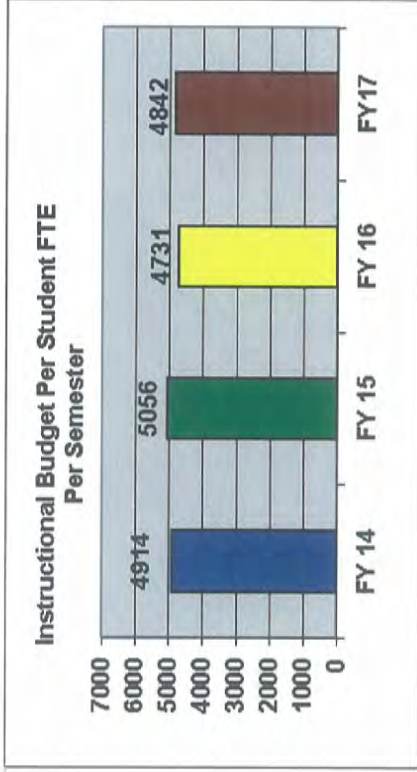
### Longwood University's Current Status

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: Instruction and Academic Support Budgets  
Fall and Spring Enrollment Projections

## Debt Burden Ratio

### Significance of Ratio

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

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

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

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

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

### Longwood University's Current Status

Longwood's Debt Service to Total Budgeted Expenditures is 5.36 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.



## Mission of the University

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

- Rector**  
Colleen Margloff
- 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 Appertson
- Business & Economics**  
Paul Barrett
- Education & Human Services**  
Paul Chapman
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