

**LONGWOOD UNIVERSITY
BOARD OF VISITORS**

September 12, 2025

Minutes

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

Call to Order

The Longwood University Board of Visitors met on Friday, September 12 at the Gerald L. Baliles Center for Environmental Education at Hull Springs Farm. The meeting was called to order at 1:09 p.m. by Rector Ron White.

Members present:

Ron White
Jeff Nottingham
David Rose
Kathleen Early
Ian Bradley
Vellie Dietrich-Hall
Carman Faison
Jackie McCaleb
Michael Poliakoff
Kristie Proctor
Kathryn Roberts
Brian Schmalzbach

Also present:

President W. Taylor Reveley IV
Tim Hall, Vice President for Intercollegiate Athletics
Courtney Hodges, Vice President for Institutional Advancement
Lara Smith, Provost and Vice President for Academic Affairs
Matt McGregor, Vice President for Administration and Finance
Jennifer Green, Vice President for Strategic Operations
Cameron Patterson, Vice President for Student Affairs
Matthew McWilliams, University Spokesperson and Deputy to the President
Cameron O’Brion, University Counsel
Kathy Fox, President Longwood Alumni Association
JoEllen Pederson, Faculty Representative
Cameron Lowry, SGA President

Rector's and President's Welcome

The Rector welcomed the Board to the Baliles Center, calling it a “crown jewel” of the University. He reflected on Convocation the previous day, and thanked everyone assembled for caring so well for Longwood students.

Consent Agenda and Approval of the Minutes

The Board noted that the Consent Agenda would be amended to not include Policy 2011: Debt Management for further edits and review. He asked for a motion to approve the consent agenda and minutes as amended. Kathleen Early moved to approve the minutes as modified, David Rose seconded. The motion passed unanimously.

President's Welcome

President Reveley welcomed the Board to the Baliles Center. He noted that the governor's office had asked for a moment of reflection and prayer, which he and White led prior to the meeting of the Executive Committee. He shared some history of Hull Springs Farm and the Baliles Center with the Board, and encouraged them if able to join a tour of the facility after the conclusion of the meeting.

All assembled introduced themselves around the room, and President Reveley presented the Six-Year Plan presentation, as also given to state officials in Richmond in prior weeks.

The Six-Year Plan presentation began with a discussion on enrollment. Reveley said that the covid pandemic was difficult for residential institutions like Longwood, but that we have come through those hard years in a sound position. Enrollment and net position are both higher than they were pre-pandemic, which is a positive trajectory. Carman Faison asked if the net position included component units, which Reveley confirmed.

Reveley said that Virginia has been lucky regarding the “demographic cliff” in that the college-ready population is basically stable, but that it will continue to require attention. Longwood is focusing on retention and developing high-growth, high-need programs like nursing and teacher preparation, as well as addressing mental health challenges, which has an effect on retention. He said that Longwood's Post Graduate Success Initiative is geared to help Longwood graduates be prepared for the next chapter.

Vellie Dietrich-Hall asked the President to share undergraduate enrollment targets. Reveley said that Longwood is within the scale we want to be right now, with about 3,200 full-time undergraduates. He said a sustainable scale is a consistent freshman class in the 850 range, for an undergraduate enrollment of 3,400. Growth in the number of student-athletes has been a boon for Longwood, and Vice President for Intercollegiate Athletics Tim Hall spoke about that growth. Hall said that when he started at Longwood three years ago, there were 254 student-athletes, which has grown to 308 at the end of last spring. He said there is a cross-departmental effort to look at athletic scholarships in ways that will allow us to grow the student-athlete population.

Dietrich-Hall asked if discount rates for student-athletes were increasing. Reveley said that student-athletes have some of their tuition defrayed, but as the number of student-athletes increases, the average discount has not changed. Michael Poliakoff discussed athletics revenue with Reveley and asked if budget projections for athletics expansion could be provided at upcoming meetings.

Reveley then led a discussion centered on retention, saying that Longwood is the leader in the Commonwealth at keeping students in Virginia 10-years post-graduation, with 83 percent of Longwood graduates staying in the Virginia workforce long-term. He said that on-campus, we are pouring energy into retention, with 85 percent freshman-to-sophomore retention being the goal. Kathryn Roberts, Jackie McCaleb, Jeff Nottingham, and David Rose joined the discussion and asked about strategies the University is employing to address retention. Vice President for Student Affairs Cam Patterson said there are several mental health initiatives underway, including a step care support model, single-session therapy, and others. Reveley said that Gov. Youngkin has been very focused on mental health from the start of his term and has supported efforts like Longwood's across the state.

Dietrich-Hall asked when mental health efforts began at Longwood. Patterson said it long predated his tenure as Vice President for Student Affairs.

Discussion moved to finances, beginning with the University's efforts to continue to be a leader in controlling tuition, lowered average borrowing costs for students, and a steady employee-to-FTE ratio. McGregor described the increased salary and benefit costs over recent years and how Longwood has been able to keep a flat employee-to-FTE ratio over that time, emphasizing Longwood's role in the local economy.

Dietrich-Hall asked about the relationship between controlled expenses and unrestricted cash. Reveley said that it's important Longwood have good controls around hiring because we do not control escalation in state benefits, which have risen dramatically. Schmalzbach asked how Longwood's full-time instructional staff compares with peer institutions. Reveley said that Longwood has the highest percentage of courses taught by full-time faculty of any of Virginia's public institutions, which is at the heart of what makes Longwood a special place to study. Dietrich-Hall asked how Longwood compares with average faculty salaries at other Virginia institutions. Reveley said our faculty makeup is different from other universities, but that our pay could improve.

Provost Larissa Smith discussed the Post Graduate Success Initiative, which is built on two principles: Life Design and Practice Career Everywhere. It is in year two, is cross-collaborative in scope, and aimed at helping retention efforts. Kathy Fox began a discussion about networking and the Alumni Association's role in networking efforts.

President Reveley continued to philanthropy and efforts to increase scholarship dollars that are funneled to students. Vice President for Strategic Operations Jennifer Green said that the decreasing amount that students need to borrow at Longwood is directly tied to the University's ability to offer scholarships. She shared several stories of students who had access to higher

education only because of our scholarships. Schmalzbach asked if the University prioritizes merit or need-based aid. Green said that need is weighted more heavily.

President Reveley asked Patterson to speak about mentorship, noting that 65 percent of Longwood alumni say they had a mentor in college, the second-highest rate among Virginia publics. Patterson said that mentorship comes in many forms, and students have the opportunity to make deep and lasting connections with faculty, alumni, and other peers in myriad ways. Reveley added that Longwood's scale is helpful in providing those mentorship opportunities.

Kristie Proctor kicked off a discussion about mentorship opportunities, and how the Board can be involved. Fox, Green, Roberts, and Smith joined in the discussion of different ideas and opportunities for engagement.

President Reveley spoke about the challenges of inflation, particularly its effect on utility costs. He said that the growth in the endowment should make Longwood proud, and that the Longwood University Foundation has a prudent investment strategy and are well on the path to have the first decade in history where Longwood raises \$100 million. Vice President for University Advancement Courtney Hodges updated the board on the University's top fundraising priority of scholarships, saying there are plentiful opportunities for students to impact students now and in the future. Faison and Poliakoff asked about several metrics regarding the endowment. President Reveley also gave a brief overview of other Foundation metrics.

Reports of Representatives to the Board

Student Government Association President Cameron Lowery '27 introduced herself and informed the Board that the SGA is working on three priority initiatives: internal growth, refocusing on their mission, and supporting student organizations by participation and funding.

Faculty Representative to the Board JoEllen Pederson, professor of sociology, spoke about faculty activities over the summer, noting that many are engaged in research projects with students, starting nonprofits, and working with community organizations. She said that faculty work with students year-round, not just during the academic year.

Alumni Association President Kathy Fox '85 updated the board on the calendar of activities that the Alumni Association hosts, including regional events, lunches designed to engage retired alumni, and their work on providing internship and microinternship opportunities for students. She encouraged Board members to attend Homecoming weekend this November.

President Reveley encouraged all Board members who were able to take a tour of the Baliles Center led by Smith.

With no further business, the meeting adjourned at 3:15 p.m.