

STATE OF THE UNIVERSITY

February 2009

Longwood University is in its 170th year serving the citizens of Virginia and the world. It is a public comprehensive institution whose vision is “to transform capable men and women into citizen leaders, fully engaged in the world around them.”

In Fall 2008, 4800 students enrolled with over 4000 undergraduates: 67 percent female, 33 percent male, 13 percent minority/multicultural and 95 percent from Virginia. It has a well-articulated strategic plan that is clearly aligned with the mission and vision of the institution. The plan has four distinct goals: 1) Longwood University will serve as a unique and dynamic agent for positive and sustainable change within and among its communities and constituencies; 2) Longwood University will demonstrate a commitment for lifelong learning that results in personal and professional growth through emphasizing active involvement, collaboration and application of knowledge; 3) Longwood University will achieve excellence in institutional effectiveness through continuous improvement and 4) Longwood University will embrace its responsibility to manage human, cultural, environmental, fiscal and capital resources effectively.

Longwood has a beautiful campus in a charming, thriving community in South Central Virginia, 50 miles southwest of Richmond, VA. The campus is considered one of the most attractive campuses in Virginia with striking antebellum architecture characteristic of most of its buildings. Lush landscaping complements a sweeping promenade through the center of the campus known as Brock Commons. “The Rotunda” is the building that constitutes the heart of the historic campus and is the home of a stunning sculpture of Joan of Arc, Longwood’s patron saint, as well as a magnificent collection of objects d’art in the Cole Gallery.

Longwood’s signature programs are teacher preparation and business; its distinctiveness lies in mandatory internships for all majors and a strong focus on undergraduate research and scholarship. It has three colleges: Arts and Sciences, Business and Economics, and Education and Human Services. It also has a Division of Graduate and Continuing Studies.

STRENGTHS

Board of Visitors:

The members of the Board of Visitors are appointed by the Governor upon recommendation of the University. The Board represents the greatest strength of this institution because they are an active, engaged board that understands clearly its role in setting policy and being ambassadors for the University. The Virginia system of public higher education is considered to be one of the most admired systems in the United States and is considered to be one of the most effective between the presidents and boards and the legislative and executive branches of government. Virginia has autonomous boards, no state board of overseers or regents, although there is a coordinating council which governs accountability for an institution meeting state goals, coordinates financial aid allocations, prioritizes

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capital projects and approves degrees. The Board is comprised of 13 members who serve for four years (with the opportunity to be reappointed for an additional four years). As a rule, two to three members rotate off the Board each year. The Code of Virginia affords these boards substantial authority to approve majors, set tuition and fees, acquire property and approve budgets.

Enrollment and Retention and Graduation Rates:

The University has had a steady, planned increase in enrollment over 13 years, about 1-2 percent annually. It has improved the quality of the student body by an increase in SAT scores by over 35 points and now boasts 230 honors students. The Admissions office has a director of long standing and the unit has sufficient resources to continue being successful in recruiting students. A Student Success effort, under the auspices of the President's office, is achieving a 80 percent plus retention rate (FR-SO) through effective implementation of an academic/career advising center for undeclared students, enhanced tutoring for students requiring additional academic support (including athletes) and a comprehensive first year orientation program. Six year graduation rates are 65 percent, double the percentage of public comprehensive universities nationwide.

Academic Program:

The General Education program is strong, with 41 credit hours required, so the foundation in the liberal arts and sciences impacts all students, regardless of major. Program offerings in critical needs areas are teacher preparation at the elementary and middle school as well as the secondary school level, business entrepreneurship, social work, communication disorders, communication studies, graphic design, computer information systems and computer science, as well pre-engineering and pre professional education in the health sciences. A nursing program has been approved by the Board of Visitors, the Virginia Board of Nursing, and the State Council of Higher Education for Virginia and program information is being forwarded to SACS for its review and approval. Job placement is high, in large measure due to the mandatory internship program. Longwood seeks national accreditation for all academic programs that have such standards: NCATE, AACSB, Music Education, Athletic Training, Social Work, Therapeutic Recreation, Communication Sciences and Disorders, Theatre, the Longwood Center for the Visual Arts, and is in the process of seeking Virginia accreditation for the Office of Campus Safety and Security. The University is fully accredited by the Southern Association of Colleges and Schools and is scheduled for its 10 year reaccreditation in 2013.

Over 85 percent of the Faculty have the terminal degree in their field and faculty development opportunities include traditional sabbaticals as well as participation in a "Faculty Connections Program" which entitles faculty to gain experience in a business or agency that is related to the discipline they teach. Examples include economics professors working at the Federal Reserve or athletic training teachers working in orthopedic clinics. The off campus experience is for one semester and full salary and benefits from the University remain during that time.

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Faculty are competent and committed to teaching and appropriate participation in research and scholarship as expected at a comprehensive university. Student evaluations of faculty performance are uniformly positive, and this impression remains as evidenced by alumni data we collect every three years. Nearly all faculty are full time tenured or tenure track. Approximately 25 adjunct faculty are hired every semester. Annual evaluations of faculty are conducted by the department chair and reviewed by the dean of the respective college. A post tenure review process is defined in the Faculty Handbook. A Faculty Senate is the governance body for the faculty and it works very effectively in conducting its affairs. There is a harmonious relationship between the faculty and the administration.

Graduate and Extended Studies has grown exponentially over the past five years and has been the stimulus for substantial growth in on-line courses as well as providing multiple off-site opportunities for teachers, business professionals (executive MBA) and human services personnel.

The Dean of the Library is an experienced leader who integrates the “printed word” with technology in innovative ways. The Greenwood Library is one of the busiest places on campus and is a favorite setting for students engaged in group learning. It has nearly one million books and support materials.

Study abroad experiences are plentiful for both students and faculty and occur both during the January and Summer terms. All foreign language majors must study abroad for at least a semester and all honors students must have a study abroad experience.

Student Affairs:

The Office of Student Affairs is led by an accomplished vice president with many years of experience. His directors are well educated, experienced and committed to student learning. THE RELATIONSHIP BETWEEN ACADEMIC AND STUDENT AFFAIRS IS EXEMPLARY. Leadership opportunities, multi-cultural programs, housing and dining services, campus security, counseling, disability services, Greek life, public safety, service learning, health and wellness, recreation, and student activities are all efficiently and effectively managed. Under the guidance of this office and Facilities Management, the University has built an outstanding LEED Gold Certified Center for Health and Fitness.

Integration of student affairs staff with faculty abounds through joint professional development programs, the first year seminar, and residence hall programs. Student government is facilitated by this unit and is an effective governance structure to address the needs and concerns of students. The Honor and Judicial Board is coordinated through student affairs and this Board has outstanding leadership in implementing adherence to the Honor Principle which has been in effect at Longwood for over 90 years.

Administration and Finance:

The Office of Administration and Finance has responsibility for budgeting, financial reporting, cashiering and student accounts, payroll, sponsored programs, human resources, the print shop, material management and purchasing, the bookstore, the post office, and conferences and scheduling. Four

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years ago the unit was restructured to strengthen financial reporting, budgeting and accounting. The staff now serving this unit are dedicated and experienced individuals who manage the University resources efficiently. The 2008-09 budget is just under \$90 million, up from \$46 million in 1996. Reserves total over \$20 million (up from \$989,000 in 1996) and that includes reserves in both dining and housing. The debt to asset ratio is 6.5 percent, well below FASB standards. There is prudent management of debt. Outsourcing is embraced by the University and includes bookstore operations by Barnes and Noble, dining services and housekeeping by ARAMARK, along with management of the trades and boiler plant by UNICCO.

Facilities Management:

The Office of Facilities Management and Real Property has undergone a significant shift in leadership over several years. The current management of facilities is a UNICCO employee who reports directly to the vice president of this unit. Given the significant capital construction at the University, this division was split from Administration and Finance in 2002-03. A capital construction director with several years of experience at another Virginia higher education institution also reports to the vice president. Over \$292 million has been spent on capital construction since 1996 and another \$4 million on smaller projects. Nearly every academic building has been replaced and about one third of residence halls, not including managed student housing off campus. A comprehensive Master Plan to 2020 has just been approved by the Board of Visitors and it provides a solid basis for long term capital planning of University facilities.

Information and Instructional Technology:

This unit is well developed and has staff that are of long standing and very competent. BANNER, a relational data base system, was implemented over the past four years, on time and under budget. Academic technology is integrated throughout the curriculum. Longwood is the only institution in the Commonwealth to require a laptop computer for all students (single platform/ Dell/Microsoft). Art students are permitted to work in high end Mac labs and high end computer labs are available for students working in the fields of mathematics and computer science. A Resident Technology Associates Program (RTA) was established when the laptop requirement was instituted ten years ago. RTAs are carefully chosen and trained students who assist students 24/7 who may be having problems with their computers. Twenty students are in this program at any given time.

University Advancement/Longwood University Foundation:

The Office of University Advancement oversees development and donor relations, corporate and foundation relations, annual fund, alumni relations, public relations and marketing, and web communications. It is the interface with the Longwood University Foundation. It is a well organized unit with new leadership and it is engaged in a \$65 million comprehensive campaign which has raised, to date, approximately \$18 million dollars at the beginning of the second year of a seven year campaign. An integrated marketing plan with outside counsel has proved very effective in creating greater visibility

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for Longwood throughout the region and beyond. The Longwood University Foundation is the unit that oversees the management of the endowment and other donated funds. It has a chief operating officer (the vice president for University Advancement) and a chief financial officer as well as two support positions. Endowment assets were over \$50 million (up over \$11 million in 1996), cash assets at \$37 million. Over \$1 million is allocated annually for scholarships. Annual fund raising is about \$3.5 million. The recent downturn in the economy has resulted in an endowment loss of \$29 million. There is currently about \$5 million in the quasi-endowment (reserves).

Outreach:

The University enjoys a positive relationship with both the Town of Farmville and Prince Edward County. A Town/Gown Committee ensures ongoing communication about issues that may impact the local community. In addition, the University works with eight districts in the surrounding area that includes partnerships with schools, Chambers of Commerce, and the Virginia Heartland Commonwealth Regional Council. An annual community breakfast invites, business leaders; school, town, and county officials; local legislators; and, media representatives to discuss upcoming events and issues that the University projects for the upcoming year.

The Small Business Development Center with five offices: Farmville, Petersburg, South Boston, Danville, and Martinsville, is one of the best economic development opportunities in Virginia. It has dedicated, competent staff, who for the past two years have won awards for “best in state” from the Small Business Administration. They have over these past 20 years generated over \$300 million in new capital formation and stabilized or created over 10,000 jobs. A recent Economic Impact Study generated every 5 years by the SBDC demonstrated that Longwood University’s impact in the surrounding region was \$135 million in 2007.

The Real Estate Foundation, created in 2004, has been a substantial force for growth in the area of student housing. Three major projects were facilitated by this unit, under the able leadership of Otis Brown, Vice-Rector of the Board of Visitors, and Ken Copeland, Executive Director. In addition, new club sports fields and a bridge linking one of the projects adjacent to the campus is being developed by this Foundation and a condominium project purchased to support faculty and staff housing. It is a model of community development at the highest level of efficiency and effectiveness. Over \$52 million in projects have been secured. In the future, the Foundation will oversee the development of an alumni conference center and a convocation center, as well as additional housing to replace older facilities that should not be renovated.

Hull Springs Farm in Westmoreland County was bequeathed to Longwood by a 1938 graduate of Longwood, Mary Farley Lee, in 2004. It is 638 acres of forestry and farmland, with several miles of shoreline, leading ultimately to the Chesapeake Bay. It is being developed as an environmental sustainability demonstration site and involves not only Longwood, but faculty from Virginia Tech and the Virginia Institute of Marine Science.

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Longwood Center for the Visual Arts is located in downtown Farmville and constitutes the University's outreach in public art education. It services a nine county area surrounding Farmville and is a critical cultural component of the community. It has thousands of visitors annually, many hundreds of school children, conducts a program called "Have Art, Will Travel" which brings art programs into local schools and conducts an annual Youth Art Program. It has been a catalyst for raising millions of dollars in donated art and endowments to support the care of art over time. It is also the unit of the University that has helped the institution utilize art to distinguish it from other government agencies in that nearly every building on campus has art as a featured component of the building's function. It also organizes sculpture displays throughout the campus.

The Institute for Teaching Through Technology and Innovative Practices researches and develops effective technology-integrated instructional strategies and models that are proven to be successful. Headquartered in South Boston, the Institute serves primarily 25 public school divisions extending from Patrick County eastward to the city of Franklin and as far north as Buckingham County and Colonial Heights. Through its work with the Southside Virginia Regional Technology Consortium, it assists members with coordinating the acquisition and effective integration of viable up-to-date and emerging technologies, and valuable training for K-12 students and staff in over 200 schools in located throughout south-central Virginia.

Advisory Boards:

The University has developed several boards that serve to advise various entities on campus. These include the Board of the Longwood Center for the Visual Arts, the Corporate Advisory Board for the College of Business and Economics, the Real Estate Foundation Board and the Hull Springs Farm Foundation Board. They are comprised of leaders in their respective fields and act as strong supporters of each entity for both friends and fund raising in addition to providing expertise for the various functions that each area performs.

Alumni Association:

The Alumni Association serves over 25,000 alumni, most of whom reside throughout Virginia. The Alumni Board is active, enthusiastic and works successfully in implementing friend raising programs and contributing annually to the University. About 19 percent of alumni contribute to the annual fund which is a relatively high percentage of giving as compared to other public comprehensive universities. (That average is less than 10 percent).

CHALLENGES

- Innovation in the delivery of educational programs will be paramount in a highly competitive, global economy that will have diminishing resources over time. Higher education will have to find ways to do business more efficiently and effectively through interdisciplinary approaches to

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general education, technology integration and streamlined governance, all the while preserving Longwood's commitment to a highly personalized approach to learning.

- The current state of the economy in the United States, the world, and Virginia presents the biggest challenge because of reductions in state support for public higher education. This situation will be with us for some time. Longwood's budget is balanced, but constrained as cuts are anticipated every year for the next two to three years. The positive news is that our resources are far better than what they were in 2002 when the University experienced a 24 percent cut in appropriations. Our total Auxiliary reserve is \$22,204,264. Of this amount \$11,997,448 is in the General Reserve; Housing has \$4,619,798 and Dining \$3,489,853. The debt ratio in 2008 is 6.5 percent, well below the 10 percent standard approved by the Board.
- A Master Facilities Plan, predicated on a growth rate to 5600 undergraduates and 1000 graduates by 2020, has been approved by the Board of Visitors and the need for University facilities to support that growth is quite substantial. Much of the facilities' needs are under the category of General Fund Appropriations from the Commonwealth, which is currently experiencing a major budget shortfall, but not all buildings can be funded by the state, including a 100,000 square foot student union and two new residence halls that must be funded through private sources and/or student fees. A six-year capital plan is being prepared for consideration by the Office of Budget and Planning of the Commonwealth and the General Assembly, which outlines the needs of the University. In addition, deferred maintenance is quite substantial, totaling over \$45 million. Facilities management also has a need for more personnel, particularly in the area of energy management and preventive maintenance.
- Sustainability initiatives are in the implementation stages currently, but it will require the need for additional resources over time. The "greening" of buildings in Virginia is mandated by the Governor's Office.
- Cost containment will continue to present challenges because of increasing costs in technology, energy and other utilities, safety initiatives, and rises in benefits for full time personnel. Recruitment and retention of qualified individuals for key management positions will require intensive efforts and resource allocation from the University.
- With a declining stock market, the endowment has been reduced which will, if financial conditions do not improve, impact scholarship aid. As mentioned earlier, over \$1 million is allocated annually and as tuition rises, even modestly, these dollars become even more important for recruitment and retention of highly qualified students.
- The lack of revenue dollars, due to budget cuts, will inhibit program development. The Nursing program, recently approved by the Virginia Board of Nursing and the State Council of Higher Education for Virginia, requires substantial external support for one time dollars (facilities and

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equipment) as well as operating support, primarily for faculty salaries. This situation will prevail for all new programs proposed by faculty.

- Faculty salaries and compensation will be a critical factor in recruitment and retention of these employees. Longwood's salaries are well below the institutions with which we compete, including many Virginia institutions, where we rank near the bottom of the list.
- The high school population in Virginia is declining and will be so until 2015. This has particular meaning for Longwood because 95 percent of our student body is from Virginia. Emerging populations such as Hispanics and Latinos are primarily located in urban areas and those students generally remain closer to home to attend college. Although we have initiated an intensive effort to recruit these students, they will require more financial aid and support services. Out-of-state recruiting will continue to be a serious challenge for Longwood. The competition for students will require innovative marketing techniques, particularly through the continuous redesign of the University's web site.
- Hull Springs Farm will require a sizeable investment to develop it into a state-of-the-art environmental sustainability center. A proposed Wetland Mitigation Bank will help to build the endowment to support the Farm and will be a solution to some of the Farm's needs but it will require another \$6-10 million in facilities development to accommodate visitors to the site.
- The \$65 million Comprehensive Campaign for Longwood: Change Lives/Transform Communities is currently experiencing a slow down. Given the present economic conditions, the Campaign may need to be extended by a year or two. Donors still feel very positive about Longwood, but their personal circumstances may prevent them from committing to a specific need until economic conditions improve.
- Government intervention and control, although less in Virginia than in some other states, is substantial both in terms of time and money. Mandatory reporting requirements, along with the costs of compliance to multiple state agencies, are onerous. Tuition restrictions could compromise the ability of the institution to remain competitive.
- A commitment to diversifying faculty, staff and students must be ongoing. A committee is preparing a plan to achieve a greater representation of multi-cultural individuals that will mirror the growing diverse population of Virginia. Resources to implement the plan will be a key ingredient in moving Longwood to the front line of a truly diverse campus.

Dr. Patricia P. Cormier
President