

**Report from Board of Visitors Meeting, September 12-14, 2019**  
**Lee Millar Bidwell, Faculty Representative to the BOV**

The fall meeting of the Board of Visitors meeting began on Thursday, Sept. 12 with an executive committee meeting from 12:00-3:00 at Longwood House and then Convocation. The general meeting was held Friday, September 13 in the Stallard Board Room, Lancaster Hall. The Board also met on Saturday September 14 from 8:00 a.m.-11:00 a.m. at the Moton Museum for a workshop with Virginia Center for Inclusive Communities.

- Click [here](#) for the complete meeting agenda.
- Click [here](#) for a list of the 2019-2020 Members of the BOV
- Click [here](#) for access to all of the reports and documents referenced in the meeting
- The written report I submitted is located in [Meeting Materials Part 3](#), pages 31-32

Friday, September 13

- **Rector's Welcome and Consent Agenda**
  - Rector Eric Hansen opened his first meeting in this new leadership role by saying he would do his best to meet the high standards set by former Rector Marianne Radcliffe.
  - He welcomed new Board member Cookie Scott and noted that Mr. Gould would not be able to attend the meeting due to medical issues in his family.
  - He thanked Courtney Hodges and her team on receiving the \$15 million gift from Joan Brock, the largest single donation the university has received.
  - He mentioned that the Board had a “good meeting” about the budget with [“Fahrenheit Advisors,”](#) a firm that Longwood University has contracted with to assist with budgeting and financial modeling. The Rector’s comments suggested that some in-depth financial information was discussed at the Executive Committee Meeting the previous afternoon, which was not open to others.
  - Rector Hansen complimented the successes of each Vice President over the past year.
  - The minutes of the previous meeting and the consent agenda were approved.
- **President's Report**
  - President Reveley said he has been reflecting on two September events. First, this year marks the 18<sup>th</sup> anniversary of the 9-11 attacks, which means this year’s class of incoming students was born in the shadow of this world-changing event. Second, this September marks 5 years since then Rector Coleen Margiloff offered a formal apology for Longwood’s role in the events in Prince Edward County surrounding school desegregation.
  - He urged everyone to read the profile of this year’s [Moton Scholarship recipient](#). The Moton Scholarship was established by the Board of Visitors and is funded primarily through donations of Board members.

## REPORTS OF REPRESENTATIVES

- **VP for Student Affairs, Dr. Tim Pierson**

- Dr. Pierson explained that every department in Student Affairs goes through a program evaluation every 5 years. He described restructuring in the office in which “Citizen Leadership and Social Justice Education were redefined to two separate offices—Multicultural Affairs and Leadership Development.” The Leadership Development offices will provide education and support for student engagement offices and student organizations using a newly developed “Citizen Leader Development Model.” (For more information see [Meeting Materials Part 3](#), p. 6). He explained that this model is built to blend Citivae values and objectives into student leadership roles and student organizations. He said with this model, students will “seamlessly blend classroom learning with leadership skills outside the classroom.”
- He reported that he feels confident that hazing issues have been well addressed in the Fraternity and Sorority Life program.
- A psychiatric nurse practitioner has been added through Potamic Health to Student Health Services to address concerns about student mental health.
- The Frasier move-in was exceptionally smooth. In response to a question I raised about faculty and staff being able to tour the new facility, Louise Waller said that when Curry opens next year faculty and staff will be invited to tour both facilities and there will be a big celebration of the completion of the projects.
- The new Aramark leadership team has given the dining hall a facelift and has added new programs that address students’ particular dietary needs.

- **Athletic Director, Michelle Meadows**

- Michelle Meadows reported that they are early in fall sports play. Conference play begins in the next week.
- 1500 people came out to the G.A.M.E.
- She has been talking with her staff about the power of intercollegiate athletics and why what they do in their roles is so important for student growth, noting “Students’ lives are transformed through sports.”
- She reported that she has restructured the department. She has established an executive team comprised of representatives from student athlete development, fiscal operations, athletics communication, and a senior level administrator with a focus on external marketing.
- Katie Pate has been named the new Assistant Director External Relations, and will work on marketing, promotions, and philanthropy. This position replaces Michelle’s former role of Senior Deputy Athletics Director. This year we celebrate 100 years of athletics at Longwood and Katie will be instrumental in organizing and promoting events to commemorate this anniversary.
- Over the summer the film room and the entrance to locker rooms have been improved.

- “Summer Access,” the 8 weeks over the summer where women’s and men’s basketball prepare for the season, has been successful and she sees the teams as being “a step above where we have been.”
- Brittany Dabule is the new Head Women’s Golf Coach and the team shot extremely well in their first tournament.
- Dr. Cook in Leadership Studies is offering a special topics class this semester (that is intended to be made a regular offering in the Leadership Studies minor) in which leadership skills are taught through sports analogies. Athletics is collaborating with Leadership Studies to give student athletes more leadership knowledge.
- She reported that 2 alumni participated in the Boston Marathon this year and former Lancer Michael Osinski has been called up to the Boston Red Sox Triple A team, the Pautucket Red Sox.
- **VP of Strategic Operations, Victoria Kindon**
  - Ms. Kindon’s report focused on admissions and generated the most questions and discussion from Board members.
  - Ms. Kindon reported that admissions is in the “app generation portion of the admissions cycle.” Visiting campus increases the likelihood students will select that university, but surprisingly some students never visit the school they ultimately decide to attend. Admissions is focusing on getting more students to come to campus, particularly over the summer.
  - They have hosted 800 students this summer (2000 have visited campus when family and friends of prospective students are counted.) Lancer Summer Decision Days (LSDD) have a high yield of 50-55% of accepted students attending.
  - Longwood will begin using the Common Application; it launched Sept. 13. Admissions decided to use this application mostly for the marketing it gives the university because students can easily see Longwood’s name, even if they are not familiar with the institution. They expect an additional 300 applications through the Common App. Previously we did not have the infrastructure to support using this feature; we now are using Sales Force as the CRM to manage the Common App.
  - Ms. Kindon reported that admissions is being more proactive with their merit aid strategy. By October first, admissions will include merit scholarship letters in students’ acceptance letters. They are using a variety of strategies to calculate the acceptance rate of merit scholarships and are working closely with the budget office.
  - Admissions is being more transparent with families about eligibility for merit aid. This year they will begin posting a chart that shows what criteria are needed to put students eligible for various aid range amounts. Other schools do not do this. University of Mary Washington did this several years ago but have “pulled back from that,” so Longwood will be the only school using this strategy.
  - Admissions also is helping families better understand the difference between merit aid and need-based financial aid.

- Admissions is working with Academic Affairs to “develop or modify programs” to “align with workforce demands and student interests” (for example, 4+1 programs).
- They also are thinking “forward about affordability.” They are coordinating the merit aid with any athletics aid and packaging the awards together.
- Admissions also is looking for creative ways to offer students assistance that “aren’t just in dollars.” For example, this semester they have offered transfer students free housing and are looking to expand that for spring semester transfer students as well.
- They are taking a year-long look at the campus visit program, including working with student ambassadors on the tour routes and launching a faculty and staff ambassadors program.
- Admissions will be seeking RFPs in the fall to identify a company to do direct marketing. Currently Longwood works with Royal EE, who provides lists of names of students taking the PSAT who Longwood can contact with admissions materials. They expect several firms to submit proposals.
- Ms. Roane directed Ms. Kindon’s attention to the Strategic Plan Principal Metrics ([Meeting Materials, Part 3, pg. 19](#)) and asked a series of questions about enrollment and retention. She asked:
  - What is the target number of applications need to yield an incoming class of 1000-1100? She pointed out that 2019 data show that an estimated 4370 applications yielded a class of 810. However in previous years, fewer applications have yielded the desired class size.
  - What will the size of the 2019 class will look like in 4 years when these students are seniors? She pointed out that assuming the current retention rate of 77% and 4-year graduation rate of 52%, she estimated the graduating class of 2023 would be in the 400s. She expressed serious concern about that small size.
  - What does the BOV need to have insight into to understand the class of both 2023 (short-term) and the class of 2029, for example (long-term)?
- Ms. Kindon replied by saying that the names provided by Royal EE did not “perform well” this past year, which is why we are seeking proposals for a new direct marketing firm. She said she is “engaging deans in dialogue about application generation and deposits by program.” She has looked at data from the past five years for each program and has challenged deans to generate meet the highest number of deposits in the past 5 years for next year. She has shared with them how many applications will be necessary to generate that yield.
- She said last year was both “an anomaly and a trend.” We cannot just focus on Virginia Tech’s unusually high acceptance rate; we need to focus on what we do well and what we can do better.
- Mrs. Margiloff asked what is being discussed, if anything, about revising the admissions tour programs.

- Ms. Kindon replied that admissions is working to make sure that the tours programs are not all the same to engage students differently on subsequent visits after their initial tour. They are trying to get prospective students to identify their interests early and to connect them with people and organizations who fit those interests. Lastly they are updating their tour evaluations.
  - Mrs. Margiloff asked how long it will take for the changes to be implemented.
    - Mrs. Kindon replied that some of the changes already are being implemented, for example, re-examining and addressing campus aesthetics. Other changes will be rolled out as they get established.
  - In response to a question by Mrs. Raible, Ms. Kindon said the target class for 2020 is 1050.
  - Rector Hansen asked how admissions can engage more students to visit campus and apply.
    - Mrs. Kindon said that this year we are allowing students to self-report grades so admissions does not have to wait on high school counselors to send transcripts before considering the application complete. The official transcript will be sent, but students' files can be addressed sooner with self-reporting.
    - Additionally, Admissions can look at the grades students self-report to identify classes that students excel in and identify programs at Longwood that they might be interested in to get them to campus.
    - Also, Admissions is now asking students when they visit what they are "interested in" rather than what they want to "major in." Such wording is less intimidating to students and helps Admissions better identify programs that would be suitable for the students.
    - Admissions is collecting more information when students initially visit to help encourage students to come back a second time.
    - There is a database that high school students can access where they can see the colleges/universities to which other students in their school are applying; if a student applies to Longwood, others can see that and perhaps begin to consider visiting here as well. Admissions has data on how many applications come from and what the yield is from every high school in Virginia. Admissions then tailors different strategies to different schools depending on whether they are trying to increase applications or yield. We also have similar ways of tailoring marketing to various community colleges.
    - She noted that our 4-year graduation rate being over 50% is a relatively recent milestone and it is growing. The retention rate has been hovering in the same range for some time.
- **VP for Academic Affairs/Provost: Dr. Larissa Smith**
  - Dr. Smith began by noting that the LU Nursing program was recently named #1 in Virginia and one of the top nursing programs in the nation by RNCareers.org.

- This year 32 new faculty were hired; 21 of whom are on tenure track (3 of whom were moved to tenure track from lecturer or clinical educator positions). 80% of LU faculty are full-time, tenure track, compared to a national average of 35% in 2015.
- We are an attractive place for new faculty to work because we have support for faculty scholarship, have built a robust faculty enrichment center, and Civitae invigorates faculty.
- There are initiatives this year to increase faculty diversity. This will be facilitated in part by a new hiring computer system that will help recruit faculty in more places and reach out to a more diverse candidate pool.
- Civitae is showing early “bumps in retention.” This year 67 pillar classes, plus CTZN 110 and ENGL 165 classes are being offered, as well as 28 perspectives level classes. Symposium level course development begins this year and will be a 2-year process.
- The QEP has concluded and now we are in the process of thinking about what the future of student research will look like at Longwood. Dr. Barber has been named Director of the Office of Student Research.
- This is the second year of the Enrollment Management Team. They are working to find ways to make current programs more attractive and innovate new programs. Dr. Power de-Fur, who will assume the 18 month appointment of Interim Dean of the College of Education and Human Services in January, will head up a task force to examine how to bolster allied health programs and examine the teacher preparation program.
- Longwood will begin piloting a 2+2 Early Childhood Education program in partnership with Patrick Henry Community College in the fall of 2020. This program will be the only one in which students can receive certifications in both birth-to-5 year and K-3 education. If successful, this program can be expanded to other community colleges and the native LU student population.
- The MBA program will convert to a fully on-line program in May 2020.
- Cameron Patterson and Cainan Townsend have been appointed to statewide boards, reflecting their valuable leadership at the Moton museum and beyond.
- Rector Hansen said he was happy to see the focus on project based learning in the curriculum because “that is what employers are looking for.” He said that in his work (he is CEO of [Innovative Wireless Solutions](#), Lynchburg, VA), he hires many engineers and STEM degreed people. However, what those students need combined with their math/science knowledge is project based learning, where “they combine that knowledge with creativity, team work, and critical thinking.” He also is happy that Longwood is using feedback from “external inputs” [employers] on program development and curriculum innovation.
- **VP for Administration and Finance, Ms. Louise Waller**
  - Ms. Waller first expressed gratitude from her husband, Dr. Bennie Waller, for being awarded the Simpson Distinguished Professorship.

- The budget numbers presented in the Board materials ([Meeting Materials Part 2, p. 38](#)), represent the first 30 days of the fiscal year with the tuition and fee figure coming from Summer II and early fall semester tuition from payment plans. Salary savings from positions are now being kept in their VP area. Ms. Waller said “overall we are happy with the financials.”
- The following construction updates were provided:
  - The New Academic Building is past 50% completion rate and is scheduled to open in fall 2020.
  - Radcliffe Hall is now 95% complete. The fire marshal has approved life safety systems. They are now moving in furniture, have a final inspection scheduled for 9/23, and offices will move in in October.
  - The Wheeler Steam Distribution work has begun but the bulk of that project will be completed after commencement and into next fall.
  - The new facilities building is scheduled to be completed in fall 2023 if all funding is approved.
  - The Wygal replacement building project is in the stage of hiring an architectural firm.
- The university has acquired the house at 309 Beach St. LU now owns all of the properties on that block except 2 Walk-To-Campus properties, which she is “confident we will be able to acquire in upcoming years.”
- Many new trees will be added to the LU landscape soon.
- One challenge being faced is the challenge of managing plastics. The cost of recycling has escalated with China no longer accepting our plastics. Student representatives are working with her office to help identify ways to handle plastic waste.
- The Small Business Development Center has received a \$100,000 grant for business development in our region.
- Dining hall improvements were applauded.
- **VP for Institutional Advancement, Ms. Courtney Hodges**
  - Ms. Hodges began by saying that “philanthropy is a seed of transformation,” pointing to the Moton Legacy Scholarship, the Simpson Distinguished Professorship, the Edward Gordon Nursing Simulation Laboratory, and the Cormier Honors College as examples.
  - Her office is exploring 4 questions to increase giving:
    - How to best reach new donors
    - How to strengthen messaging to potential donors
    - How to visit more alumni
    - Where are areas of opportunity
  - She reported on 4 new efforts in coming months:
    1. Women and Philanthropy Event at the end of September. 100 people already have registered. Joan Brock is among the speakers. 75% of LU alumni are female and there are some gender differences in giving preferences and patterns. This 2-day event is designed to answer questions and give guidance

to women regarding philanthropy. Students also have been invited and their response has been strong.

2. Family Scholarship Program. The goals of this program are to get new scholarship dollars on campus, get new donors engaged, and have an immediate effect on students. See [Meeting Materials Part 2, p. 46](#) for more details.
3. Tip-Off Celebration for Men's Basketball. This event is designed to rally fans around the team and increase giving.
4. November 7 Day of Giving. A second day of giving has been added to the year. This event is focused on raising scholarship dollars and educating donors about how to help fund scholarships. The message of this day is that scholarships can be funded with small donations, not just large gifts.

- **Reports from Representatives to the Board**

- LU Foundation Board:

- Mr. Lewandoski reported that the Foundation Board has been a partner in the Family Scholarship Program.
- They have distributed \$18 million for the student emergency fund and \$1000 for Elwood's Cabinet.

- LU Real Estate Foundation:

- Mr. Walsh said they are very proud of how the Frasier project turned out and complimented Ms. Waller and Mr. Frisbie-Fulton on their hard work.
- The Brock center will be phenomenal. He predicted that in 10 years we will "wonder how Longwood has been Longwood all these years without the Brock Center; it will be the epicenter of student life."
- Hull Springs Farm is in Phase 1 of developing the housing and learning center. "This project will bring Hull Springs Farm into the vision everyone has had for it, and will take the banner of LU into an area of the Commonwealth where it doesn't have much exposure."

- Student Government Association:

- Haleigh Pannell, SGA President, reported that students are happy working with the new dining hall team. SGA used to have to spend most of their meeting time dealing with issues related to dining issues and now they can tackle larger issues.
- They have worked to help revamp the emergency communications with students, and are keeping the monthly Campus Town Hall series this year.
- SGA leaders and diversity team representatives are meeting with the President three times a year to discuss campus climate.
- Next semester an intercultural center is opening in the Clark House.
- The National Panhellenic Council is moving to the old Cormier Honors College house on Pine St.
- SGA is conducting a Penny War to raise money for relief in the Bahamas.
- Freshmen class elections have had the highest freshman voter participation rate in years. 14 candidates are on the slate.



- SGA is working with Aramark and others to have a meal donation plan where students can donate a meal from their card to provide a voucher to students in need.
- Faculty Representative to BOV
  - I summarized the information from my written report to the Board (the link is available at the top of this report.) Thank you for reporting to me the many professional activities you did over the summer; it was invaluable in communicating the variety of ways we continue to do our jobs and serve the university and beyond even when we are not officially “on contract.”
  - In my role as Faculty Representative (described in Section VI, A, Article XIV of the [FPPM](#)), I serve as a conduit of information and concerns between the faculty and the BOV. In this report, my goal was to describe the plethora of activities the faculty do over the summer and simultaneously convey our concern about enrollment.
  - In my oral remarks, I emphasized several points. First, the faculty is very professionally productive over the summer months. Second, faculty members are very dedicated to Longwood and its mission. Therefore, we, like the Board, are very concerned about the small size of the incoming class. We are actively involved in recruiting and retaining students through the many outstanding educational opportunities we provide students. I mentioned 3 examples that illustrate how faculty efforts contribute to attracting and retaining students: Dr. Amorette Barber’s collaborative research with students resulting in a patented cancer treatment; Dr. Sarah Porter’s *Longwood Summer Scholars: Exploring Science* program that exposes high schools students who are typically underrepresented in STEM disciplines to college level research, laboratory skills, and professional skills; and Dr. Brian Bates’ NSF grant that will allow students from rural, first-generation, low income or educationally disadvantaged families to gain scientific research through both scholarships and stipends.
- LU Alumni Association
  - Alumni Association president Becca Shelton reported that they had 6 new members this year and had a change in leadership.
  - They believe that an engaged student is an engaged alumni. Therefore, this year they are working to engage current students through Longwood traditions. They are planning a Ring Ceremony for juniors and seniors for March 21, 2020. Students who have purchased class rings will have the rings left in the Rotunda with Joanie the night before the ceremony. The day of the ceremony, family and friends join the students for the ring presentation and lunch with members of the Alumni board and President Reveley.

- The association is working to connect alumni and recent graduates through activities across the state, and also are hosting the annual Alumni Achievements Award ceremony on March 20, 2020.
- In October they are hosting their first-ever Career Changers Bootcamp designed to help mid-career professionals make career changes.
- Staff Advisory Committee
  - Suzanne Stetson, Co-Chair with Kathyn Nasburg, reported the committee is complete with 15 members.
  - They began an Office Recognition program, in which the Committee selects the first office for recognition with a platter of pastry from Starbucks and then that office “pays it forward” to another office.
  - They continue to assist with the Annual Staff Awards Reception.
  - They held an Ice Cream Train on Brock Commons on May 14, 2019 and donated the remaining ice cream to Facilities Management and hosted a Welcome Back Reception with a “Welcome Aboard” theme on August 12, 2019.

*The Board recessed for lunch and to tour Frasier and the New Academic Building from 12:20-2:30.*

- **Meeting with Peter Blake, Director, State Council of Higher Education for Virginia (SCHEV)**
  - The meeting resumed after lunch to allow for a one-hour conversation with Mr. Peter Blake. Mr. Blake discussed what SCHEV is, how it works, initiatives they have, Longwood’s 6-year strategic plan, and how that intersects with SCHEV’s needs.
  - SCHEV is a 13 member board. By statute they must have an economic development representative and a sitting K-12 superintendent on the board so that colleges are sensitive to employers’ needs and there is good communication with the elementary/secondary school pipeline that feeds them. Currently, former Interim President Marge Connelly and former rector of the BOV Marianne Radcliff serve on SCHEV.
  - The responsibilities of SCHEV include:
    - Periodically producing a statewide strategic plan. The current primary goal of the plan is “Virginia will be the best educated state by 2030.” The metric for success is 70% of working age population holding a secondary degree or workforce certification. Currently Virginia is in 6<sup>th</sup> place.
    - They must approve new academic programs.
    - They monitor enrollment projections.
    - They coordinate the 6-year strategic plan process
  - The “gathering clouds on the horizon” of higher education that he identified are:
    - A drop in high school graduates by the end of the decade. No longer is there 2-3% annual growth in the number of high school graduates, as we saw several decades ago.

- Changing demographics. The fastest growing group of college students (low income, first-generation, minority students) is the “group higher education has traditionally least served.”
- A growing aging population needs to be supported by a smaller number of young people.
- 99% of jobs coming out of the recession require some education beyond high school.
- Changes in technologies are disrupting the market in higher education (e.g., on-line programs such as produced by non-profits like Purdue and Arizona State, and for-profits)
- The cost of education leads to exceedingly high student debt.
- He said that SCHEV is interested in and impressed by Longwood’s commitment to project based learning that merges STEM fields with creative and critical thinking skills. Employers complain about poor writing quality of college graduates and liberal arts degree programs such as Longwood’s helps alleviate that problem. SCHEV also is very impressed by our interdisciplinary programs.
- Longwood was complimented on their new BS in Early Childhood Education that is in the pipeline, our outreach to first-generation college students, and our close partnerships with community colleges. He also noted that we are one of the largest employers in the area, providing vital economic development.
- In response to a question about whether SCHEV can regulate the enrollment of state universities, he said absolutely not. Virginia Tech had a higher than expected yield this year, but they plan to target a smaller class next year of about 4500 as compared to the approximately 6000 they yielded this year.
- The board discussed with Mr. Blake ways to increase the profile of Longwood in the Commonwealth and control tuition costs.

*The meeting adjourned at 3:30 and the Board went into Executive Session.*

**Respectfully Submitted,**

**Lee Millar Bidwell**

**Professor of Sociology**

**Faculty Representative to the BOV, 2019-2021**