

# **PRESIDENT'S REPORT**

**BOARD OF VISITORS  
PRESIDENT'S REPORT**

**INFORMATION ITEM**

**Dashboard Indicators**

**HANDOUT**

Attached is an updated report of dashboard indicators. This chart is presented as part of the President's report at the December meeting.

# Longwood University Performance Dashboard

**IMPROVE STUDENT SUCCESS** – Overall performance is stable and generally on par with similar institutions, continued work on diversity, four year graduation rate and student debt is a priority

PERFORMANCE INDICATOR	FREQUENCY	HISTORY	HISTORY	HISTORY	Latest reporting year	NOTES
<b>STUDENTS:</b>						
Headcount Enrollment	Annual	Fall 2009: 4832	Fall 2010: 4831	Fall 2011: 4860	Fall 2012 4834	According to USDE and SCHEV, fall semester enrollment is considered to represent university total enrollment for any given report cycle.
PLUS Program	Fall semester	As of 9/8/09: 80	As of 9/7/10: 92	As of 9/6/11: 91	As of 9/4/12: 68	Purposeful reduction to ensure adequate resources to support PLUS program; analysis underway to understand what's needed to increase to 80 or 90
SAT range (25 <sup>th</sup> – 75 <sup>th</sup> percentile)	Fall semester	As of 9/8/09: 980-1100	As of 9/7/10: 960-1110	As of 9/6/11: 960-1100	As of 9/4/12: 960-1100	
HS GPA (enrolled freshmen, mid-range)	Fall semester	As of 9/8/09: 3.08-3.61	As of 9/7/10: 3.09-3.66	As of 9/6/11: 3.13-3.64	As of 9/4/12: 3.10-3.68	
% of accepted students	Fall semester	As of 9/8/09: 69.6%	As of 9/7/10: 72.9%	As of 9/6/11: 74.5%	As of 9/4/12: 77.6%	High percentage of acceptance while maintaining quality – better marketing, admission practices, positive selection by students
% of male students of total student population	Annual	AY09-10: 31.19%	AY10-11: 30.75%	AY11-12: 31.38%	AY12-13: 31.32%	

% of minority students of total student population	Annual	AY09-10: 12.3%	AY10-11: 15.7%	AY11-12: 14.4%	AY12-13: 15.49%	Compared with last year's data, the number of minority student increased by 7% (698/2011 vs. 749/2012)
% of under-represented students  (in-state only)	Annual	AY09-10 1666  (34.48% of the total head count)	AY10-11 1743  (36.08% of the total head count)	AY11-12 1791  (36.85% of the total head count)	AY12-13 1795  (37.13% of the total head count)	SCHEV will continue to use the same criteria to identify "under-represented student population." The criteria include students of color, students receiving Pell grant, and students came from certain localities that have been identified as lower quartile of participating in Higher Education by the state.  According to the recent (10/26) discussion on the new IPS measures, SCHEV will continue to monitor this group's retention and graduation.
# of international students  (including degree seekers and non-degree seekers)	Annual	AY09-10 53	AY10-11 38	AY11-12 35	AY12-13 59	Concerted effort continues to increase campus diversity through international recruiting for both degree seekers and non-degree seekers.
<b>ACADEMIC PERFORMANCE:</b>						
Retention Rate	Annual	AY09-10: 79%	AY10-11: 80%	AY11-12: 79%	AY12-13: 79.5%	
# of Degrees Awarded (undergraduate and graduate)	Dec, May	As of May 09: 943	As of May 10: 986	As of May 11: 996	As of May 12: 1040	
# of STEM-H Degrees Awarded	Dec, May	As of May 09: 52	As of May 10: 67	As of May 11: 83	As of May 12: 93	

4 year grad rate	Annual	2003 cohort: 40%	2004 cohort: 40%	2005 cohort: 40%	2006 cohort Estimated that this rate will remain as 40%.  (The Longwood IPEDS report will be filed in April 2013.)	for 2005 cohort, the 4-y rate is 26% for VCU, 23% for ODU, 38% for Radford, 38% for Radford, 46% for Christopher Newport, 21% for Virginia State, and 14% for Norfolk State. Area of focus – “Soar in 4” initiative
Adjusted 4 year grad rate incl transfer students	Annual					This statistic is pending until we get more information from SCHEV regarding the new IPS measures.
6 year grad rate	Annual	2002 cohort: 66%	2003 cohort: 58%	2004 cohort: 59%	2005 cohort: 60%	
Adjusted 6 year grad rate incl transfer students	Annual					This statistic is pending until we get more information from SCHEV regarding the new IPS measures.
Number of online and hybrid courses	Annual	AY09-10: 245	AY10-11: 261	AY11-12: 348	AY12-13: N/A	Reflects increase in access; also are assessing to ensure improved learning as well. For fall 2012, the number is 72. Numbers for 2013 Spring and summer 2013 are not available, yet.
<b>POST-ACADEMIC:</b>						
Job offer/grad school enrollment rate	Annual	2007-2008 graduates: 74%	2008-2009 graduates: 46%	2009-2010 graduates: 56%	2010-2011 graduates: 74%	% of graduates who obtain job offer or enroll in graduate school  Returning to pre-recession levels
Undergraduate Average indebtedness	Annual	AY09-10: \$22,665	AY10-11: \$23,672	AY11-12: \$26,586	AY12-13 N/A	An increase of more than 17% in the past 2 years!

**INCREASE SATISFACTION & EFFECTIVENESS OF FACULTY AND STAFF – While overall satisfaction has not yet been measured, most metrics reflect a stable or modestly improving trend.**

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<b>PERFORMANCE INDICATOR</b>	<b>FREQUEN CY</b>	<b>HISTORY</b>	<b>HISTORY</b>	<b>HISTORY</b>	<b>Latest reporting year</b>	<b>NOTES</b>
Longwood Employee Attrition Rate – (by calendar year)	Annual	2009: 39 (7.8%) staff 17 (8.2%) fac	2010: 64 (12.8%) staff 13 (6.1%) fac	2011: 44 (8.5%) staff 18 (8.1%) fac	2012: 67 (12.9%) staff 24 (12%) fac	
Expense for Research	Annual	FY08-09: \$86,841	FY09-10: \$18,440	FY10-11: \$155,481	FY11-12: \$48,208	Current metric is unreliable as historically this data has not been consistently and accurately tracked
Average salary for full-time faculty	Annual	FY09-10: \$59,295	FY10-11: \$60,402	FY11-12: \$59,779	FY 12-13: \$61,472	Has contributed to historic salary gap as lost ground to inflation
# of full-time / part-time faculty (calendar year)	Annual	2009: 207/72	2010: 214/60	2011: 222/78	2012 228 /85	Strategic adds in mostly STEM related programs, as per 6 yr plan
# of classified/AP staff (calendar year)	Annual	2009: 299/168	2010: 297/172	2011: 304/180	2012: 305/188	
# credit hrs delivered per FTE faculty	Annual	AY08-09: 20.4	AY09-10: 20.6	AY10-11: 19.5	AY11-12: 18.5	FTE = full time equivalency. FTE faculty = number of full time faculty + 1/3 of number of part-time faculty. Metric may give insight into part of faculty workload question.
# of degree per FTE faculty	Annual	FY08-09: 4.0	FY09-10: 4.3	FY10-11: 4.1	FY11-12: 4.2	FY 12-13 is not available until July 2013.

% of undergraduate classes enrolled 2-19 students	Annual	AY09-10: 44.2%	AY10-11: 41.4%	AY11-12: 46.7%	AY 12-13 44.6%	Increase in smaller classes due to several factors including labor intensive programs (e.g. nursing), increased internship programs, change in targets for intensive writing courses  One of twelve variables used by U.S. News and World Report to rank best regional universities. This variable intends to measure the quality of the program and interaction between student and faculty.
% of undergraduate classes enrolled 50 or more students	Annual	AY09-10: 1.4%	AY10-11: .88%	AY11-12: 1.3%	AY 12-13 1.3%	One of twelve variables used by U.S. News and World Report to rank best regional universities. This variable intends to measure effectiveness of delivery of instruction.
Student faculty ratio (FTE)	Annual	AY09-10: 18/1	AY10-11: 18/1	AY11-12: 18/1	AY12-13 17/1	This ratio is based on CDS definition: for both faculty and students, FTE = # full-time +1/3 of number of part-time.
% of full time faculty who has terminal degree	Annual	AY09-10: 78.7%	AY10-11: 77.6%	AY11-12: 84.7%	AY12-13: N/A	Increase is both purposeful and market driven, new FT hires have PHD's
Professional Development – Staff	Annual			FY10-11: \$475,774 (2274 hours)	FY11-12: \$726,010 (14306 hours)	Current metric is unreliable as data has been inconsistently tracked
Professional Development – Faculty	TBD				TBD	

**INCREASE FINANCIAL CAPACITY - While our overall financial situation is stable and we are in fine shape for this year, we need to increase alternative revenue sources and more fully understand our productivity and efficiency and drive additional efforts to improve**

PERFORMANCE INDICATOR	FREQUENCY	HISTORY	HISTORY	HISTORY	Latest reporting year	NOTES
<b>REVENUE:</b>						
In-state tuition/fees (approved by BOV at May meeting prior to start of each academic year)	Annual	AY09-10: \$16,521	AY10-11: \$17,969	AY11-12: \$18,644	AY12-13: \$19,338	
Total credit hours (undergraduate and graduate)	Annual		AY09-10: 131,785	AY10-11: 132,692	AY11-12: 136,540	Spring 2013 data is not available until April 2013.
% of out-of-state	Fall semester	AY09-10: 6.6%	AY10-11: 5.5%	AY11-12: 5.6%	AY12-13: 4.6%	
Grants	quarterly				FY11-12: \$622,714	Current stats are not accurate as not all grant money has been captured. This is an area of focus - Hired Director for Office of Sponsored Programs in Spring 2012 to assist with faculty grant writing to increase number of grants.
State contribution per student	Annual	FY09-10: \$6,621.19	FY10-11: \$7,353.10	FY11-12: \$9,234.88	Projected FY12-13: \$7,425.77	



Number of summer school credit hours	Annual	Summer 2009: 10,241	Summer 2010: 10,773	Summer 2011: 11,059	Summer 2012: 10,142	Increased faculty engagement and on-line courses, should help timeliness of degree completion
Longwood University Bookstore: Total textbook sales (in store and online)	Annual			FY10-11: \$2,055,249	FY11-12: \$2,011,587	
Longwood University Bookstore: Total Retail Sales	Annual			FY10-11: \$3,067,254	FY11-12: \$3,064,138	
Longwood University Bookstore: Total Online Sales	Annual			FY10-11: \$1,032,383	FY11-12: \$1,164,825	
Total Development Revenue	Annual	FY08-09: \$2,583,248	FY09-10: \$3,937,787	FY10-11: \$2,775,781	FY11-12: \$9,100,889	
<b>COST/EFFICIENCY</b>						
E&G Cost per credit hour delivered	Annual	FY08-09: \$399.84	FY09-10: \$387.17	FY10-11: \$400.38	FY11-12: \$416.52	+ 4.2% increase over past 4 years; when adjusted for inflation, actually represents a 3% reduction (incl instruction)
Auxiliary cost per credit hour delivered	Annual	FY08-09: \$262.43	FY09-10: \$266.99	FY10-11: \$289.80	FY11-12: \$311.25	
Instruction Cost per credit hour delivered	Annual	FY08-09: \$172.39	FY09-10: \$169.53	FY10-11: \$179.05	FY11-12: \$200.56	

Total cost per credit hour delivered (E&G plus Auxiliary)	Annual	FY08-09: \$662.27	FY09-10: \$654.16	FY10-11: \$690.18	FY11-12: \$727.77	+ 10% increase over past 4 years; when adjusted for inflation, actually reflects a 2% increase
Instructional (Instruction & Academic Support Programs) vs. non-instructional (all other E&G Programs plus Auxiliary) expenses	Annual	FY08-09:  Instruction: 34.9%  Non-Instruc: 65.1%	FY09-10:  Instruction: 34.6%  Non-Instruc: 65.4%	FY10-11:  Instruction: 34.9%  Non-Instruc: 65.1%	FY11-12:  Instruction: 36%  Non-Instruc: 64%	
General Aux Reserve Adjusted Balance	quarterly	FY09-10: \$16,723,133	FY10-11: \$17,019,032	FY11-12: \$18,054,911	Projected FY12-13: \$9,026,949	
Other reserves adjusted balance	quarterly	FY09-10: \$19,889,514	FY10-11: \$23,125,316	FY11-12: \$25,119,948	Projected FY12-13: \$25,641,159	

**INCREASE RELATIONSHIP WITH AND VALUE TO THE COMMUNITY - we have a strong and growing impact on our community**

<b>PERFORMANCE INDICATOR</b>	<b>FREQUENCY</b>	<b>HISTORY</b>	<b>HISTORY</b>	<b>HISTORY</b>	<b>Latest reporting year</b>	<b>NOTES</b>
Outreach – LCCLL Infant-Toddler Connection of the Heartland	Annual		FY09-10: 149 children	FY10-11: 173 children	FY11-12: 214 children	
Outreach – LCVA Participation figures	Annual	FY08-09: 46,218	FY09-10: 48,936	FY10-11: 55,575	FY11-12: 55,469	
Outreach – SBDC Clients served (by calendar year)	Annual	2008: 541	2009: 582	2010: 578	2011: 557	

**BUILD A COMPELLING BRAND – We are experiencing growth in social media engagement but believe we can increase overall awareness and effectiveness of our marketing investment**

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PERFORMANCE INDICATOR	FREQUENCY	HISTORY	HISTORY	HISTORY	Latest reporting year	NOTES
# of applicants	Annual	As of 9/8/09: 4301	As of 9/7/10: 4402	As of 9/6/11: 4080	As of 9/4/12: 4167	
# of freshmen	Annual	As of 9/8/09: 1010	As of 9/7/10: 1012	As of 9/6/11: 1074	As of 9/4/12: 1036	
# of new transfers	Annual	As of 9/8/09: 178	As of 9/7/10: 189	As of 9/6/11: 177	As of 9/4/12: 214	
Aided/Unaided awareness	Annual				TBD	
Marketing \$ spent	Annual	FY08-09: \$783,722	FY09-10: \$497,727	FY10-11: \$600,000	FY11-12: \$834,580	
Marketing \$ per applicant	Annual	FY08-09: \$182.22	FY09-10: \$113.07	FY10-11: \$147.06	FY11-12: \$200.28	
Website visits: Longwood.edu	Annual	FY08-09: 5,448,015	FY09-10: 5,851,588	FY10-11: 5,489,725	FY11-12: 5,277,897	
Website visits: Whylongwood.com	Annual	FY08-09: 186,559	FY09-10: 182,951	FY10-11: 191,137	FY11-12: 190,430	
Total social media reach [Estimated number of individuals that are reached]	Quarterly		August 2012: 131,835	September 2012: 116,605	October 2012: 254,089	Major increase seen in Oct due to advertising campaign.
Total audience engagements [Estimated number of interactions - likes, comments, retweets, etc]	Quarterly		August 2012: 8,175	September 2012: 9,449	October 2012: 13,347	Spikes seen in Sept due to Bill Stuart Memorial. Multiple spikes seen in Oct due to new bus reveal, photo of Longwood's fall colors, and Dr. Jordan's bonfire.

Total community size/connection [Total number of followers, fans, etc within our social media communities]	Quarterly		August 2012: 16,086	September 2012: 16,466	October 2012: 17,477	Spikes seen in Oct due to advertising campaign and hurricane/school closing.
Total social media brand mentions [Estimated number of times Longwood is mentioned]	Quarterly		August 2012: 2,210	September 2012: 1,887	October 2012: 2,350	Spikes seen in Aug due to freshmen move-in and The G.A.M.E. Spikes seen in Oct due to the hurricane.
Athletic attendance (avg) – Men’s Basketball	Annual	FY08-09: 1119	FY09-10: 1033	FY10-11: 1185	FY11-12: 1068	
Athletic attendance (avg) – Women’s Basketball	Annual	FY08-09: 375	FY09-10: 398	FY10-11: 306	FY11-12: 320	

**UNIVERSITY  
ADVANCEMENT**

**BOARD OF VISITORS  
UNIVERSITY ADVANCEMENT**

**INFORMATION ITEM 11**

**Update on the Center for Excellence in Environmental Education (CE<sup>3</sup>) and Hull Springs**

**HANDOUT**

The following appendices should be added to the original report sent in advance and will be discussed in the Board meeting.

Appendix E. Hull Springs Financials

Appendix F. A Concept for Cottages and Facility Improvements at Hull Springs

Appendix G. Risks and Rewards of Mitigation Bank Management Options

## Hull Springs Farm Foundation Revenue/Expenses with comparisons

<b>Revenue (does not include investment earnings)</b>	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Projected FY2013
Budget operating (C/F \$5,343.89)	100,000	100,000	100,000	100,000	100,000	125,000
Maintenance endowment (C/F \$27,735.48)	26,942	28,509	22,807	23,148	23,211	22,094
Manager endowment (Caretaker)	19,101	20,252	16,202	16,466	16,753	16,234
Education endowment (C/F \$39,702.45)	19,728	20,774	16,619	17,496	17,754	17,284
Operating gifts (C/F \$50,412.22)	24,620	21,600	13,050	24,610	19,760	15,000
Foundation grants (C/F \$3,569.71)	-	-	-			
Foundation grants -Quasi-Endowment	16,667	16,667	16,666			
Government grants	4,045	75,000	26,600	2,500	5,506	5,000
Rental Income - agriculture (C/F \$34,609.60)	6,400	6,400	6,400	6,400	6,400	6,400
Rental Income - Facilities	1,646	20,830	3,061	5,075	4,906	5,000
Workshop Fees	775		1,250	1,740		
Other	30,000					
<b>Total Revenue</b>	<b>249,924</b>	<b>310,032</b>	<b>222,655</b>	<b>197,435</b>	<b>194,290</b>	<b>212,012</b>
<b>Expenditures</b>	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Projected FY2013
Budget operating-Personnel	26,038	71,577	94,468	69,239	71,570	72,000
Budget operating-Office expense	10,358	12,973	13,873	14,524	15,095	15,000
Budget operating-Board meeting expense	1,176	1,346	446			2,000
Budget operating-equipment		1,445	-			
Budget operating-Professional fees	3,623	1,481	-	4,437	1,971	33,000
Maintenance endow-Utilities	6,611	7,529	7,817	8,206	6,394	7,000
Maintenance endow-Caretaker Fee	5,990	7,575	11,750	9,899	9,151	
Maintenance endow-Improvements	33,280	16,420	-			5,000
Maintenance endow-Maintenance	15,249	16,005	8,623	5,724	9,172	10,094
Maintenance endow-Real Estate Taxes	4,939	5,612	5,616			
Manager endowment-Caretaker Fee	19,010	20,244	16,202	16,466	15,094	16,234
Education endowment-Personnel	36,000	23,936	19,377	16,384	22,793	16,234
Education endowment-Supplies	4,456	2,089	1,047	565	215	
Education endowment-equipment	3,600	-	-			
Operating gifts-general program expenses	29	-	4,388	6,114	29,540	
Operating gifts-Personnel		-	19,377	16,342	22,851	16,500
Grants - Foundations		-	1,363	3,582	110	
Government grants		76,743	6,704	925	3,482	5,000
Rental expenses - Facilities/Supplies		16,153	1,195	3,453	6,990	2,000
Rental expenses - real estate taxes				6,646	6,646	6,646
Rental expenses - Facilities/Cleaning		3,795	3,050	2,925	1,370	3,000
Rental expenses - Furniture/Equipment	1,592	-	-		7,795	
Workshop expenses	712					
Other						
<b>Total Expenditures</b>	<b>172,663</b>	<b>284,922</b>	<b>215,296</b>	<b>185,431</b>	<b>230,239</b>	<b>209,708</b>
<b>Net income/&lt;net expenses&gt;</b>	<b>77,261</b>	<b>25,110</b>	<b>7,359</b>	<b>12,004</b>	<b>(35,949)</b>	<b>2,304</b>

C/F = prior year carry forward

Expected costs for FY2013 do not include estimates from the wetland mitigation bank



<b>Hull Springs Farm (Consolidated)</b>					
<b>Cash &amp; Investments</b>					
<b>At June 30, 2012</b>					
<b>Hull Springs Farm Foundation</b>	Beginning Balance 7/1/2011	Plus Gifts/ allocations	Plus Investment Earnings	Less Expenditures	Ending Balance 6/30/2012
Quasi-endowed Fund	53,920.46		106.94		54,027.40
Budget Operating	67,310.90	100,000.00		88,635.99	78,674.91
Gift Operating	77,577.57	19,760.00		52,391.07	44,946.50
Foundation grants	14,004.88	(2,500.00)		109.92	11,394.96
Government grants	13,771.30	8,006.00		3,482.17	18,295.13
Farm Rental Income	62,774.02	11,306.12		22,800.97	51,279.17
Cash & Investments HSFF	258,545.90	136,572.12	106.94	167,420.12	258,618.07
<b>Longwood University Foundation</b>	Beginning Balance 7/1/2010	Plus Gifts	Plus Investment Earnings	Less Expenditures	Ending Balance 6/30/2011
Endowed - Education Program	475,724.17		(6,719.50)	23,007.37	445,997.30
Endowed - Maintenance	605,370.47		(7,874.00)	24,817.72	572,678.75
Endowed - Manager (Caretaker)	453,089.52		(5,852.46)	15,093.87	432,143.19
Cash & Investments LUF	1,520,330.29	-	(20,445.96)	62,918.96	1,450,819.24
<b>Hull Springs Farm Cash &amp; Investments (Consolidated)</b>	<b>1,793,798.33</b>	<b>136,572.12</b>	<b>(20,339.02)</b>	<b>230,339.08</b>	<b>1,709,437.31</b>

Land Value      969,185.00

Note: Proceeds from the Wetland Mitigation Bank will be considered investable assets of Longwood University Foundation for the benefit of Hull Springs Farm. These funds are meant to make Hull Springs Farm self-sustaining in perpetuity.

# Hull Springs: *A concept for cottages & facility improvements*

According to the Hull Springs Strategic Planning Task Force Report (February 2012) for Hull Springs to serve as a primary field station for delivering onsite and virtual courses originating from CE3, the facilities at Hull Springs should be developed to accommodate both daily and extended stay educational, research and recreational activities.

## Identified needs for facilities at Hull Springs:

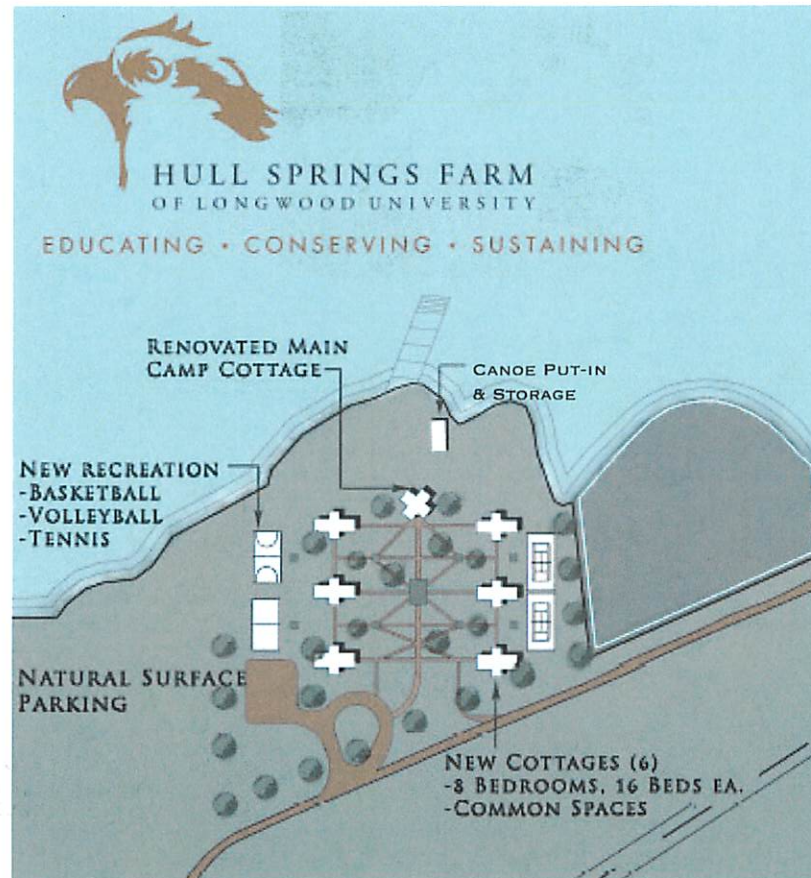
### Housing for overnight groups

- Cluster of cottages
- Accommodations for 48 (later up to 96)
- Build near current Camp Cottage
- Accommodations adequate for adult learners

### Classroom, research & studio space

### Food service, meeting space

### Environmental & research facilities

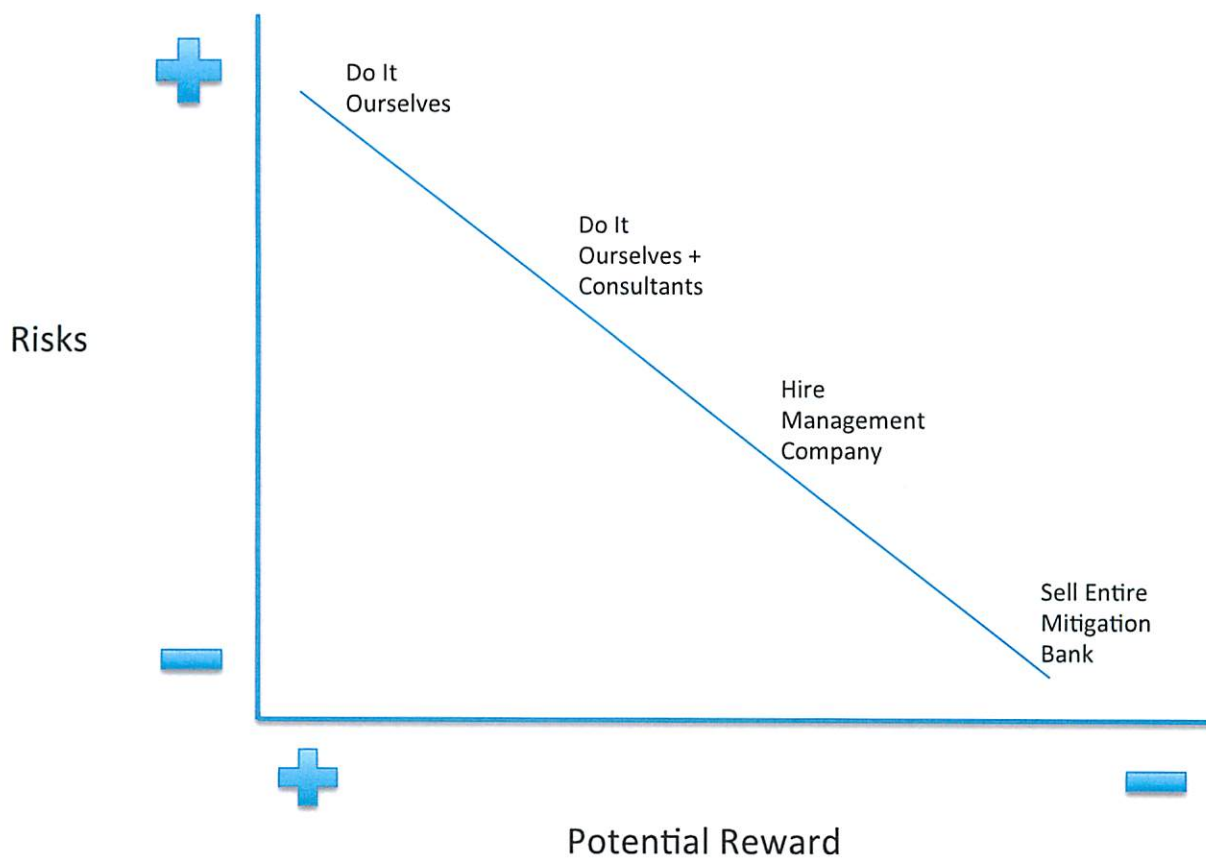


Preliminary estimate to build initial cabins, classroom space and renovate existing buildings:

\$2.5 million

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# Options for Mitigation Bank Management



# **PRESIDENTIAL REPORTS**

**BOARD OF VISITORS  
PRESIDENTIAL REPORTS**

**INFORMATION ITEM 21**

**Report on Big South Compliance Audit**

**HANDOUT**

Big South Conference  
Institutional Compliance Review

*Longwood University*  
*September 20-21, 2012*  
Farmville, VA

**INTRODUCTION**

Sherika Montgomery, Assistant Director of Compliance with the Big South Conference, conducted an institutional compliance review of the compliance program at Longwood University on September 20-21, 2012. During the review, Miss Montgomery spoke with the following individuals: Marge Connelly, President; Johnice Brown, Associate Director of Admissions; Troy Austin, Director of Athletics; Mike Gillian, Head Men's Basketball Coach; Michelle Meadows, Senior Woman Administrator and Associate Athletics Director; Alex Ricker-Gilbert, Director of Athletic Compliance, Bill Reinson, Head Women's Basketball Coach; Hannah Ledger & Cynthia Erickson, Registrar's Office Liaisons; Dr. Consuelo Alvarez, Faculty Athletics Representative; Bill Irish, Associate Athletics Director for Internal Affairs; Eric Stoller, Assistant Athletic Director for Marketing; Karen Schinabeck & Terry Harris, Financial Aid Representatives; Maya Ozery, Academic Services Advisor; Greg Prouty, Associate Athletics Director for Media Relations, Ashley Robbins, Assistant Director of Media Relations, & Gary Maiorano, Athletics Video Coordinator; Scott Bacon, Assistant Athletics Director for Development; additional head and assistant coaches in a group setting and twelve members of the Longwood University Student-Athlete Advisory Committee. Miss Montgomery also reviewed relevant documents related to the operations of the compliance program at Longwood University.

**Governance and Organization**

The organization and structure of the Longwood University compliance office is strong. The institution has taken steps to ensure that rules compliance is emphasized on campus, from the athletics department to the president's office. Based on the current organizational structure, the president has final authority in the operations of the athletics department. The Director of Athletic Compliance reports to the director of athletics, who reports to the President. The

president is accessible to the director of athletics and the faculty athletics representative when necessary. The director of athletics meets regularly with the president to discuss matters concerning athletics. The president and receives copies of all violation reports from the athletics department and subsequent correspondence from the Big South Conference.

The Director of Athletic Compliance does a commendable job. Each individual interviewed was comfortable with the Director of Athletic Compliance's knowledge level and understanding of his role. There are superior lines of communication between his office and the offices of financial aid, registrar and admissions and their liaisons.

There is a need for the institution to monitor an additional area which is associated with compliance program as well. The area relates to the media relations department. It was determined during interviews that the institution does not have formal policies or procedures in place to address responsibilities of media relation in accordance with compliance. Although the media relations team demonstrated superior knowledge of compliance responsibilities, it is suggested that the institution developed procedures by which to govern this practice. In addition, this will allow compliance personnel to monitor this area more closely.

Finally, NCAA Bylaw 14.10.1 states that the president or chancellor is responsible for approving the procedures for certifying the eligibility of an institution's student-athletes under NCAA legislation. In order to satisfy this requirement, the institution must develop an approval process for the Chief Executive Officer which would allow her to review and approve all certification procedures for the eligibility of student-athletes. During the review, the Conference office suggested that the institution provide a copy of the procedures and policies to the president, and ask that she draft a letter signifying her approval of the policies and procedures that could be placed in the front of the compliance manual and/or departmental policy manual.

### **Summary**

This report will summarize the information obtained while conducting the visit, and fulfills the requirements as outlined by the NCAA Division I Committee on Athletics Certification. It is important to note that this report is intended to assist the Longwood University athletic department in examining and improving its compliance operations. Specifically, this report is designed to identify areas of strength and areas in which improvements to existing procedures could be made to reduce the institution's vulnerability to potential violations and strengthen the overall compliance program.

#### **I. Initial Eligibility Certification**

**Evaluation:** The systems used for monitoring and tracking initial eligibility appear to be working properly. The Director of Athletic Compliance is the primary individual involved in tracking the admissions and certification status of each prospective student-athlete. This individual provides updated NCAA Eligibility Center information to coaches in a timely manner and has established exceptional lines of communication between the admissions office and compliance office.

## **Recommendations:**

1. If individuals outside the athletics department are providing significant assistance to the department and their evaluation includes information related to that assistance, it is suggested that the athletics department be given the opportunity to provide input from an evaluative standpoint on an annual basis.

### **II. Continuing Eligibility Certification**

**Evaluation:** The system used for monitoring and tracking continuing eligibility appears solid and involves several individuals. The registrar office liaisons are the primary individuals involved in tracking the certification status of all continuing student-athletes. Student-athletes are coded in the university's information system with the assistance of the Director of Athletics Compliance. It should be noted that currently all required individuals sign off on all correspondence related to this area. In addition, Longwood University has implemented an outstanding practice called the Eligibility Summit. A summit is held at the conclusion of each semester (fall and spring) to determine continuing eligibility. Those present include the following individuals: Director of Compliance, Associate Athletic Director for Student-Athlete Enhancement/SWA, and the Certifying Officer along with other individuals involved with the eligibility of student-athletes.

### **III. Transfer Eligibility Certification**

**Evaluation:** The system used for monitoring and certifying eligibility for transfer student-athletes appears to be solid and working efficiently. The Director of Athletic Compliance handles the necessary releases that initiate the transfer process. The admission's and/or registrar's office reviews previous transcripts and academic credentials and determines the number of credits which are transferable. The Director of Athletic Compliance then reviews all other elements of satisfactory progress, including seasons of competition, initial-eligibility status, and also determines if any waivers or exceptions apply.

### **IV. Financial Aid Administration**

**Evaluation:** The monitoring and tracking system for financial aid is conducted primarily by the Director of Athletic Compliance and the Office of Financial Aid. The Director of Compliance compiles information within the athletics department and then forwards that information to the Financial Aid office. The Director of Athletic Compliance works in directly with the office of financial aid. The Director of Athletic Compliance monitors team and individual limits as well as student-athlete employment. Student-athletes are informed at their preseason meeting and material is included in the student-athlete handbook regarding financial aid. All student-athletes who receive financial aid are flagged within the university's system. Appeals for cancellation or reduction of

athletically related financial aid are heard by the institution's athletics appeals committee. It is evident that there is an outstanding working relationship and open communication between the compliance office and the financial aid office.

**Recommendations:**

1. If individuals outside the athletics department are providing significant assistance to the department and their evaluation includes information related to that assistance, it is suggested that the athletics department be given the opportunity to provide input from an evaluative standpoint on an annual basis.

**V. Recruiting**

**Evaluation:** The Director of Athletic Compliance is primarily responsible for monitoring recruitment activities within the athletics department. The Director of Athletic Compliance coordinates and approves all official visits (including review of transcripts and test scores for all visits). The compliance officer conducts monthly checks of recruiting documentation and such documentation shall be kept on file for seven years.

**Recommendations:**

1. The NCAA provides the Compliance Assistant Software (CAi) as a tool for institutions to track and monitor eligibility, financial aid, recruiting and other areas. It is suggested that the institution encourage its coaching staff to utilize this software. This software will provide a centralized area for the Associate Athletic Director for Compliance to monitor and review coaches recruiting documentation.

2. In addition to written procedures in the compliance area, the institution should also work with the Media Relation Department to develop written procedures related to the sports information staff and their involvement in the recruitment process (NLI, publicity, etc.).

**VI. Camps and Clinics**

**Evaluation:** The system for monitoring sports camps and clinics appears to be systematic and effective. For all institutional camps, the head coach or designee will be responsible for completing a Sports Camp/Clinic Documentation Packet and submitting to the Director of Athletic Compliance. Upon approval the Director of Athletic Compliance will forward to the Assistant Athletics Director for Business and then to the Director of Athletics for final approval. The Assistant Athletics Director for Business and the institution do require certain information to be turned in at the conclusion of the camp or clinic (i.e. budget, revenues/expenses, and payrolls).



## **VII. Investigations and Self-Reporting of Violations**

**Evaluation:** The system for self-reporting and investigating rules violations appear to be effective and understood by all. It is generally accepted that self-reporting is encouraged and welcomed by the compliance staff. The Director of Compliance is responsible for the organization and investigation of all alleged rules violations, and includes the faculty athletics representative in all correspondence, along with the president, athletics director, senior woman administrator, and Big South Conference. The institution reports all secondary violations which appear on the secondary schedule to the Big South Conference, and reports all other secondary violations to the NCAA National Office.

## **VIII. Rules Education**

**Evaluation:** The institution does conduct rules education for student-athletes, coaches, administrators and representatives of the institution's athletics interests. Each coach is provided with a copy of the NCAA Division I Manual, compliance manual (online) and Compliance Survival Kit. The Director of Athletic Compliance communicates vital information to the athletics staff and campus constituencies via electronic mail and online attachments.

Student-athletes receive rules education through the institution's student-athlete handbook as well as through pre-season meetings conducted by the athletics department. In addition, the Director of Athletic Compliance attends each SAAC meeting, scheduled for a minimum of once per month during the academic year.

It was evident that rules education is provided to representatives of athletics interests. Information for the faculty, staff, boosters, alumni and fans is published on the Longwood Athletics website, distributed to boosters and available in hard copy upon request.

The Director of Athletic Compliance meets annually with the Lancer Club Board of Directors to discuss relevant legislation and their involvement with Longwood Athletics.

It should be noted that a solid rules education program is paramount in a comprehensive compliance program. It is a fundamental element in maintaining institutional control and should be given appropriate significance throughout the athletics department and university.

## **IX. Extra Benefits**

**Evaluation:** Student-athletes appear to receive information regarding extra benefits, complimentary admissions, gambling and professional agents at their preseason meetings.

The procedure for administering complimentary admissions appears sound. It appears that those who are involved are informed of the regulations surrounding the process; however, there is no actual monitoring of the system. There is good communication between the coaching staffs, compliance and facility staff regarding NCAA rules.

## **X. Playing and Practice Seasons**

**Evaluation:** The systems used for monitoring playing and practice seasons seem to be effective. The Director of Athletic Compliance provides the coaching staff with the appropriate forms to monitor and track declarations of the playing season, scheduling and countable activities. Coaches are required to turn in their countable athletically related activities forms on a regular basis.

## **XI. Student-Athlete Employment**

**Evaluation:** The Director of Athletic Compliance is responsible for monitoring student-athlete employment. All student-athletes are informed of the procedures that should be followed if they are interested in gaining employment during the academic year. The student-athlete handbook also contains information regarding employment. It appears that student-athletes are aware and understand the process, although few if any work during the academic year.

It should be noted all student-athletes are required to list all previous summer's employment on their Athletic Eligibility Forms.

## **XII. Academic Performance Program (APP)**

**Evaluation:** The Director of Athletic Compliance is responsible for maintaining information related to the Academic Performance Program. The institution provided information related to its most recent submission to the APP. The Director of Athletic Compliance is the individual responsible for submitting all APP information for the institution.

## **XIII. Amateurism**

**Evaluation:** The Director of Athletic Compliance is responsible for maintaining all information related to student-athlete amateurism for the department of athletics. The topic of amateurism is covered at each team's pre-season meeting, and information

regarding NCAA legislation is also included in the annual student-athlete handbook, which is provided to all student-athletes. In addition, the institution also has policies and procedures related to the procedures student-athletes must follow with the NCAA Eligibility Center in place and located in their student-athlete handbook.

#### **XIV. Commitment of Personnel to Rules Compliance Activities**

**Evaluation:** It is evident that Longwood University has taken steps to ensure that each of its administrative staff, coaches and campus liaisons are committed to maintaining rules compliance at the highest level. Upon review of contracts, job descriptions and evaluations for both coaching and administrative staffs, and liaisons in campus offices, all individuals had within their contract and/or job description, language concerning their responsibility to maintain rules compliance at all times, as well as the repercussions from institutional and NCAA rules should the individual fail to maintain compliance with NCAA regulations.

#### **SUMMARY**

In conclusion, it appears that the compliance systems at Longwood University are strong. The overall organization and structure are sufficient to meet the needs of the administration, coaching staff and student-athletes, as well as outside constituencies.

It should be noted that the recommendations listed in this report should be taken into consideration to possibly improve the current systems and to assist in fostering a greater awareness and understanding regarding the importance of rules compliance at an NCAA Division I institution. While the President and Director of Athletics are ultimately responsible for the operation of the athletics department, it is important that each individual accept and understand his or her role as a shared responsibility toward the institution's commitment to rules compliance.

**REPRESENTATIVES'  
REPORTS**

**BOARD OF VISITORS  
REPORTS FROM REPRESENTATIVES**

**Longwood University Foundation Inc.**

**HANDOUT**

**Financial Information** (Unaudited Figures as of June 30, 2012 with June 30, 2011 comparisons)

- Gift receivables down 8% or \$236,500 as compared to last year.
- Annual earnings are positive. We netted almost \$1 million as compared to over \$6 million last year.
- We currently have 325 endowed funds as compared to 319 endowed funds last year (an increase of 6 new funds or 2%).
- Of the 325 endowed funds 35 are underwater or approximately 11% of the funds. This percentage is the same as last year.
- The figures do not reflect \$5.3 million in revocable bequests received during the year. The IRS standard is not to recognize revocable bequests until realized. These potential gifts will appear in a footnote to the financials until realized.

**Summary of asset changes** (Unaudited Figures as of June 30, 2012)

- Endowment value is \$42.2 million, up from \$41.9 million on June 30, 2011.
- Total Assets are relatively flat at \$59.4 million compared to \$58.7 million on June 30, 2011

**Board Information**

- The board is planning to vote on revised bylaws. The changes to the bylaws were brought on by the implementation of the Foundation's Standard Operating Procedures. The Board decided to remove procedures from the bylaws so they would be cleaner and not require continuous revisions as the procedures are amended.
- The Foundation is accepting nominations for 2013 appointments until January 31<sup>st</sup>. Nomination forms can be found on the Foundation website.

## **BOARD OF VISITORS**

### **Alumni Association Report**

#### **HANDOUT**

**Alumni Awards:** The 2013 Alumni Awards presentation will be March 1, 2013. The four recipients are:

**The Ruffner Alumni Award - Dr. Becky Bailey '74**

Dr. Bailey is an award-winning author, renowned teacher and internationally recognized expert in childhood education and developmental psychology. Her workshops touch thousands of lives each year, and her top selling book titles have over 400,000 copies in circulation. She is the founder of Loving Guidance, Inc., a company dedicated to creating positive environments for children, families, schools and businesses. She is also the developer of the Conscious Discipline program, a longtime leader in the integration of classroom management with social-emotional learning, utilizing everyday events as the curriculum and addressing the adult's emotional intelligence as well as the child's.

**The Jefferson Professional Achievement Alumni Award - Randy Copeland '86**

Mr. Copeland is the founding chairman, President and CEO of Velocity Micro, Inc. Velocity Micro's history begins in 1992 when he began designing and producing high performance computer systems to run Computer-aided Design (CAD) software and other demanding applications. These computer systems were custom built to facilitate the design process and tailored to the needs of each client. Velocity Micro was officially founded in 1997 as an extension of this highly individualized, high-performance computing philosophy. The company's first reviews in 2002 from major industry journals catalyzed the huge growth Velocity Micro experienced in the following year. Since that first review, Velocity Micro has won over 50 major awards and has been featured in publications such as the Wall Street Journal, Wired Magazine, CNET, PC Magazine, The New York Post, and CBSNews.com. Velocity Micro now competes on a national level with a full product line that includes PCs, tablets, DLP projectors, and peripherals.

**The Jefferson Professional Achievement Alumni Award - Mary Larkin Thornton '88**

Mrs. Thornton began her career with ARAMARK in 1986 as a Longwood Dining Services Student Manager. Since then, she has held increasingly significant and varied roles within the ARAMARK organization, including Marketing Manager for Virginia Commonwealth University, Food Service Director for Longwood University, District Manager for the State of Virginia, and Vice President of Operations for ARAMARK's Mid-Atlantic Region and Chief Compliance Officer. Over the past three years, Mary has led ARAMARK Higher Education's diversity and inclusion efforts as the Regional Vice President for ARAMARK Higher Education's Southeastern Region.

**The Curry Humanitarian Alumni Award - Phyllis Gardner Lewter, '67**

As Ruritan National President, Mrs. Lewter leads over 1100 clubs in 26 states. These Ruritan clubs have contributed to the local, state, and national communities by providing needed funds and assisting in community service efforts for over 80 years. In his letter congratulating Mrs. Lewter on her election as

Ruritan National President, Virginia's Governor Robert F. McDonnell stated, "I have no doubt that your work greatly contributed to our Commonwealth and to the lives of our citizens."

**Reunions:** The Classes of 1967 and 1972 Reunion was a success with 79 alumni and guests in attendance, some for the first time since their graduation. Planning is underway for both Milestone and Decade Reunions, which are based on class year, and for two affinity group reunions, based on organizational membership.

**Upcoming opportunities to engage with alumni and friends:** Attached is a list of events planned as of November 20, 2012. The most unique upcoming event is the alumni gathering at Great Wolf Lodge in Williamsburg March 8-9, 2013. This will be a great opportunity for alumni and their families to gather with friends and classmates. The second one-time event will be the "Farewell Visit to the Cunninghams" scheduled for Saturday, May 18, 2013.

The 2013 Founders Day events include:

- Tuesday, February 19 at the Westin at Virginia Beach Town Center
- Wednesday, March 13 on campus for the students, faculty and staff
- Thursday, March 14 at the Carlyle Towers in Alexandria
- Tuesday, March 19 at the Richmond Westin

**Social Media:** We continue to post information two or more times a week on Facebook and to post comments with alumni who are involved in conversations online. One of the more active sites is "You Know You Went to Longwood if..." The discussion about the Cunninghams has seen the most engagement.

Attachment

**LONGWOOD UNIVERSITY ALUMNI RELATIONS**  
**2012-2013 Events**

<b>DATE</b>	<b>EVENT</b>	<b># ATTENDEES</b>
June 20	Alumni Event at the Norfolk Tides	50
July 18	Alumni Event at Richmond Squirrels	60+
July 31	Milestone Reunion Committee Meeting	12
August 4	Decade of the '90s Reunion Planning Meeting	6
August 20	Alumni Event at the Washington Nationals	69
September 10	Miller event at Westminster-Canterbury	14
September 14	Rock the Block	N/A
September 19	Soza event in McLean	12
September 26	Connelly Cookout	17
September 28-29	Alumni Board Meeting	22
September 30	Women's Field Hockey Reunion	
October 2	Richmond Young Alumni Happy Hour at Conch Republic Rocketts	28
October 3	Raleigh Alumni Gathering	17
October 17	Senior Series	
October 19	Lancer Club Auction	
October 19-21	Black Alumni Weekend	49
October 22	Class of 1952-59 Luncheon in Richmond	23
October 24	Brock event in Virginia Beach	11
October 26-27	Reunion for Classes of 1967 and 1972	79
November 27	LH Tree Decoration Party	
November 29	December Graduates Reception	
December 6	Holiday Open House	
December 10	Longwood vs. Georgetown Men's Basketball Pre-Game Social and Game	
December 21	Longwood vs. VCU Men's Basketball Pre-Game Social	
January 16	Longwood Men's Basketball at Radford Pre-Game Social and Game	
January 22	Longwood Men's Basketball at Liberty Pre-Game Social and Game	
February 19	Founders Day Reception – Virginia Beach	
March 1	Alumni Awards Banquet and Presentation	
March 2	Alumni Board Meeting	
March 2	Longwood Men's Basketball at VMI Pre-Game Social and Game	
March 4	Alumni event in Myrtle Beach prior to Big South Tournament	
March 5-10	Big South Conference Play Offs	
March 13	Founders Day Events on Campus	
March 19	Founders Day Reception - Richmond	
April 5-6	Milestone Reunion	
April 6	Sigma Phi Epsilon Alumni Reunion	
April 12-13	WMLU Reunion	
April 19-20	Decade of the '90s Reunion	
May 9	Forever Lancers Day 1 – Kings Dominion Day	
May 10	Forever Lancers Day 2 – Alumni Induction Dinner	
May 11	Forever Lancers Day 3 – Garden Reception for May graduates and families	



May 12	Forever Lancers Day 4 – Commencement
May 18	Farewell to the Cunninghams Tour
<i>May 29 – June 8</i>	<i>Transfer and First Year Orientation &amp; Registration Sessions</i>
June 1(?)	Alumni Board Meeting

*Italics = Campus or Alumni affinity events sponsored by the University, colleges, departments or student groups in which Alumni Relations participates.*