

LONGWOOD UNIVERSITY
Restructured Higher Education Financial
and
Administrative Operations Act

Part A – Institutional Narrative

Mission Statement:

To transform capable men and women into citizen leaders, fully engaged in the world around them.

Approved by the Longwood University Board of Visitors, March 24, 2007

At 168 years old, Longwood University is the third oldest public institution in Virginia and was the Commonwealth's first state institution of higher learning for women. Its roots go back to March 5, 1839, when the Farmville Female Seminary Association was incorporated by the Virginia General Assembly. It has survived the Civil War, with battles in front of the campus, and several devastating fires, including the Great Fire of 2001. Longwood began graduate degree programs in 1955, became coeducational in 1976, and moved to university status in 2002.

Today, Longwood University is a comprehensive university offering 22 undergraduate majors and 41 minors, four graduate degrees with 20 concentrations, and three different "licensure only" programs. In keeping with its mission statement, Longwood University provides its students with the knowledge, skills, and experience to be successful in their chosen career and to be citizen leaders in their communities.

For the 10th consecutive year, Longwood is included in the America's Best Colleges 2006 rankings by U.S. News & World Report, maintaining its #11 Tier One position ranking among public Southern universities that grant master's degrees. The University moved up to the 31st position for public and private Southern universities offering master's degrees.

Additionally, Longwood is one of only 146 schools in the Southeast listed as a "Best Southeastern College" in the 2007 Princeton Review. Student opinion data from a total of 654 schools is featured on the Best Colleges: Region by Region section of PrincetonReview.com.

Longwood University requires the application of knowledge, a demonstration of leadership and contributions to the community from its students. Students must complete an internship within the student's area of study or conduct undergraduate research working with a faculty member. Additionally, students at Longwood are encouraged to be active, to be leaders and to participate in one of the many opportunities and leadership programs available that will help them become citizen leaders. Longwood students are generous with their time and volunteer in the local community, many in activities related to their majors, thus providing a "hands-on" learning experience.

At Longwood University, we believe that an education that combines class and scholarly work with the opportunity to apply that knowledge is a quality education that gives our graduates an advantage.

Access and Affordability:

Traditionally, Longwood University educates Virginians, with 95 to 96 percent of its student body coming from Virginia. Over the past ten years, Longwood has increased its admissions standards while increasing its enrollment. Headcount enrollments continue to grow annually. Minority enrollments comprise 13 percent of the 2007 headcount enrollment. Longwood is projecting an average of 4.6 percent increase annually in its undergraduate/graduate headcount enrollments between fall 2005 and fall 2014.

Critical issues facing the University in providing access are (1) having a sufficient number of faculty to teach the classes and (2) retaining quality faculty. Currently, Longwood needs 30 additional faculty members. To address these issues, the University will need to hire five new faculty members each year of the three biennia and will need to address salary issues related to retaining faculty. For the fall of 2007, the University had to recruit 40 new faculty members.

To meet the University's enrollment projections and the State's goal of targeting under-represented populations, Longwood has secured the services of a nationally ranked marketing firm to assist in an integrated marketing plan. Longwood will increase its admissions recruitment activities, including high school visits, open houses and community programs. Emphasis will be placed on recruiting at high schools with low college-going rates and those that serve underrepresented populations. In order to improve our recruiting strategies with these students, University recruiters will participate in staff development workshops geared toward recruiting underrepresented students. In addition, an alumni recruitment network will be established with the goal of increasing student diversity. Increased recruitment and retention of graduate students is also a priority.

Longwood University has developed a uniform transfer agreement, which has been signed by all 23 community colleges. This will guarantee community college graduates access to Longwood University. Longwood also has an agreement with Richard Bland College where its graduates can be admitted into Longwood's Teacher Preparation program.

Longwood will expand its online offerings at the undergraduate and graduate level, thus increasing accessibility to those who cannot come to campus for courses or programs.

In Virginia the cost of an education at a public institution of higher learning is shared by the State and the student. After the budget reductions of September 2007, the State pays 51.9 percent of the cost and the student pays 48.1 percent at Longwood University. Historically, Longwood University has always lagged behind other institutions in the funds received from the Commonwealth. Longwood's general fund appropriation is approximately \$1500 less than the average for all four year institutions yet Longwood educates one of the highest percentages of Virginia students.

In setting tuition, the first consideration must be budget mandates such as the University's portion of any faculty and staff salary increase and increased employee health costs. The result is that for Longwood, a one percent increase in tuition generates approximately \$138,000, so it can take a four to five percent increase to fund just the required salary increases and then additional funds are needed to cover increased utility, insurance, other fixed costs, and debt service.

The University Board of Visitors and the senior administration realize the importance of keeping the cost of education affordable. To ensure that the University is not pricing itself out of the market, a price elasticity study is conducted annually and the findings from the study are used in forming the tuition and fee recommendation that is made to the Board.

The Longwood Financial Aid office monitors students' ability to pay and other factors and projects the shortfall the tuition increase may create for some students. The University then sets aside a portion of the revenue generated from the tuition increase to close the financial aid gap. The Financial Aid Office conducts financial aid counseling at open houses and other venues to help students understand the availability and sources of funds.

In addition to the financial aid provided by the Commonwealth, the Longwood University Foundation has an endowment of \$30,519,084 that is dedicated to scholarships. The Foundation distributed \$922,092 for scholarships in 2007. Additionally, the University is in the process re-packaging several scholarships to better leverage the funds. The University is committed to continue raising private funds for student scholarships.

Degree Production in Areas of Need:

Virginia and the Nation are facing a teacher shortage. Teacher preparation is an area in which Longwood excels. Longwood University has educated and prepared teachers for 168 years. Longwood's teacher preparation graduates are highly sought after across the Commonwealth. At any given time, one-third of Longwood University's undergraduate student body is in the teacher preparation program. Longwood also offers 15 Master's concentrations in education.

Longwood University, in partnership with Southside Community Hospital, has had a study completed to determine the feasibility of establishing a Bachelor of Science in Nursing (BSN) program at the University. The University is seeking funds to hire a director and other personnel to write the curriculum, set-up a simulation lab and other labs, and develop agreements with other regional healthcare providers for clinical sites. These most all be completed before the program can begin in the Fall of 2009.

The University is also meeting a specific regional need with its MBA in Retailing, which was developed at the request of the Richmond Retail Merchants Association. Additionally, the University has added two additional MBA programs; one in accounting and one in general business

Academic Quality and Effectiveness:

The philosophy at Longwood University has been to have regional and/or national accreditation for every program that has an accrediting body. Accreditation requires that the institution offer programs with high academic quality and ensure that programs are regularly reviewed. Longwood University is accredited by the Southern Association of Colleges and Schools [SACS] (1866 Southern Lane, Decatur, Georgia, 30033-4097: Telephone number 404-679-4501).

Longwood conducts an annual review of employers of graduates to determine if they have the knowledge, skills, and expertise required to be successful, productive employees in their chosen field. Input is solicited from employers to ascertain if changes are needed in the programs. The University conducts on-going program reviews and the institution conducts a three year alumni review of programs. Major field tests are used in a number of disciplines to determine how Longwood students measure up against other students nationally. The data received from these reviews, surveys, and tests are used to implement change and improve Longwood's programs.

Longwood's programs, including teacher preparation, social work, therapeutic recreation and athletic training, require that our graduates pass licensure or certification examinations. The graduates have performed extremely well in these examinations.

Outreach (K-12, economic, inter-institutional, etc.):

Longwood University has a unique dimension to its teacher preparation program. The University is partnering with four local elementary school divisions – Prince Edward, Cumberland, Buckingham and Charlotte County public schools, in the Partnership Program – to assist schools with the Standards of Learning (SOL's) and to provide Longwood students more hands-on experience in the classroom. The University's students in the teacher preparation program actually go out to the public schools every day. The students spend one-half of each day taking their own classes and the other half working with the teachers and students in their partnership school.

The University will partner with K-12 schools to develop and offer online professional development programs in areas such as technology integration, video streaming, behavior management and anger control.

Through the outreach of the Longwood Center for the Visual Arts, many children, who would otherwise not have the opportunity, are exposed to the arts. Art programs are developed to complement Standards of Learning. The Center for the Visual Arts will plan lectures, exhibits, lesson plans and project materials, which will be taken to school divisions in a nine-county region.

Longwood University has signed uniform articulation agreements with all 23 Virginia community colleges. These agreements will be monitored for their effectiveness and updates and revisions made as needed. In addition to the transfer agreements, Longwood University has a partnership with Southside Virginia Community College which allows it to use Longwood facilities to offer the first two years of a four-year business program, with Longwood providing the last two years of the program.

At Longwood University, students have the opportunity to enroll in pre-professional programs. These include:

- (1) Pre-Dental Hygiene - VCU/MCV and ODU
- (2) Pre-Engineering – VPI&SU, UVA, ODU, CNU, UT
- (3) Pre-Nursing – UVA and VCU/MCV
- (4) Pre-Occupational Therapy – VCU/MCV
- (5) Pre-Physical Therapy – VCU/MCV, ODU, Shenandoah University, Marymount University, Hampton University, others
- (6) Biology Major/Medical Technology – Fairfax Hospital and Roanoke Memorial Hospital
- (7) Pre-Medical Technology (Clinical Laboratory Sciences) – (2+2) (VCU-MCV Program)
- (8) Pre-Medical Careers (VCU/MCV School of Medicine, University Of Virginia Medical School, Eastern Virginia Medical School)
- (9) Pre-Dentistry – VCU/MCV
- (10) Pre-Veterinary Medicine – VPI&SU
- (11) Pre-Pharmacy – VCU/MCV
- (12) Physician's Assistants – Eastern Virginia Medical School, Shenandoah University, Jefferson College of Health Sciences

In these programs, students spend two or three years at Longwood taking the required coursework for transfer into the professional program at another institution. Longwood students have recently been accepted into programs at prestigious schools such as Yale, Duke, Cornell, Johns Hopkins, St. Louis University, as well as the professional programs in Virginia.

Longwood University provides administrative and classroom space for the Governors School for Southside Virginia. Additionally, the University provides space for, and serves as fiscal agent for, the Southside Area Health Education Center.

The Longwood Small Business Development Center (LSBDC) serves as the University's primary economic development tool. The Center's main office is located in Farmville on the Longwood Campus, with branch offices in Petersburg, South Boston, Danville and Martinsville. The Center has been serving the citizens of Southside Virginia since 1989. The Center provides counseling, education, and economic research for potential and existing businesses throughout the Southside region. With the demise of manufacturing, textiles, furniture and tobacco farming in the Southside Virginia region, the services provided by the LSBDC have played a key role in the economic vitality of the area. For 2006, the five offices of the LSBDC worked with 457 clients, generating over \$22 million in new capital and creating or stabilizing 183 jobs. Between January 1, 2007 and June 30, 2007, the LSBDC offices served 307 clients with an economic impact of \$9.5 million and created or stabilized 200 jobs. During this same six-month period, 23 training programs were held across the region with over 300 participants. The LSBDC will continue to work with the citizens and localities of Southside Virginia.

The University continues to work with the Commonwealth Regional Council, of which it is a member, on economic development issues.

Instructional Program Actions:

Longwood is planning to initiate a Bachelor of Science in Nursing program in the Fall of 2009. A feasibility study has been conducted and planning is well underway.

The University will increase the number of online courses offered at both the undergraduate and graduate level.

Organizational Changes:

Longwood University will continue to expand its partnership with Powhatan County Public Schools. Over the past several years the University has provided professional development in reading for teachers and offered contract graduate courses for other school divisions in the greater Richmond area including Henrico, Hanover, Chesterfield, Goochland, Richmond City and Petersburg. Powhatan's high school is used to offer the programs.

The Longwood University Foundation owns 617 acres in Westmoreland County on Glebe Creek and Ames Creek, known as Ames Hull Springs Farm. The property has access through the creeks and the Potomac River to the Chesapeake Bay. Additionally, the property includes several houses and bunk-type buildings. The property includes wetlands, a number of species of birds, a several hundred acre forest, and lands used for alternating crops of soybeans and corn. The Longwood University Foundation has hired an executive director to manage the Farm, and she will start the new position in January 2008. The farm offers the potential for collaboration with other university and government agencies to conduct research regarding sustainability within the Chesapeake Bay watershed and for developing K-12 partnerships to create environmental education summer camp programs.

Longwood University is located in Southside Virginia, an area of the Commonwealth that has high drop out rates, low high school graduation rates, low college attendance rates, low family incomes and high unemployment. Through the years, the University has worked with school divisions and communities to assist in meeting various educational needs. Longwood University remains committed to working with the region to improve the educational attainment and lives of its citizens.

Other institutional priorities not addressed above or in academic components of the plan:

In 2007, Longwood University successfully completed the installation of the BANNER System, which provides integrated data base capabilities.

A major priority for Longwood University is capital construction and renovation. The six-year capital plan includes renovating and expanding several academic buildings, as well as other facilities to house Information and Instructional Technology Services, and a number of the University's auxiliary facilities such as residence halls and the student union. In order for the University to continue increasing enrollments, these capital improvements are necessary. From an academic standpoint, renovations and additions will be required to have sufficient space to offer courses and programs.

Improvements to residence life facilities, recreation facilities, and athletics are crucial. Longwood University is primarily a residential campus with approximately 80 percent of its students living in University managed housing. Because of the lack of activities available in the local community surrounding the University, it is imperative that the University provide a positive student life environment. This is an important issue in the retention of our students.

The Longwood University Real Estate Foundation worked with a private developer to provide a complex across from the campus that houses 400 students on the upper levels and retail space on the ground level. The Foundation has also secured two other additional housing for students and more vehicular parking areas for students. The residential housing facilities provided through the Longwood University Real Estate Foundation have allowed the University to begin a \$70 million renovation of its existing residence halls, some of which date back to the 1920's.

The NCAA has granted Longwood University Division I status and all 14 of its teams are competing at the Division I level.

Longwood University provides the environment that enables students to prepare themselves for work and life. Not only do they receive a quality education that makes them extremely marketable in the workplace, but they also have the opportunity to grow and develop personally through their involvement in residence halls programs; student groups, clubs, and organizations; and leadership programs. Additionally, students at Longwood enjoy personal interaction with faculty and staff. The Longwood University educational experience, including its residential student life programs and activities, provides students the opportunity to fulfill the institution's mission of transforming capable men and women into citizen leaders, fully engaged in the world around them.