

**LONGWOOD UNIVERSITY BOARD OF VISITORS**  
**Friday, March 30, 2012**

**Minutes**

**Call to order**

The Longwood University Board of Visitors met on Friday, March 30, 2012, on the campus of Longwood University. The meeting was called to order at 8:45 a.m. by Ms. Marge Connelly, Rector of the Board.

Members present:

Ms. M. Jane Brooke  
Ms. Marjorie M. Connelly  
The Honorable John W. Daniel, II  
Dr. Edward I. Gordon  
Mrs. Rita B. Hughes  
Mr. Thomas A. Johnson  
Dr. Ripon W. La Roche, II  
Dr. Judi M. Lynch  
Mrs. Jane S. Maddux  
Mr. Stephen L. Mobley  
Mrs. Marianne M. Radcliff  
Mrs. Susan E. Soza  
Mr. Ronald O. White

Present at the request of the Board:

President Patrick Finnegan  
Ms. Jeanne Hayden, Secretary to the Board of Visitors  
Dr. Kenneth Marcus, President, Longwood University Foundation, Inc.  
Mr. Stephen Meyers, President, Alumni Association  
Dr. Derek Taylor, Faculty Representative to the Board of Visitors  
Mr. Brandon Fry, Student Representative to the Board

Present at the request of the President:

Ms. Brenda Atkins, Executive Assistant to the President for Governmental Affairs and Special Projects  
Mr. Richard Bratcher, Vice President for Facilities Management and Real Property  
Dr. Francis Moore, III, Vice President for Information and Instructional Technology Services and Chief Information Officer  
Dr. Kenneth Perkins, Interim Vice President for Academic Affairs  
Dr. Tim Pierson, Vice President for Student Affairs  
Dr. Bryan Rowland, Vice President for University Advancement  
Ms. Kathy Worster, Vice President for Administration and Finance  
Mr. Kenneth Copeland, Executive Director of the Real Estate Foundation

Also present were:

Faculty Representatives:

Dr. Larissa Fergeson

Ms. Sharon Menegoni

Dr. Robin Smith

Student Representatives:

Ms. Gina DeMarco

Mr. Tucker Dowdy

Mr. Matthew Hovey

### **Public Session**

Dr. Robert Webber presented the March 2012 Annual Salary Survey of the American Association of University Professors (AAUP) report, prepared by the Longwood University chapter. (A copy of the report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 1, March 30-31, 2012.) He reported that faculty salaries continue to lag behind other state colleges and universities as well as some of Longwood’s benchmark institutions.

Following Dr. Webber’s report, a lengthy discussion ensued regarding various ways and means that faculty can be compensated other than across the board salary increases. Suggestions included: sabbatical, reduced work load, etc. Concerns were also expressed on the current salary levels and the impact they have on recruiting new faculty. Dr. Gordon and Mr. Mobley requested the faculty be surveyed to attain their point of view regarding compensation. The Rector stated that she feels that the creation of a survey needs to be very structured and that this discussion would continue during the new business session of the meeting.

### **Rector’s Report**

The Rector welcomed Board members to the meeting. She introduced the faculty and student representatives who were present. Ms. Connelly reported that the Executive Committee reviewed information on the University’s marketing plan, scenarios for tuition and fees, received a legislative update, and discussed plans for the June 2012 Board meeting and joint retreat. She stated that she would like to increase the number of reports on the consent agenda and emphasized the importance of the Board understanding the rules governing consent agendas.

As part of the Southern Association of Colleges and Schools reaccreditation process, Board members were informed that SACS will be reviewing the Board’s compliance in completing financial disclosure statements by deadline as well as taking the online conflict of interest training.

The Rector thanked the hosts of the Founders Day events that were held across the state during March. She also expressed her concerns about the amount of student debt. It is a complicated issue and affordability plays a major role in education and student success. She encouraged the University to find avenues for assisting students through to graduation.

## **President's Report**

President Finnegan presented an overview of the activities that he has been involved in during the Spring semester. Some of those activities included: the MLK event, the annual faculty and staff awards banquet, a visiting Chinese delegation, Admissions Junior Day, the annual scholarship luncheon, and five Founders Day events that were held throughout the state.

He presented an update on the salary study being conducted for faculty and staff. He reported that Phase I has been completed: the collection of pertinent data and documents, the project kick-off, and finalizing the compensation philosophy; and Phase II will be completed in March to include a market assessment and an internal equity review. In April detailed benchmarking results and a draft salary structure and salary guidelines for all three groups will be presented. The overall goal is to identify the largest salary gaps for both faculty and staff and determine how the University will work to close the gaps.

He reported that Mrs. McMullin has been hired as Dean of Admissions, replacing Mr. Chonko and Dr. Fink has been hired as Dean of the Cormier Honors College, replacing Dr. Orth. The President also announced that Mrs. Bowles has been accepted into the American Council of Education Fellows program for the academic year 2012-13.

President Finnegan stated that the University continues to address the issue of the smoke problem in the new heating plant. He announced that Mr. Bratcher will give an update on plans to address the problem.

He reported the only dashboard indicator to present at the meeting was on Spring Revenue generated from total credit hours. The total for Spring 2012 is \$13,306,987; compared to Spring 2011 with \$11,813,271. (The text of the President's Report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 1, March 30-31, 2012.)

Dr. Lynch requested that the Board have the opportunity to be included in next year's Big Event.

A brief discussion was held following a question from Ms. Connelly about the latitude of moving funds around to aid in funding salary increases for faculty. Ms. Atkins stated that there are guidelines set by the State for agencies related to salary increases. Normally, across the board salary increases are given statewide versus on an individual agency basis. Ms. Worster stated that Longwood is looking at merit and equity increases which are in-line with what the State will allow. She also reported that they are reviewing other funding sources to identify an ongoing source of funding salary increases. President Finnegan reported that the University is currently planning to set aside funds to aid with merit and equity increases.

The Rector expressed concern about the lack of communication with the Board and the Town of Farmville related to the smoke emanating from the Longwood heating plan. Mrs. Maddux recommended that the University develop a communications plan or process to address this concern. Ms. Connelly requested that this be placed on the agenda for the June meeting.

## **Business**

## **Consent Agenda**

### Item 1 – Approval of Consent Agenda

Ms. Connelly presented to the Board for its approval two items on the consent agenda: the minutes for the December 2-3, 2011 Board meeting and approval of the proposed Board of Visitors' meeting dates for 2012-2015. A motion was made by Mrs. Soza to approve the consent agenda as presented. The motion was seconded by Mrs. Hughes and unanimously approved by the Board. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 2, March 30-31, 2012.)

## **Audit**

### Item 2 - Approval of 2013 Audit Plan

Mrs. Howard, Director of Internal Audit, presented for the Board's approval the 2013 Audit Plan. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 3, March 30-31, 2012.) Following Mrs. Howard's review of the request, Ms. Connelly requested that the University have a clear meaning of the ownership of information.

A motion was made by Mrs. Hughes to approve the audit plan as presented. The motion was seconded by Ms. Brooke and unanimously approved by the Board.

### Item 3 - Update on Internal Audit Activities and Institutional Compliance Activities

Mrs. Howard presented a report on the status of current audit projects. She reported that several audit and review projects have been completed since the first of the year. They included: Student Health and Wellness, BANNER Student Information Systems audit, Cashiering and Student Accounts. Audits that are in process are: Longwood Center for the Visual Arts, 2011 Fixed Assets, Human Resources, the spring NCAA audit, Admissions and Housing Residential Management Systems audit. (A copy of this update is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 4, March 30-31, 2012.)

The Rector recommended that Mrs. Howard play a role in producing a business continuity process and for communicating and creating a library for retaining information on campus incidents. Mrs. Howard stated that this is already a part of her communications plan but will include creating a library of campus incidents.

Dr. Gordon informed the Board that the Town of Farmville has a 911 emergency system in place that has the capacity to add other agencies for emergency notifications. Ms. Connelly recommended that University officials work with the town to connect Longwood with its 911 emergency system. Dr. Pierson and Dr. Moore will work with the Town Manager to explore options for getting this accomplished.

**Mrs. Hughes left the meeting at 10:30 a.m. and did not return.**

## **Administration, Finance, Facilities and Technology**

### Item 4 - Approval of Tuition and Fees for FY 2013

Ms. Worster, Vice President for Administration and Finance, presented information to the Board of Visitors on the University's proposed recommendation of 4.6% increase in total costs over the

2011-2012 academic year for in-state residential students and 4.5% increase for out-of-state residential students. (A copy of this proposal is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 5, March 30-31, 2012.)

She reported that the proposal for increased tuition and fees is based on FY2011-2012 enrollment figures. Ms. Worster reviewed a chart of the history of Longwood appropriations and graphs of historical and current cost drivers. (A copy of this handout is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 2, March 30-31, 2012.)

A discussion ensued regarding the proposed percentage, followed by continued communication regarding revenue sources outside of tuition and fees and costs savings for Longwood since achieving membership with the Big South. Recommendations that came from the discussions related to tuition and fees for presentation at the June meeting are: the creation of a new business plan for Athletics, a discussion regarding the disparity between tuition costs and salary increases and the distribution of educational expenses and administrative costs, and creating scenarios for reducing spending to offset increases to tuition costs as well as for tuition increases.

Mrs. McMullin reported that the incoming freshman class for Fall 2012 is on the same track as 2011 and that transfer students are well ahead of last year. It appears that retention is ahead of previous years.

#### Item 5 - Approval of Request for Funds from Auxiliary Reserve

Also presented for the Board’s approval by Ms. Worster was a request to approve the allocation of \$1,259,000 from the General Auxiliary Reserve for a new HVAC system for Willett Hall, potential bonuses for faculty and staff as decided by the General Assembly, and funding for a new archive room in the Greenwood Library, and \$50,000 to replace siding at the baseball and softball fields from Athletics Reserves. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 6, March 30-31, 2012.) A motion was made by Ms. Brooke to approve the request as presented. The motion was seconded by Mr. Mobley and unanimously approved by the Board.

#### Item 6 – Approval of Resolution to Renew Level II Status

A resolution to renew the University’s Level II Status for the next five years was presented by Ms. Worster for the Board’s approval. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 7, March 30-31, 2012.) She reported that Longwood continues to meet the criteria set forth in the Level II legislation and seeks to renew at this time to coordinate documents and renewal time frames with the other six Level II institutions. A motion was made by Mr. Mobley to approve the request as presented. The motion was seconded by Dr. Gordon and unanimously approved by the Board.

#### Item 7 – Approval of Modification to the Longwood Campus Master Plan, “Vision 2020”

Mr. Bratcher, Vice President for Facilities Management, presented for the Board’s approval a request granting the University permission to modify the Longwood Campus Master Plan, Vision 2020. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 8, March 30-31, 2012.) The request was to relocate the Alumni Center from the current plan where it would be located adjacent to a residential property on High

Street (Tudor House) to the Blackwell Hall complex. The request is being made due to two persistent challenges: the University's connection to the community and the need to focus on the use of resources.

Dr. La Roche recommended that a plan of potential uses for the Tudor House be presented at the June meeting. A motion was made by Dr. Gordon to approve the request as presented. The motion was seconded by Ms. Brooke and unanimously approved by the Board.

#### Item 8 – Approval of Administrative Policies

Mr. Austin, Director of Athletics, presented a recommendation to revise two of the University's Athletics' policies, 1201 and 1202. He stated that policies and procedures are reviewed and updated on an as needed basis to maintain consistency and to ensure that the policies are meeting the needs of the University and student athletes. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 9, March 30-31, 2012.) A motion was made by Ms. Brooke to approve the policies as amended. The motion was seconded by Mrs. Soza and unanimously approved by the Board.

#### Item 9 – Review of Financial Report for Period Ending January 31, 2012

Ms. Worster reviewed the financial reports for the period ending January 31, 2012. She reviewed the revenues and expenditures for both E&G and the Auxiliary fund accounts. Ms. Worster reported that compared to the previous year, E&G revenues reflect a 14.6% increase over the same period last year. E&G expenditures are up 1.7% from the same period last year. She attributed this to one-time American Recovery and Reinvestment Act Funds. She reported a 5.6% increase in Auxiliary revenues as the result of fee increases. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 10, March 30-31, 2012.)

#### Item 10 – Update on Risk Assessment

Dr. Moore, Vice President for Information and Instructional Technology Services and Chief Information Officer, outlined the procedures for risk assessment of the technology systems. He reported that the Longwood email communication system has just been assessed and 54 high and medium port scan risks were found. Information and Instructional Technology Services is in the process of correcting those deficiencies. Dr. Moore reported that IITS has taken a paper based process and created a more efficient data system process. IITS is halfway through evaluating and assessing the 32 systems they own for risks and expects to meet the completion deadline of June 30. He reported that the Auditor of Public Accounts has been on campus and has reviewed the process.

Ms. Connelly asked if there is a policy that guides the risk assessment process. Dr. Moore stated that there is not a formal policy. He explained that IITS will divide the systems into three parts and will assess each part on a yearly basis rather than waiting every three years. The Rector recommended that this process for assessment be formalized.

#### Item 11 – Capital Construction Update

Mr. Bratcher, Vice President for Facilities Management and Real Property, gave an update on the boiler/smoke situation at the Heating Plant. He reported that the Plant is receiving a

complete review from both a communication standpoint and operational standpoint. Mr. Bratcher stated that a top-to-bottom assessment has been done on both boilers. Some deficiencies in the systems were found and the University is working to correct them. An evaluation of the fuel is also being conducted. There is a plan to re-fire one of the boilers in the upcoming week and there may be heavy smoke as a result. He reported that a new Heating Plant manager has been hired and expects him to improve the operations of the Heating Plant.

Upon questioning about a primary source of the problem, Mr. Bratcher stated that there has not been just a single contributing factor identified. Each boiler had issues with burning efficiencies. He stated that the boilers could have been shut down sooner to minimize the amount of smoke that was released and the process for shutting them down has been changed. When asked about the cost associated with identifying the problem(s), alternate fuel costs and correcting the problem(s), he responded that depending on the assessment findings, the costs could be borne by the University, the contractor, and/or the manufacturer of the boilers. Ms. Connelly requested that the Board and the Town of Farmville be updated on the findings.

Mr. Bratcher also presented an overview of current campus construction projects and a pictorial tour of the varying stages of the projects. (A copy of the update is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 11, March 30-31, 2012.)

**The Board adjourned for lunch at 12:38 p.m. and reconvened at 1:38 p.m.**

**Mrs. Hughes, Dr. La Roche, and Mr. Johnson did not return to the meeting.**

### **Presidential Reports**

#### Item 12 – Report from Longwood Real Estate Foundation

Mr. Copeland, Executive Director of the Real Estate Foundation, updated the Board on the progress of the construction of the new housing at Lancer Park. He stated that the project is slightly behind due to rainy weather. Once construction is complete a model apartment will be established and the complex will house 700 students and will provide food service. The Real Estate Foundation is soliciting bids to reface the existing structures at this site to match the new construction.

He also reported that use of the Bed and Breakfast has increased and bids are being solicited to replace some of the parking at the Landings that are in the flood zone.

When asked about the fate of the Tudor house on High Street now that the Alumni Center location has been moved, Mr. Copeland replied that he will explore alternative uses for the house.

Mr. Mobley asked that the Board get together with the Town’s officials to get their perceptions of Longwood. Ms. Connelly agreed that it is a good idea and suggested that the two groups meet in a forum outside of Council meetings or Board meetings.

### Item 13 – Report on Intercollegiate Athletics Activities

Ms. Meadows, Associate Athletic Director for Student Athlete Enhancement, announced that Longwood has been fully integrated into the Big South and has voting privileges. She went on to detail some of the activities and discussions that were held at the winter meeting of the Big South. Some of the major topics included a gender equity workshop, discussions about combining the men's and women's basketball championship games at one location and the requirement to web stream men's and women's basketball games, review of NCAA legislation, and sportsmanship.

She reviewed the report on Longwood's Academic Performance Rate (APR) submitted to the NCAA. She stated that the information in the report was for the academic years 2007-2008, 2008-2009, 2009-2010 and 2010-2011. The purpose of the report is to measure term-by-term academic eligibility and retention of student athletes on athletic scholarships. She noted that the NCAA will be changing the APR per team from 900 to 930, as well as the penalty structure. (A copy of the APR report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 3, March 30-31, 2012.)

### **University Advancement**

#### Item 14 – Comprehensive Campaign Report

Dr. Rowland, Vice President for University Advancement, reported that net proceeds from the inauguration dinner totaled \$70,122.66. He reported that overall the Foundation experienced positive activity in the last quarter of 2011. He stated that Endowment and Restricted Funds were up but giving in the Annual Fund and Unrestricted Funds are slightly lower. Dr. Rowland reported that the Campaign Steering Committee will meet on April 26 and will evaluate the current campaign objectives. He stated that the focus of the Foundation continues to be the University Center and investment in the faculty, students, and academic programs. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 12, March 30-31, 2012.)

#### Item 15 – Public Relations Report

Mrs. Brown, Associate Vice President for Marketing & Communications, gave a brief overview of the report in the Board's meeting materials. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 13, March 30-31, 2012.)

#### Item 16 – Campus Marketing Plan Update

Mrs. Brown also presented an overview of the University's marketing plan. She reported that CRT is creating a marketing proposal for 2012-13 and that the University will be sending out an RFP in the fall for 2012-14. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 14, March 30-31, 2012.)

#### Item 17 – Update on Combined Boards' Retreat

An update on the combined boards' retreat was presented by Dr. Rowland. The retreat will be held on June 14 on the campus. He reviewed the schedule and activities for the day. Ms. Connelly requested that registration begin at 8:30 a.m. and the welcome and introductions at 9:00 a.m.



### Item 18 – Report on Hull Springs Farm Strategic Planning Task Force

Mr. Brown, Chair of the Hull Springs Farm Task Force and President of the Real Estate Foundation, presented an in-depth report on the findings and recommendations of the Task Force. He also presented an overview on the strategic planning process used for creating the recommendations. Mr. Brown focused on the creation of CE3, the Center for Excellence in Environmental Education, focusing on environmental education on the Longwood campus, in K-12 Classrooms, and in the Communities served by Longwood University.

Dr. Fink, Dean of the Cormier Honors College and a member of the Task Force, reviewed the four cornerstones of the Plan and a graph outlining the staff needed for CE3. She also explained the importance and need for a program such as CE3. Dr. Fink stated that this program will help address the need for STEM and environmental programs.

Following Dr. Fink’s remarks, Mr. Brown reviewed several secondary recommendations, that included fundraising and marketing of CE3 and Hull Spring development, the components and expectations of the CE3 program, fundraising from public and private sources, development of Hull Springs and the North Campus, ownership of Hull Springs, facilities at Hull Springs, programs at Hull Springs for K-12, pursuit of status as gateway to the Chesapeake Bay, and reorganization of the Hull Springs Farm Foundation.

Dr. Witschey, Professor of Anthropology and Science Education and member of the Hull Springs Farm Task Force, presented through powerpoint the business model for financing the Task Force’s concepts and recommendations. The business model included the creation of a wetland mitigation bank, construction of new facilities, the CE3 program, and continuing support from the Longwood University Foundation. He reviewed the conditions and requirements for selling wetland credits and for building new facilities at Hull Springs.

A lengthy discussion ensued regarding the next steps: creating an action plan, governance, and start-up funding. Ms. Connelly recommended that the Task Force continue to work on the plan and ensure that governance is in place.

The President expressed concerns about the fundraising aspects of the plan and how it will impact the current fundraising campaign. However, he feels positive about enrolling students into the CE3 program and the creation and sale of credits in the wetlands mitigation bank.

The Board endorsed the concepts and recommendations that were presented. Ms. Connelly stated that the Board will review the plan at its next level and continue discussion on whether or not to approve the plan. (A copy of this report and Powerpoint presentations are filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 15, March 30-31, 2012.)

### **Academic and Student Affairs**

#### Item 19 - Approval of Revisions to Student Handbook

Dr. Pierson, Vice President for Student Affairs, presented for the Board’s approval revisions to the *Student Handbook*. He reviewed recommendations for changes to the *Alcohol*, the *Service Animal*, and the *Non-Smoking Policies* and the creation of a new policy addressing copyright

infringements. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 16, March 30-31, 2012.)

A motion was made by Dr. Lynch to approve the *Student Handbook* revisions as presented. The motion was seconded by Ms. Brooke and unanimously approved by the Board.

#### Item 20 – Report on Fall 2012 Admissions

Mrs. McMullin, Dean of Admissions, presented a report on admissions for Fall 2012. She reported that Admissions is about 35% where it needs to be with deposits. The deposit deadline is May 1, 2012. Deposits are running slightly behind last year’s total for this time period. She reported that they have limited the number of acceptances into the Plus Program and to date have received 11 deposits from that group. They have received 72 deposits for transfer students and 16 for the Nursing Program. Mrs. McMullin reported that those accepted into the Nursing Program have an average GPA of 3.95 and an average SAT of 1115. She stated that Admissions has accepted 90 students into the Nursing Program for a class of 40.

#### Item 21 - Spring 2012 Enrollment Report

Dr. Perkins, Interim Vice President for Academic Affairs, deferred to the report in the Board’s meeting materials. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 17, March 30-31, 2012.)

#### Item 22 – Report on Faculty/Staff Resignations and Retirements

Dr. Perkins deferred to the report in the Board’s meeting materials. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 18, March 30-31, 2012.)

Dr. Perkins reported that he is creating a search committee to replace Dr. Jones. He announced that Mrs. Palmer will be the chair of the search committee, an advertisement is being created, and a list of committee members is being compiled.

#### Item 23 – Update on Southern Association of Colleges and Schools (SACS)

Mrs. Kinman, Director of the SACS Self-Study, presented an in-depth overview of the SACS reaccreditation process. Through a powerpoint presentation she updated the Board on the current status of the Compliance Certification Report required for SACS reaffirmation and accreditation in FY2013-2014. (A copy of this presentation is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 19, March 30-31, 2012.)

#### Item 24 – Update on Quality Enhancement Plan

Dr. Mc Amoss, QEP Director, explained that this is a new component to the SACS reaffirmation and accreditation. The QEP is a set of actions the University will implement over five years to improve student learning in a particular area. A QEP Topic Selection Committee has been appointed by the President and has worked to develop preliminary proposals for four topics. Hoping to refine, clarify, and improve these preliminary topics, the committee will present them to faculty, staff, and students through a survey. Ms. Connelly requested that the survey be sent to the members of the Board of Visitors.

### Item 25 – Report on Student Housing

Dr. Pierson presented a report comparing housing occupancy between Spring 2010, Spring 2011 and Spring 2012. Overall housing for Spring 2010 was 2,838, for Spring 2011 was 2,824, and 2,834 for Spring 2012. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 20, March 30-31, 2012.)

#### **Discussion Topic:** Clarification of Residence Hall Room Search Procedures

Dr. Pierson reported that the representative from the Office of the Attorney General came to campus and met with him, Chief Beach, and members of the Residential and Commuter Life staff. He reported Residential Assistants do not perform room searches. Dr. Pierson stated that if an RA is drawn to a room and suspects illegal activities, he/she may ask to search, for instance, a refrigerator. If the student refuses then the RA may contact Campus Police. Searches are performed by the Campus Police.

#### **Discussion Topics:** Presentation on University Center & Discussion of Uses of Auxiliary Reserves

The President and the Rector combined the two discussion topics.

President Finnegan through a powerpoint presentation reviewed the project plan for the new University Center. He stated that the original plan was to renovate the current student union. Lankford Student Union no longer has adequate space to meet the needs for the number of students at Longwood. Lankford was built in 1967 with an enrollment of 1,729 students compared to the 4,800 students currently enrolled. Under the original plan, renovations to Lankford would cost \$20 million compared to the construction of a new center at \$32 million.

The President stated that the new center would be instrumental in meeting the needs of the students. Space expansion would support student clubs and organizations, create adequate space for both residential and commuter students, increase dining opportunities, serve as an information center for visitors, and create approximately 75 additional jobs for students.

He reviewed the milestones that will have to be achieved to complete the project. Construction of new student housing will have to be completed in order to replace the beds that will be lost when the Cunninghams are demolished. There will be a review of the program and design concept that will take 17 weeks, building design and approval will take 76 weeks, the contracting process will take 18 weeks, and 110 weeks for the construction of the center.

A finance plan for the project was presented that would combine funds from several sources. They included University bonding, philanthropic monies, and possibly funds from the University’s auxiliary reserve account. Options for raising additional funds included raising \$10 million additional dollars to begin construction, reducing the size of the facility or phasing in the construction of the facility, or temporarily borrowing the funds from auxiliary reserves. (A copy of this presentation is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 21, March 30-31, 2012.)

Following the President’s presentation, a lengthy discussion ensued regarding the auxiliary reserve account and uses for the funds as related to the construction of the University Center. Ms.

Worster reviewed a document exhibiting the balances in the reserve accounts and stated that there is a requirement to maintain a minimum balance of \$2.9 million in the auxiliary reserve account. (A copy of this document is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 22, March 30-31, 2012.)

Also discussed was the conception of the design of the facility and the need to make sure that it provides adequate space to support the needs of the students, space that both on-campus and off-campus students will use, and is of high quality. Dr. Rowland reported that discussions have taken place with the design firm to address the issues being discussed and that a conceptual drawing and outline will be brought to the Board at its June meeting.

The discussion continued regarding the different funding sources and achieving the goals for raising the monies. Dr. Taylor raised concerns that monies are being spent for facilities and not for raising faculty salaries. The President explained that monies from auxiliary reserves cannot be used for salaries. Ms. Connelly recommended that discussions continue about the quality of the new University Center. She stated that there appears to be consensus for use of at least \$5 million from auxiliary reserves or possibly more. Ms. Connelly went on to request that the University look at possibly using an additional \$5 million in some way that may benefit the faculty, in a way that would help off-set some of the negative impact of low faculty salary incomes.

Dr. Gordon reiterated that the design of the new University Center should be high quality. Ms. Connelly requested that if members had ideas or renderings of buildings that they feel are ideal centerpiece buildings, to share them with the University. She encouraged the University to keep the Board engaged in the design concepts along the way.

**The meeting adjourned for the day at 5:15 p.m.**

**LONGWOOD UNIVERSITY BOARD OF VISITORS**  
**Saturday, March 31, 2012**

**Minutes**

**Call to order**

Ms. Connelly reconvened the Board of Visitors' meeting at 9:04 a.m. on Saturday, March 31, 2012.

Members present:

- Ms. M. Jane Brooke
- Ms. Marjorie M. Connelly
- The Honorable John W. Daniel, II
- Dr. Edward I. Gordon
- Mr. Thomas A. Johnson
- Dr. Judi M. Lynch
- Mrs. Jane S. Maddux
- Mr. Stephen L. Mobley
- Mrs. Marianne M. Radcliff
- Mrs. Susan E. Soza

Members absent were:

- Mrs. Rita B. Hughes
- Dr. Ripon W. La Roche, II
- Mr. Ronald O. White

Present at the request of the Board:

- President Patrick Finnegan
- Ms. Jeanne Hayden, Secretary to the Board of Visitors
- Dr. Kenneth Marcus, President, Longwood University Foundation, Inc.
- Mr. Stephen Meyers, President, Alumni Association
- Dr. Derek Taylor, Faculty Representative to the Board of Visitors
- Mr. Brandon Fry, Student Representative to the Board

Present at the request of the President:

- Ms. Brenda Atkins, Executive Assistant to the President for Governmental Affairs and Special Projects
- Mr. Richard Bratcher, Vice President for Facilities Management and Real Property
- Dr. Francis Moore, III, Vice President for Information and Instructional Technology Services and Chief Information Officer
- Dr. Kenneth Perkins, Interim Vice President for Academic Affairs
- Dr. Bryan Rowland, Vice President for University Advancement
- Ms. Kathy Worster, Vice President for Administration and Finance
- Mr. Kenneth Copeland, Executive Director of the Real Estate Foundation

Also present were:

Faculty Representatives:

Dr. Larissa Fergeson

Dr. Robin Smith

#### Item 26 – Report for Parents Council

Ms. Pilk, Chair, and Mr. Spady, Chair-Elect, discussed the origin and history of the Council, their involvement with University events and programs, and the Parents Council grants process.

Dr. Heather Lettner-Rust and two former students from her English 400 class, Mr. Fry and Ms. Thomas, spoke about their grant-funded project. Through a powerpoint presentation, the students shared their experience at dinner developing relationships by participating in open dialogue with Farmville Town Council. This experiential learning project fulfilled the spirit and letter of Goal 13 "to learn how to effectively communicate as an active citizen leader." (A copy of this presentation is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 4, March 30-31, 2012.)

#### **Reports from Representatives**

Dr. Marcus, President of the Foundation Board, presented a report for the Foundation. He reported on the following information:

- NACUBO Commonfund study was released at the end of January for FY2012.
- Asset changes included: endowment value increased \$1 million, and total asset values increased by \$1.3 million.
- The Foundation after meeting with the Hull Springs Farm Task Force, has agreed to continue financial support in a zero percent loan of \$300,000 to be dispersed over the next three years. An option for an additional fourth year will be reviewed at a later date. The loan is expected to be repaid through the proceeds of the sale of credits from the wetland mitigation bank.
- The Foundation Nominating Committee met and approved a slate of nominees to be presented at its June meeting.
- The FY2011 tax returns will be available on the Foundation website once they are reviewed by the Audit Committee.

Following his presentation Dr. Marcus reported that this is his last meeting as the Foundation Board's representative to the Board of Visitors and stated that it has been a privilege serving. Ms. Connelly thanked him for his service to the Board of Visitors and to Longwood.

Mr. Meyers, President of the Alumni Association, presented a report on the recent activities of the Association. He thanked the Board for their support in changing the location of the Alumni Center and reported the following:

- the new LongwoodLink has been introduced to alumni and has been used to register for Founders Day events and reunion weekends.
- Milestone Reunion was held on March 23-24 and the Decade of the '80's Reunion will be held on April 20-21.
- Regional events included the five Founders Day events with a total attendance of 335 were held in March and plans for spring regional events have been developed.

- Alumni Award Recipients included: William Ruffner Award – William E. Todd, II, Class of 1983; Thomas Jefferson Professional Achievement Award – Thomas DeWitt, Class of 1980; and the Jabez Lamar Monroe Curry Humanitarian Award – Joan Perry Brock, Class of 1964.
- The Alumni Association held a meeting in March and approved changes to the Association’s Constitution and By-Laws and elected its officers and new members-at-large.
- The Offices of Alumni Relations and Public Relations are working together on a survey to be sent to alumni to gain a better understanding of how they want to be engaged with Longwood, to receive information from the University and the types of information they would like to receive.
- The Office of Alumni Relations will be welcoming new alumni at the Senior Send Off on April 26 and at the Garden Reception on May 11.

Following his presentation Mr. Meyers reported that this is his last meeting as well as the Alumni Association representative to the Board of Visitors and stated that it has been a privilege serving. Ms. Connelly thanked him for his service to the Board of Visitors and to Longwood.

Dr. Taylor, faculty representative to the Board, presented a report on faculty’s continued concerns about low salaries. He stated that there are consequences for not having competitive salaries when it comes to recruiting and retaining faculty members and presented an example of each. He then read several quotes from department chairs who gave examples of losing qualified and well respected faculty because of low salaries. Dr. Taylor stated faculty are looking for the same sense of urgency from the Board of Visitors in raising salary levels for faculty as it has towards building the new University Center.

The Rector stated that she and the Board recognize the importance and concerns of the faculty when it comes to their salaries. She also stated that the Board recognizes the impact that this situation is having on the University.

Following his report, a lengthy discussion ensued about putting together information to help create a clearer understanding of all the issues involved in solving the faculty salary problem and communicating the Board’s concerns and determination to help find a solution to raising their salaries. Faculty members present at the meeting encouraged the Board to communicate to the faculty its commitment to finding a solution to the problem. The Board then had a discussion about creating a resolution communicating to the faculty the Board’s commitment to resolving the problem. Dr. Lynch recommended the creation of a task force of Board members, faculty, and staff to study the issue.

Mr. Fry, student representative to the Board, presented a report on the many student activities and upcoming projects of the Student Government Association. His report provided the following information:

- an update on the sofa fire on Beech Street during the snowstorm in February. He stated that this behavior is not condoned and a letter of apology was sent to the Town of Farmville and local media outlets.

- a report on the 700 students participating in the “Big Event” and the community service projects they are conducting
- a report on Longwood students who participated in Virginia21 and lobbied in Richmond supporting higher education costs
- an announcement that students are supportive of faculty receiving increases in their salaries
- an announcement that in the wake of the last hazing incident, the Office of Greek Affairs is creating a strategic plan and ways to improve Greek life at Longwood.
- an announcement that as president of Student Government, he will be participating in a national leadership conference in April. The conference was created through the Office of Public Engagement at the White House

He concluded his report by thanking the Board for the opportunity to represent the student body and stated that he has gained much experience from his time served.

Ms. Connelly thanked all of the representatives for their service to the Board.

### **Old Business**

#### Item 27 – Report on the Academic Strategic Plan

Dr. Perkins introduced Dr. Ferguson and Dr. White, members of the faculty who have been involved in the process to construct the Academic Strategic Plan. Dr. White explained that the Task Force, through a grassroots effort, engaged the entire campus in the development of the plan. He stated that their goal was to create a guide for decision making in developing new programs.

Dr. Ferguson with the aid of a powerpoint presentation, outlined in detail the external factors that were considered in developing the plan. (A copy of this presentation is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 23, March 30-31, 2012.) She stated that the plan is aspirational but obtainable.

Following her presentation, Dr. Ferguson highlighted the plan’s goals and objectives and some key elements of the objectives. She stated that the plan tries to keep Longwood true to what it does best, building on its legacy in innovative ways. (A copy of this plan is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 5, March 30-31, 2012.)

She asked for feedback from the Board on the development of an implementation process of the plan. Dr. Ferguson stated that they are working with Faculty Senate to further refine that plan and want to make sure that it remains a living document. She went on to say that collaboration needs to take place with the administration to prioritize the initiatives and weigh costs versus impact.

The Rector stated that there is a good balance between what Longwood currently has and the aspirations of the plan. She asked the Board, if they have feedback or additional ideas, to let members of the Task Force know.



After the presentation on the Academic Strategic Plan, Mr. Daniel made a motion for the Board to approve the following resolution. “Whereas the Longwood University Board of Visitors recognizes that the lack of competitiveness of faculty and staff compensation constitutes the greatest threat to the future success of the University, be it resolved that the Board will convene a Compensation Task Force comprising Board members, faculty and staff to create an action plan to make Longwood more competitive in hiring and retaining outstanding faculty and staff. The plan will explore short-term and long-term solutions to address compensation issues. The members of the task force will be named and begin their work immediately, and will present the action plan to the full Board of Visitors no later than the end of the fall semester.” The motion was seconded by Ms. Brooke and unanimously approved by the Board.

## **New Business**

### **Item 28 – Legislative Update**

Ms. Atkins, Executive Assistant to the President for Governmental Affairs and Special Projects, presented an update on legislative actions during the 2012 Session of the General Assembly. She started her remarks with comments about the earlier discussions regarding the University Center and faculty salaries. She stated that faculty are critical to the academic success of the University resource but the University Center is critical to the student life of our students. The new center will help to compete for additional students needed to increase revenue for increasing faculty salaries.

She reviewed a handout that contained a number of bills that were presented in the 2012 Session of the General Assembly and have an impact on higher education. (A copy of this plan is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 6, March 30-31, 2012.) She also reviewed some proposals impacting Longwood and higher education that are included in the proposed State budget. A few of the proposals are prohibiting the future use of tuition and fee dollars for financial aid, a 2% salary increase in 2013-14, and a million new dollars in operating and financial aid for Longwood. (The text of her remarks is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 24, March 30-31, 2012.)

## **Closed Session**

Mrs. Soza moved to go into Closed Session under Section 2.2-3711 A1, 3, and 10 of the Code of Virginia to discuss matters related to personnel, which includes the hiring and promotion of faculty members and the President’s performance. Also to be discussed is the acquisition of real property for a public purpose, where the discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the University, and the discussion and consideration of awarding a honorary degree. The motion was seconded by Ms. Brooke and approved unanimously by the Board.

A motion was made by Mrs. Soza to return to Open Session. The motion was seconded by Ms. Brooke and was unanimously approved by the Board.

In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mrs. Soza moved to certify that the discussion in Closed Session was in accordance with the *Code of Virginia*. The motion was seconded by Mr. Daniel and affirmed by Ms. Brooke, Ms. Connelly, Mr. Daniel, Dr. Gordon, Mr. Johnson, Dr. Lynch, Mrs. Maddux, Mr.

Mobley, Mrs. Radcliff, and Mrs. Soza (A copy of this compliance is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 25, March 30-31, 2012.)

Ms. Connelly reported that while in Closed Session the Board took action on several matters related to personnel and the acquisition of property.

- Mrs. Radcliff made a motion to affirm the hiring of the following new faculty members: Ms. Sarai Blinco, Instructor of Psychology; Dr. Joong-Kun Cho, Assistant Professor of Management/ Marketing; Ms. Ann Cralidis, Instructor of Social Work; Mr. George Jackson, Associate Professor of Accounting; Dr. Claire Mowling, Assistant Professor of Physical Education; Ms. Elizabeth Nichols, Instructor in Social Work; Ms. April Shular, Clinical Educator; Alix Fink, Dean of Cormier Honors College for Citizen Scholars and Associate Professor of Biology; and Sallie McMullin, Dean of Admissions. The motion was seconded by Mr. Daniel and unanimously approved by the Board.
- Mrs. Radcliff made a motion to approve the following faculty for promotion to the rank of professor: Dr. Paul Barrett, Dr. Rhonda Brock-Servais, Mrs. Virginia Kinman, Dr. Eric Laws, Dr. Mary Lehman, Dr. Melissa Rhoten, Dr. E. Derek Taylor, and Dr. Bennie Waller and the following faculty to the rank of associate professor: Dr. Steven Faulkner, Mr. Mark Lenker, Mr. Wade Lough, Dr. Matthew Lucas, Ms. Sharon Menegoni, Ms. Melissa Panzarello-Koger, Ms. Tatiana Pashkova-Balkenhol, Dr. Gena Southall, Dr. William Thomson, and Dr. Melissa Yeager. The motion was seconded by Mr. Daniel and unanimously approved by the Board.
- Mr. Daniel made a motion to approve tenure for Dr. Paul Barrett, Associate Professor of Business; Dr. Steven Faulkner, Assistant Professor of English; Dr. Matthew Lucas, Assistant Professor of Physical and Health Education; Dr. Wade Lough, Assistant Professor of Art; Ms. Melissa Panzarello-Koger, Assistant Professor of Costume Design; Dr. Gena Southall, Assistant Professor of English; Dr. William Thomson, Assistant Professor of Physical Education/Pedagogy; and Dr. Melissa Yeager, Assistant Professor of History. The motion was seconded by Mrs. Soza and unanimously approved by the Board.
- Dr. Lynch made a motion to approve the rank of emeritus status to Dr. Frank Howe, Professor Emerita of Guidance and Counseling. The motion was seconded by Mrs. Soza and unanimously approved by the Board.
- Mrs. Soza made a motion to approve the awarding of an Honorary Doctor of Laws Degree (LL.D.) to the Honorable John Charles Thomas, (Ret.). The motion was seconded by Dr. Lynch and unanimously approved by the Board.
- Mrs. Soza made a motion to approve the acquisition/transfer of the property from the Department of Transportation located at 1202 Andrews Drive in Farmville, Virginia. The motion was seconded by Mrs. Maddux and unanimously approved by the Board.

**Announcements**

Ms. Connelly announced that she, Mr. Daniel, Mrs. Maddux, and Dr. Gordon will serve as members of the Board's Nominating Committee.

**Adjournment**

There being no further business, the Rector adjourned the meeting at 1:36 p.m.

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Judi M. Lynch  
Board Secretary