

## Longwood University Planning Council (UPC)

### Minutes

January 31, 2017

**Present:** President W. Taylor Reveley IV, Troy Austin, Xun Bian, Rhonda Brock-Servais, Roger Byrne, Stephanie Carwile, Paul Chapman, Ken Copeland, Jeff Halliday, Susan Hines, Courtney Hodges, Brett Hursey, Naomi Johnson, Victoria Kindon, Virginia Kinman, Matt McGregor, Jonathan Page, Jeannine Perry, Tim Pierson, Justin Pope, Sarah Porter, Lissa Power-deFur, Brent Roberts, Michelle Shular, Charles White, Kim Wingo, Dillon Yonker, Susan Cottrell (recorder)

**Absent:** Courtney Jones-Addison, Bettie Bass, Alix Fink, Mark Kendrick, Cathryn Mobley, Joan Neff

### **Call to Order**

The University Planning Council (UPC) met on January 31, 2017 at 4:00 PM in Blackwell Ballroom. President Reveley called the meeting to order and welcomed all members and guests. He noted there are three things the UPC does that is relatively rare in academia: (1) spend time thinking about important university issues (2) think about with depth the areas of strategic focus and (3) focus on the broad current issues facing the university. Many places do not have an opportunity like this with representation from across the university. President Reveley called for approval of the minutes and thanked Teresa Irish. Brett Hursey so moved and minutes were accepted.

President Reveley said the country is more divided than it has been in memory and that is cause for concern. He said it remains important that the work of higher education not be weighed down by association with partisan politics. Regarding the General Assembly, he indicated this year's session was a challenging one for higher education. Regarding the budget, Longwood appears to be on track to needing to close a gap of about 1 to 2 percent in this year's budget. This requires attention but is a workable figure that should not cause undue concern. The university will continue to work to achieve regular improvements in compensation.

President Reveley noted Virginia is facing demographic challenges. He brought up the demographic plateau and indicated college-going demographics will not improve for another decade. He pointed out we should all be proud that Longwood is continuing to thrive. The enrollment dip this past fall was mainly due to a smaller freshman class, smaller graduate programs due to attempts to rebuild the program and the fact that the four-year graduation rate is over 50 percent for the first time in over three decades, which means fewer 5<sup>th</sup> year students at Longwood.

President Reveley reflected that since 2012 state-wide enrollment has been down. Only six institutions have seen growth. They are Longwood, William and Mary, George Mason, James Madison, VMI and Virginia Tech. He mentioned the re-working of the curriculum and he is proud that citizen leadership is our North Star and that we are ahead of the curve. He shifted the

attention to development efforts stating that raising money for academics has proven a success. Institutional Advancement's first six months of FY17 have generated more than \$9.3 million, the majority towards academics. The town is doing well, with excitement building around the new bookstore planned for Main Street, the Wine Bar and new hotels. He stated the college town vibe is taking hold.

Victoria Kindon introduced the new Dean of Admissions, Jason Faulk, and thanked Melissa Sheppard for her efforts. Tim Pierson announced that construction is continuing on both the student success center and university center. He noted there have been many changes to campus since the debate and it is fun to watch. He stated the students are excited about the university center.

### **UPC Committee Updates**

Compliance Committee – Virginia Kinman announced the committee pulled together a working group for drafting of policy for the proposed assessment committee. She spoke about the addition of assessment to the UPC Charter as a standing committee. President Reveley noted Longwood does a lot of non-coordinated assessment and he believes this committee will be helpful. He mentioned having Academic Affairs, Student Affairs and Athletics at the forefront of assessment and to all think about SACS evaluation in two years. SACCO is going through a major revision of principles at the moment. As a recommendation of the Compliance Committee, the creation of a new Assessment Committee was then approved unanimously by the UPC, and President Reveley noted that he and the other co-chairs of the UPC would look to identify co-chairs for the new Assessment Committee by the time of the next UPC meeting in the spring.

Diversity Committee – Naomi Johnson reported that the climate survey was much more complex than originally anticipated. Committee members are attempting to create a basic understanding of Longwood's standing concerning diversity. They are planning a retreat on February 22. Dr. Glenn Hughes, leader of UVA Common Ground, will be leading the retreat. She mentioned the last few days and reactions to President Trump's immigration ban. Jonathan Page stated he has talked to students across campus. He read a letter to President Reveley concerning student anxiety, open viewpoints and tolerance, and the importance of publicly supporting the ideals of diversity. He stressed the importance of modeling how to engage in civil discourse. President Reveley answered with this is an issue he is passionate about and reiterated the challenges that are part of the current era of political division.

Finance Committee – Ken Copeland mentioned he has been paying close attention to the General Assembly in Richmond. The Governor's budget was announced on December 16<sup>th</sup>. They are working on re-forecasting the budget. He noted Longwood had continued to fund compensation increases with its own dollars last year even when state funding for them was lowered in the middle of the budget cycle. Mr. Copeland reviewed the factors leading to challenges between now and the end of the fiscal year and urged everyone to be cautious with discretionary dollars.

Jeff Halliday says the committee is planning a budget forum to take place sometime before Spring Break and he would like to make it as inclusive as possible. Tim Pierson mentioned it would be helpful if staff understood that their budgets would not be decreased if not used. Mr.

Copeland emphasized that is not how budgets are constructed, and said the issue of campus compensation has been of central importance for him and urged everyone to be prudently frugal.

Purchasing Committee – The Purchasing Committee has not met since October. They are still looking at equipment needs and waiting for some direction. They will be reaching out for input and thought to what the next step will be. Ken Copeland mentioned the state contract with The Supply Room and their very favorable pricing. He also mentioned the cost savings involved with usage of full service copiers versus desktop printers. Toner is expensive and tremendous savings could be gained.

Technology Committee – The Technology Committee gave an update concerning Banner changes. The first group to launch this will be the Human Resources Department.

### **National Marketing**

President Reveley transitioned to the topic of National Marketing and outlined why it is a strategic initiative. (1) There is a remarkable story to tell about Longwood University and Farmville including the relationship of between Longwood and the Moton Museum and the fact that the Attorney General Building in Richmond is now named after Barbara Johns. (2) He pointed out many students will not end up with careers in Virginia so Longwood being known nationally is particularly important.

Troy Austin, Courtney Hodges and Victoria Kindon presented a slideshow pertaining to marketing for Longwood. Ms. Kindon highlighted the benefits of marketing communication while emphasizing that by executing trend and digital advertising and taking advantage of word-of-mouth, encouragement of social media, creating a sense of pride and engagement. She also pointed out the differences between earned media versus paying for advertising. Troy Austin highlighted the benefits of engaging in Division I athletics. He stated it benefits everyone at all levels due to (1) similarity of peer groups, competing for recruits, etc. (2) creating opportunities for students to compete at the highest level – it attracts athletes of the highest level and also attracts walk-ons (3) raising public profile. He emphasized the benefit of exposure the D1 level gives the university. Over the last eight years we have been broadcast regionally and nationally 27 times. Over the past couple of years we have had more exposure on ESPN and FOX most likely due to the Big South membership. Mr. Austin stressed the Big South memberships helps amplify and continue our name recognition. He announced the Big South is just beginning a marketing campaign for all members to include billboards and online promotion. He briefly mentioned the Shentel deal for home basketball games. Courtney Hodges discussed alumni participation, while stressing alumni participation rates are decreasing across the nation. She said alumni participation at Longwood is increasing and it takes a lot of effort just to increase the rate by a small amount.

Victoria Kindon announced the university has exceeded the goal of 5,000 applications by February 1. She noted financial aid letters went out earlier in the day, months ahead of previous years, and deposits are up from this time last year. Jeff Halliday asked whether any data was

available concerning the impact of the debate. President Reveley said there are strong metrics regarding media impact, estimated at \$83 million, but in the long-term the key metrics concern admissions impact. Courtney Hodges pointed out the benefits for philanthropy and the major gift side including larger donors seeing it as an investment and gave the early childhood center and the Brocks as examples.

President Reveley closed the meeting by thanking everyone for attending and noted the importance of everyone getting together in a forum like this. The tentative date for the next meeting is April 13<sup>th</sup>.