

President's Advisory Council Meeting

April 14, 2026, 3:30-5:00 p.m.

Location: Stallard Boardroom

The faculty are grateful for...

- Our hard-working Buildings and Grounds colleagues, who have the campus looking beautiful.
- The many campus tours of prospective students and their parents, so ably arranged by the Admissions Office and hosted by our Longwood Ambassadors.
- The generous donation from Dr. Greenwood.
 - Can you tell us more about the Longwood Keystones for Academic Excellence (KAE Fund) that will be established from this bequest?
 - The KAE fund (pronounced “Kay,”) is an incredible donation that establishes a large endowment that can be used to get new ideas started in the areas of academics and student experiences. The mechanics of how proposals will be submitted will be determined in the future. The fund will provide seed money to support new initiatives, but won't be used for continual funding of projects. The acronym for the fund is named for Dr. Greenwood's mother, who went by Kae. Courtney Hodges and the team in Advancement did a great job helping Dr. Greenwood establish the fund that honors her mother.

Committee Transparency

In your March 5 email, you shared that you formed a committee—composed of the Provost, the Faculty Athletics Representative, the VP for Strategic Operations, and the BOV Secretary—to work with you, the Athletics Director, and others around campus to assess “enrollment opportunities.” We would appreciate learning more about this initiative:

- Could you share the committee's formal charge and whether it has an official name?
- How was the committee's membership determined, particularly with regard to faculty representation?
- Who are the “others around campus” who will be involved in conversations with the group?
- What avenues will be available for faculty beyond the Faculty Athletics Representative to offer input?
- What is the anticipated timeline for recommendations and any subsequent decisions or implementation?
- How do you envision updates being shared with the broader campus community?
- In what ways will student perspectives be invited and incorporated into the process?

President Reveley said this is an ad-hoc committee (not permanent) called the Enrollment Opportunities Review Committee. 2026 is the year the demographic cliff hits with less potential freshmen than the year before. This committee is a way to think of ideas that would be straightforward to implement with enrollment opportunities that add to the revenue of the university. Key opportunities the group will explore include athletics and music. Also, new academic programs, like some that we're waiting on SCHEV to approve, are potential ways to increase enrollment without costs that exceed the revenue generated. There are other opportunities on the athletic side that could bring in resources without significantly raising expenses. Cross-country is an example of how we were able to bring in academically strong students who don't receive significant scholarship money, which brings in revenue to the university.

The hope is the committee comes back with some ideas over the summer that we could begin to think about in the fall. A potential timeframe might be to hear from the work of this group by the opening faculty meeting or in September. We are doing well from an admission and enrollment standpoint, but we need to keep looking to see how we can add to that. There are also some philanthropic elements to it to see how we implement the committee's work. For instance, if there is an idea that is appealing, could we get donor dollars to help with the start-up costs instead of figuring out the funding after the fact? As such, Advancement could be involved, too. This is not a holistic look at enrollment, but rather just seeing if there are some ideas worth exploring.

Dr. Bidwell asked how student voices will be connected to this?

President Reveley shared that there have been focus groups with students to see what brought them here, and it will be important to have that voice in the process. Dr. Bidwell said she received feedback from people across campus after President Reveley sent his March 5 email that they suspected the committee would be used to bring football to campus and asked if he could put that rumor to rest. President Reveley said this topic is one he is asked about often in the 14 years he has been here, and he has tried to keep the conversation realistic about what really could happen. He can conceive of adding football, and this committee is an orderly means to think through the idea as a possibility. It would need to bring in enrollment dollars, make sense financially, and be in the spirit of Longwood. If that is the case, the President said he is not opposed to the idea.

Our student athletes are by and large good students. Compared to other universities, we aren't at the bottom of the number of athletes enrolled but not at the top either. So we are looking at the ways athletics could help us grow enrollment; are there thoughtful programs we can add that enhance an aspect of athletics, entice more students to come, but not drive costs? It would be important to balance what is coming in with the expenses. President Reveley mentioned volleyball as another option that the committee is considering. He also stated there are ways to

build enrollment around the construction of the new Music building. Some ideas include expanding the Pep band and considering a Marching Band. He noted that Provost Smith had shared ideas about using the Nance Room for the Marching Band's locker room, given its proximity to the new music building.

Dr. Bidwell asked why athletic scholarship dollars are limited to certain sports.

President Reveley said there is a question of fairness. Longwood has always been about gender equity. Some sports get more scholarships than others. Some of that is based on the broad way that college sports have come together. Bigger universities don't fund sports at the same level either (e.g., cross country at UVA would also receive less in scholarship money than basketball). Some athletes who are strong academically might get just as much aid in academic scholarships because they are good students rather than an athletic scholarship. The President mentioned that regardless of scholarship levels across sports, he would be utterly demanding about the gender equity of it all.

Dr. Pederson asked about the methodology the committee is using. She commented that nationally some of what is being heard is that athletics isn't a good return on investment for higher education.

President Reveley said it is hard to be a big school (Michigan, etc.) as their athletic costs are rapidly growing. JMU and ODU, who are endeavoring to compete at the highest level, are struggling to pay for the costs associated with the programs. It is also a tough time for the D3 schools that are trying to stabilize enrollment through athletics - they tend to create teams from students that are already enrolled rather than attracting students to enroll *in order* to play a sport. Our area of D1 is a good place to be. Our sports, like cross country, attract students to come to Longwood to play their sport without being super intensive from a scholarship standpoint. We don't have the travel budget demands that other conferences might have because the Big South schools are geographically contiguous. Students have a lot of appetite and demand for the D1 roster spots that we have, but we do not have the NIL issues and costs that are going on at other big places. Are there places we can advance or revise athletics so we can encourage more students to come so the revenue is more than the costs of the sports. How much recruiting influence would a sport have and would it be a net good for us? How much does it cost to operate it? Is that sport a good return on the investment? A similar lens would apply to a pep band or marching band. These are the questions the committee will consider. Ultimately, the methodology is financial - does the enrollment revenue coming from x, y, and/or z outpace the cost? Dr. Bidwell commented that it is going to be difficult to measure.

High Street Theatre

The University invested in invigorating the [High Street Theatre](#) in the fall of 2024 by hiring a paid director. The theater, designed to serve as an additional arts space to strengthen connections

between the university and the broader community, has been operating with the additional resources for almost two years.

- How does the university assess the impact and success of the High Street Theater? How does the university track attendance, usage data, or community impact metrics for the High Street Theater, and if so, how are those data shared with campus stakeholders?
- How does the High Street Theater fit into the university's broader strategic goals for community engagement and the arts? What strategies are currently in place to promote the theater beyond university-centered channels to reach broader community audiences?
- Are there plans to partner more intentionally with student organizations, campus departments, or local community groups to increase visibility and participation?

President Reveley said there were two ways to look at it: 1. what we owe to Farmville (civic minded), and the 2. curb appeal of the businesses along High Street. The theater was envisioned with those two things in mind. President Reveley was eager to get something in the space that was more welcoming during recruitment visits. The other issue is what a university owes the surrounding community. It is good for a college town to have an art house theater. There are all sorts of things we should be doing to be helpful to Farmville and Prince Edward.

The High Street Theater is operated by the Real Estate Foundation and operates on philanthropic dollars. LCVA, Moton, and Baliles Center are additional ways we are supporting the broader communities.

Dr. Bidwell asked what kind of information we have about attendance and use of the theater. President Reveley said he would look into that data. He mentioned that, from a curb appeal standpoint, if a couple of families decide to come to Longwood because of the theater (instead of other, less appealing types of storefronts), it's good. The theater is not a high cost operation.

Dr. Pederson shared anecdotes of low attendance at the theater and expressed concerns about prioritizing money spent on curb appeal vs. pay for lecturers teaching 10 classes a year. Trying to balance how we allocate resources is a concern.

President Reveley shared there are things we spend money on that are good for the community that faculty don't question, like the LCVA, Moton Museum, and community events. Are there trade-offs to doing that? – yes. The High Street Theater sat empty through Covid. Trying to balance the nice-to-haves vs. the need-to-haves is important in this climate. Farmville has really made a lot of changes in the last 15 years to be identified as a college town. There are things we pay for in the town and community that are not cost neutral for Longwood but are for the good of the community.

Dr. Pederson and Dr. Bidwell also shared examples of the High Street Theater not being interested in working with faculty/offices, and concerns that it hasn't done well reaching out to

the community. They both also expressed that the LCVA and Moton connect the town and the university very well and very often..

Continued Progress Updates on Issues Raised in Previous Meetings

- What have you learned about instituting a tuition waiver for faculty and staff dependents? What are the challenges in doing so and how can they be addressed? What would be the process and timeline for getting such a policy proposed and approved?

President Reveley has been working on this. A few dozen staff take advantage of the benefit that is offered now. President Reveley is working through the state rules in this area. He'd like to use this summer to think through issues, have a fuller discussion of details in the 26-27 academic year, and have a process implemented in the 27-28 academic year. He thinks we can get there, and it could be very meaningful. The basic challenge that he faces right now is that there are a lot of state policies and procedures about what can be waived, what has to be backed by cash, etc. Dr. Bidwell said that a tuition waiver is a way to achieve some of the goals of the Enrollment Opportunities Committee, and the President agreed with her.

- What is the progress on developing a centralized forum for sharing information about parking lot closures and campus and community events and could it be in place by the fall semester?

President Reveley shared that there had been progress – there is an arts calendar that went live. The ultimate hope would be that there is a central hub of all calendars - he is still trying to work on it. Parking lot closures can be frustrating. Many times parking lot closures are related to athletics and admissions. Admissions events are obviously important, but it is also important to communicate clearly about any interruptions. Can there be better predictability on when those lots will be open? He is working on that over the summer.

Proactive Planning and Vision for Longwood's Future

- In a recent campus presentation, a dean candidate said that colleges should “teach hope” and prepare students to shape the future rather than simply react to it. Given the challenges facing higher education, how do you see Longwood actively shaping its own future? What gives you confidence that the University will come through this period even stronger?

President Reveley is optimistic of the future. Part of that is the nature of what we do. The students' vibe and being around young people help to give you hope for the future. He is hopeful for the world. He is optimistic for the country and that we'll wake up and the long national nightmare will be over based on history. There is the prosaic level that we are lucky so far with enrollment. We aren't built on getting bigger every year, and we are within the band of

where we've been historically. We have a good Admission's team and group working together around campus. We are lucky that fundraising keeps going well for us. In 2010-11 the endowment was just over \$30,000,000; today it is close to \$120,000,000 with strong momentum for the future. Another metric to look at is enrollment dollars per full time student. We sit at around 23,000 endowment dollars per full-time student enrolled. While we aren't on the level of UVA, who has a 6 figure amount per student, we are doing better than some other state schools who sit at around 7,000 endowment dollars per student. Philanthropy is going in the right direction.

We are lucky to be a VA public institution. The state is well run and stable. SCHEV can be an unloved facet of state government, but provides a buffer from a lot of state politics.

We are lucky geographically that Richmond and Chesterfield are growing areas that can be a path for future students. At a deeper and more profound level, our people here are great. We have good conversations, like this group sitting at the table talking about issues. We care about each other. We've doubled down on full-time professors in the classroom at a time when other universities are walking away from that commitment. We are still focused on the people who teach here at Longwood. The in-person connection is important to us. As AI sweeps over things, that human connection is going to be what people are craving. The President is hopeful because he believes that what we do best (the in-person experience) is going to be the model that works best in the long haul. Lives and careers are made here at Longwood.

Lee thanked the President for meeting with the committee throughout the year.

The meeting adjourned at 4:40 pm.