

LONGWOOD UNIVERSITY BOARD OF VISITORS
Friday and Saturday, December 4 and 5, 2009

Minutes

Call to order

The Longwood University Board of Visitors met on Friday, December 4, 2009, on the campus of Longwood University. The meeting was called to order at 8:46 a.m. by Dr. Helen P. Warriner-Burke, Rector of the Board.

Members present:

- Ms. M. Jane Brooke
- The Honorable Otis L. Brown
- Ms. Marjorie M. Connelly
- The Honorable John W. Daniel, II
- Mr. George W. Dawson
- Mr. Robert E. Frye, Sr.
- Mrs. Rita B. Hughes
- Mr. Chin Han Kim
- Dr. Ripon W. La Roche, II
- Mr. Stephen L. Mobley
- Mrs. Susan E. Soza
- Dr. Helen P. Warriner-Burke

Member absent was:

- Mr. John B. Adams, Jr.

Present at the request of the Board:

- Dr. Patricia Cormier, President
- Ms. Jeanne Hayden, Secretary to the Board of Visitors
- Dr. Kenneth Marcus, President, Foundation Board
- Mr. Stephen Meyers, Substituting for Mr. Michael Sheffield, President, Alumni Association
- Mr. Cameron Patterson, Student Representative to the Board
- Dr. Pamela Tracy, Faculty Representative to the Board of Visitors

Present at the request of the President:

- Ms. Brenda Atkins, Executive Assistant to the President for Governmental Affairs and Special Projects
- Mr. Richard Bratcher, Vice President for Facilities Management
- Dr. Wayne McWee, Provost and Vice President for Academic Affairs
- Dr. Francis Moore, III, Vice President for Information and Instructional Technology Services and Chief Information Officer
- Dr. Tim Pierson, Vice President for Student Affairs
- Mr. Craig Rogers, Vice President for University Advancement
- Ms. Kathy Worster, Vice President for Administration and Finance

Also present were:

Faculty Representatives:

Dr. David Shoenthal

Dr. Rena Koesler

Student Representatives:

Mr. Brandon Fry

Ms. Emily Van Daniker

Dr. Warriner-Burke welcomed Mrs. Hughes, Mr. Mobley and Dr. La Roche to the Board as its newest members.

Update on the Presidential Search

Mr. Case, Chairman of the Presidential Search and Screening Advisory Committee presented an update on the search for a new president. He reported that the Committee selected nine semi-finalists to interview out of 124 applicants. Interviews were conducted at an undisclosed location and four finalists were selected to visit the campus sometime in early February, 2010. The Board of Visitors will be asked to make the final selection in late February.

Rector's Report

Dr. Warriner-Burke reflected on her previous three days with the Presidential Search and Screening Advisory Committee during the interviews with the semi-finalists for the search for Longwood's new president. (The text of her remarks is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 1, December 4, 2009.)

Dr. Tracy stated that the search process has been a gratifying experience and thanked Dr. Warriner-Burke and Mr. Case for their leadership.

President's Report

The President began her report by reviewing the University's Dashboard Indicators. (A copy of the Dashboard Indicators is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 1, December 4, 2009.) Categories included: increasing revenue, reducing expenses and creating efficiencies, and providing access.

Following her review of the Dashboard Indicators, Ms. Connelly requested that "academic excellence" be added as an additional category. Mr. Dawson requested that staff numbers be added to Category 2 – Reducing expenses and creating efficiencies. Dr. Cormier stated that this list will continue to be refined.

Dr. Cormier went on to report that Longwood continues to spend time on the state budget. She reported that the current economic situation continues to be troubling. During the week of November 15-20 the House Appropriations and Senate Finance Committees met to brief members on the budget issues facing the Commonwealth prior to the 2010 Session.

She cited issues regarding job losses, the lack of consumer confidence, unsettled housing values and foreclosures on home loans. The outcome of this has meant a 7.6% loss in revenues for

fiscal year 2009. Dr. Cormier expects to see additional downward adjustments in the fiscal year 2010 revenue estimates when the Governor releases his budget.

Higher education support has declined from 11.9% in FY 1998 to 8.6% in FY 2010. Virginia ranks the lowest among the Southern Regional Education Board states in state and local appropriations per FTE and 40th among all states.

Dr. Cormier reviewed Longwood's budget reductions from 2008 through 2010, stating that a total of 36% or \$9,265,781 has been cut from Longwood's budget. She stated that Stimulus Funding was to be used to mitigate tuition and off-set cuts. The Kaine administration was submitting a waiver to the maintenance-of-effort provisions of the American Recovery and Reinvestment Act for higher education for the 15% cut announced in September. The waiver has recently been withdrawn.

The President stated that the waiver withdrawal means that higher education institutions do not know what their budget reductions will be for 2010, how much they will receive in ARRA stimulus funding or when they will know. With the uncertainty of the budget situation, some schools are assessing the budget unknowns and some are opting for action to generate additional income. Christopher Newport University, University of Mary Washington and The College of William and Mary are increasing tuition mid-year.

She concluded her report by stating that Longwood will continue to work with faculty and staff members on the Budget and Planning Committee to create a myriad of solutions on the budget presented by the Governor in December and the General Assembly response to that budget. (A copy of the President's Report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 2, December 4, 2009.)

Business

Consent Agenda

Item 1 – Approval of Consent Agenda

Dr. Warriner-Burke presented to the Board for its approval the consent agenda; the minutes for the September 11 and 12, 2009 Board meeting. A motion was made by Mrs. Soza to approve the consent agenda as presented. The motion was seconded by Mr. Frye and unanimously approved by the Board. (A copy of this item is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 3, December 4, 2009.)

Audit

Item 2 – Presentation by the Auditor of Public Accounts

Ms. Helen Vanderland, Director of Higher Education Programs in the Office of the Auditor of Public Accounts presented a report on the University's 2009 audit plan. Her report included a handout that included information that she reviewed with the Board. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 2, December 4, 2009.)

Included in the report was an introduction to the APA audit team and resources to be used; an overview of the relationship between the APA, management and the Board; the timeline of the

audit completion; and the responsibilities of management relative to internal controls and financial statements. She went on to explain the systems approach and discussed the Board role in providing input regarding risks. Ms. Vanderland announced that she will have a discussion with Board member, Mr. Brown to identify potential risks or areas of concerns of the Board.

Item 3- Update on Internal Audit Activities

An update on Internal Audit activities was presented by Mr. Murray, Director of Internal Audit. He reported that the following audits have been completed: Banner Student (Systems) Audit, Financial Aid Audit, Playing and Practices Seasons (NCAA) Audit, and the Representatives of the University's Athletic Interests (NCAA) Audit.

Audits that are currently being conducted include: University Risk Assessment, Police Department, Recruiting (NCAA) and Financial Reconciliations Review. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 4, December 4, 2009.)

He concluded his report by announcing that Ms. Aneicia Stimpson was hired as the new Information Technology auditor and she is a Longwood graduate.

Item 4 - Update on Risk Assessment

Mr. Murray presented an update on Risk Assessment. He reviewed a chart prioritizing the University's top 15 risks. Each risk is defined and a responsible person has been assigned. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 3, December 4, 2009.)

Following his update, Board members made several recommendations: Mr. Dawson suggested that safety and security be combined, Mr. Kim recommended that the definition, background and plan of each item be listed, and Mr. Brown recommended that more emphasis be given on the process of dual decision items. Ms. Connelly questioned why "clarify vision and identity of the University" was on the list. The Faculty Senate requested this risk be included to guide the University in retaining and recruiting new faculty.

Dr. Cormier recommended that once the list has been finalized that the Board of Visitors adopt the Risk Assessment list at its March 2010 meeting.

University Advancement

Item 5 - Public Relations Report and Marketing Plan Update

Mr. Rogers, Vice President for University Advancement, deferred to the report in the book. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 5, December 4, 2009.)

Item 6 – Comprehensive Campaign Report

Mr. Rogers reported that the Campaign Steering Committee met to discuss the focus of the campaign. He stated that the Committee voted unanimously to focus its efforts on securing commitment for the University Center. The University Center goal is \$10,000,000 and the Committee hopes to secure \$5-\$10 million in FY2010.

He reported that as of October 31, 2009, total campaign commitments are \$20,383,758 or 31% of the \$65 million goal. The Annual Giving Office concentrations included the phonathon, Faculty/Staff Challenge and the President's Circle proposals. He reported that as of October 31, the cash total is 61% higher than the same time period last year. The naming of the Bolding Stadium provided a fundraising opportunity. Former members of the baseball team were solicited to donate to the Charles B. and Andrea G. Bolding Scholarship. At the dedication, the scholarship was presented to the University with commitments totaling over \$100,000. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 6, December 4, 2009.)

Academic and Student Affairs

Item 7 – Review of the LCVA Code of Ethics and Declaration of Standards

Ms. Bowles, Director of the Longwood Center for the Visual Arts, reviewed the Code of Ethics and Declaration of Standards for the Center. She stated that members of the Board of Visitors, the Longwood University Foundations Board and the Visual Arts Center Board are all required to sign the document. After her review of the document, she requested that Board members sign the document and return it to Ms. Hayden.

Item 8 – Approval of Revisions to LCVA Collections Policies and Procedures Manual

Ms. Bowles presented revisions to the LCVA Collections Policies and Procedures Manual for the Board to approve. She stated that the proposed amendments and revisions reflect requests by the American Association of Museums accrediting body in order to meet accreditation standards; the Longwood University Foundation to comply with its auditing standards; the Internal Revenue Service regulations; and LCVA staff in order to have clear procedures in place. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 7, December 4, 2009.) A motion was made by Mr. Dawson to approve the request as presented. The motion was seconded by Dr. La Roche and unanimously approved by the Board.

Item 9 – Report on NCAA Violations from 2008-2009

Ms. Meadows, Associate Athletic Director for Student-Athlete Enhancement, presented a report on NCAA violations from 2008-2009. She reviewed the violations and the actions taken. There were 8 Level II and 3 Level I secondary violations to the NCAA Enforcement Staff during this cycle. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 8, December 4, 2009.)

Item 10 – Intercollegiate Athletics Activities

Mr. Austin, Director of Athletics, presented a report on athletic activities. He thanked Mr. Dawson, Mr. Brown and Dr. McWee for their efforts in assisting the University with placement in a conference. He reported that he has made recent visits with 5 of the Big South Conference institutions and has received favorable feedback.

Dr. Cormier reported that the NCAA is restricting institutions from moving to Division 1. She stated that she feels that the Big South Conference is the right affiliation for Longwood.

Mr. Austin stated that his department remains committed to recruiting high quality athletes and has a Diversity Awareness Program for Athletics' staff and teams. Mr. Austin went on to report

that the department's Strategic Plan has been completed and the plan includes a Community Outreach Program.

He then introduced Mr. Gillian, Head Coach of Men's Basketball, who reported on his trip to Iraq for the "USO Operation Hardwood VI: Hoops with the Troops". The program was started in 2005 and sends NCAA basketball coaches and sports personalities overseas to coach and visit with troops. The program provides an opportunity for the troops to see and participate in basketball games.

Item 11 – Report on Final Headcount Fall 2009 Enrollment

Dr. Whitworth, Director of Institutional Research and Assessment, presented a report on the final headcount for Fall 2009 enrollment. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 9, December 4, 2009.) She highlighted the total headcount of 4,832; full-time student enrollment of 3,951; and the enrollment of out-of-state students at 319.

She concluded her report by announcing that the *Longwood Fact Book* has been posted online and thanked Dr. McWee and the Public Relations Office for assisting with the project.

Item 12 – Fall 2010 Undergraduate Admissions Report

Mr. Chonko, Dean of Admissions, presented a report on Fall 2010 Undergraduate Admissions Report. He reported that there is a 10.4% increase in applications for Fall 2010 and to date 110 applications to the Nursing Program have been received. A comparison chart of applications was reviewed. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 4, December 4, 2009.) Mr. Chonko stated that the target size for the Fall freshman class is 1,031 and 180 transfers.

Item 13 – Report on Student Housing

Dr. Pierson, Vice President for Student Affairs, presented a report on student housing occupancy. This information included on-campus and campus managed housing occupancy. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 10, December 4, 2009.)

Item 14 - Presentation by Parents' Council Executive Committee

Dr. Perkins, Executive Assistant to the President for Student Success, introduced members of the Parents' Council, Mr. & Mrs. Aridas. Other parents attending, Ms. Harris, Ms. Pilk, and Mr. Abshire were asked to introduce themselves to the Board.

Mr. and Mrs. Aridas gave an overview of the Parents' Council and its purpose. The University of North Carolina – Chapel Hill Parents' Council provided information to help Longwood's group create a council of its own. Fifteen families were selected to join the Council and held its first meeting in January 2009. Each family was asked to donate \$500 which is being used to fund a grant program. They reported that it has been a rewarding experience and hope to remain active once their daughter graduates from Longwood.

The Board adjourned for lunch at 12:13 p.m. and reconvened at 1:48 p.m.

Administration, Finance, Facilities and Technology

Ms. Worster, Vice President for Administration and Finance, introduced Mrs. Wickizer, the new Director of Human Resources.

Item 15 – Approval of New Administrative Policy

Ms. Worster presented for the Board's approval the Threat Assessment Policy. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 11, December 4, 2009.) Chief Beach explained that the 2008 General Assembly enacted a law which requires each public institution of higher education in Virginia to establish a violence prevention committee and a threat assessment team. A motion was made by Ms. Brooke to approve the policy as presented. The motion was seconded by Ms. Connelly and unanimously approved by the Board.

Item 16 – Review of Unaudited Fiscal Year 2009 Financial Statements

Ms. Worster reviewed the unaudited financial statements for FY2009 and reported that they were prepared in accordance with Governmental Accounting Standards Board (GASB) requirements. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 12, December 4, 2009.)

Following her report, Dr. Cormier stated that the University is seeking ways to generate new sources of revenue i.e. grants, off-site locations for programs, etc. A lengthy discussion took place regarding entrepreneurial ways to create new programs to generate revenues. Dr. Barrett announced that a new online program has been created for the College of Business and Economics that is expected to generate \$1 million in revenue per year over the course of the next 2 to 3 years. Dr. Jones, Dean of the College of Health and Human Services, discussed the implementation of a five-year education degree that will produce additional revenue.

Item 17 – Review of Financial Report through October 31, 2009 and Financial Ratios

A review of the financial report through October 31, 2009 was presented by Ms. Worster. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 13, December 4, 2009.) She reported that E & G revenue is where it is expected to be this time of year and there is an 8.4% decrease in E & G expenditures for the same period last year.

As part of her report, Ms. Worster also reviewed financial dashboard indicators. She stated that due to the current budget reductions that there are areas that remain a concern and have identified them as high risks. They include net operating revenues, return on net assets, viability, proposed budget reductions, and State regulation of tuition increases.

Ms. Connelly requested that the administration provide a cost analysis to the Board of additional debt service for the new Student Center. The information should include the cost of the facility, the length of the debt, and the enrollment it will take to pay for the debt.

A discussion ensued regarding the need for the new University Center and the means for replacing student housing when the Cunninghams are razed. The President stated that once the Cunninghams come down students will be housed in one of the current housing villages owned by the Real Estate Foundation.

Mr. Dawson requested a timeline be provided to the Board on the construction of the new center.

Item 18 – Review of Report on Internal Controls

Ms. Worster presented a brief report on internal controls. She reported that the State Comptroller issued Directive 1-07, Agency Risk Management and Internal Control Standards (ARMICS), requiring all state agencies to demonstrate that internal control standards have been implemented and are functioning appropriately. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 14, December 4, 2009.)

Item 19 – Review of Debt Ratios/Reserve Report for Year End June 30, 2009

Ms. Worster reviewed with the Board a report on debt ratios and the reserves report for the year ending June 30, 2009. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 15, December 4, 2009.) Longwood’s current debt service commitments and estimated debt burden ratio is 6.74%.

Item 20 – Review of Report on Instructional Faculty Salaries for Fiscal Year 2008-2009

A report on faculty salaries for fiscal year 2008-2009 was presented by Ms. Worster. She stated that Longwood periodically participates in a salary survey conducted by the American Association of University Professors. The results of this survey are published in the AAUP journal Academe. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 16, December 4, 2009.)

Dr. McWee and the deans are working on a plan to distribute \$200,000 for faculty salary increases. A lengthy discussion proceeded regarding the source of the funds, the need for faculty positions, how the funds will be distributed, and the need for additional revenues to close gaps in salaries. Dr. Tracy stated that the Academic Affairs Council (AAC) of the Faculty Senate voted 8-6 against the distribution of the money citing concerns about morale. Dr. Cormier reported that Faculty Senate did not approve the measure brought forward by the AAC.

Item 21 – Report on Sustainability Issues

Mrs. Waller presented a power point presentation on the University’s commitment to create a sustainable environment. She stated that this is being accomplished by teaching sustainable concepts in the classroom and by incorporating sustainability into daily operations and practices. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 17, December 4, 2009.)

Item 22 – Campus Construction Update

Mr. Bratcher reviewed the progress of campus construction projects. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 18, December 4, 2009.)

Closed Session

Mrs. Hughes moved to go into Closed Session under Section 2.2-3711 A1 of the Code of Virginia to discuss matters related to personnel. The motion was seconded by Ms. Brooke.

A motion was made by Mrs. Hughes to return to Open Session. The motion was seconded by Ms. Brooke.

In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mr. Daniel moved to certify that the discussion in Closed Session was in accordance with the *Code of Virginia*. The motion was seconded by Mr. Kim and affirmed by Ms. Brooke, Mr. Brown, Ms. Connelly, Mr. Dawson, Mr. Frye, Mrs. Hughes, Dr. La Roche, Mr. Mobley, Mrs. Soza and Dr. Warriner-Burke. (A copy of this compliance is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 19, December 4, 2009.)

The meeting adjourned for the day at 5:27 p.m.

Saturday, December 5, 2009

Call to order

Dr. Warriner-Burke reconvened the Board of Visitors' meeting at 8:50 a.m. on Saturday, December 5, 2009.

Members present:

Ms. M. Jane Brooke

The Honorable Otis L. Brown
Ms. Marjorie M. Connelly
Mr. George W. Dawson
Mr. Robert E. Frye, Sr.
Mrs. Rita B. Hughes
Mr. Chin Han Kim
Dr. Ripon W. La Roche, II
Mr. Stephen L. Mobley
Mrs. Susan E. Soza
Dr. Helen P. Warriner-Burke

Members absent were:

Mr. John B. Adams, Jr.
The Honorable John W. Daniel, II

Present at the request of the Board:

Dr. Patricia Cormier, President
Ms. Jeanne Hayden, Secretary to the Board of Visitors
Dr. Kenneth Marcus, President, Foundation Board
Mr. Stephen Meyers, Substituting for Mr. Michael Sheffield, President, Alumni Association
Mr. Cameron Patterson, Student Representative to the Board
Dr. Pamela Tracy, Faculty Representative to the Board of Visitors

Present at the request of the President:

Ms. Brenda Atkins, Executive Assistant to the President for Governmental Affairs and Special Projects
Mr. Richard Bratcher, Vice President for Facilities Management
Dr. Wayne McWee, Provost and Vice President for Academic Affairs
Dr. Francis Moore, III, Vice President for Information and Instructional Technology Services and Chief Information Officer
Dr. Tim Pierson, Vice President for Student Affairs
Mr. Craig Rogers, Vice President for University Advancement
Ms. Kathy Worster, Vice President for Administration and Finance

Also present were:

Faculty Representatives:
Dr. Alix Fink

Student Representatives:
Mr. Brandon Fry
Ms. Emily Van Daniker

Reports from Representatives

Mr. Copeland, Executive Director of the Longwood University Real Estate Foundation updated the Board on several Real Estate Foundation projects and events. They include:

- The beginning of the steel work on the vehicular/pedestrian bridge connecting Lancer Park with Grove Street will begin on December 9 with completion of the bridge expected in May 2010.
- A report on the fire at Midtown Landings that was the result of a clothes dryer that malfunctioned. He thanked the University personnel who responded the night of the fire and the fire departments and their crews for helping to minimize the damage to the students' property.
- The announcement of plans for another "Block Party" for Fall of 2010 and financial sponsors are being sought.
- A report on the construction project at the Bed and Breakfast Inn of the installation of additional bathrooms in the upstairs bedrooms.

Mr. Daniel, member of the Board of Visitors and President of the Hull Springs Farm Foundation Board, was not present to present a report.

Dr. Marcus, President of the Foundation Board, presented a report for the Foundation. He reported the following information:

- Endowed Assets rose from -91% to -22% an increase of 12.2% since the June 30 report.
- Total Assets rose 10% for the three month period ending September 30, 2009.
- An articulation agreement will be sent to the Board of Visitors between the Foundation Board and the Hull Springs Farm Foundation.
- The creation of a budget for the presidential transition.
- The issuance of a RFP seeking a new financial firm to oversee/manage the Foundation's investments.

(A detailed copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 5, December 5, 2009.)

In the absence of Mr. Sheffield, President of the Alumni Association, Mr. Meyers presented the Alumni Association report. He reported:

- Currently there are 28,000 alumni and growing approximately 800 per year.
- Efforts are being made to get alumni more engaged by donating to Longwood.
- Partnering with other campus groups to grow alumni who will be more active.
- Alumni Association will provide funding for the portrait of Dr. Cormier.
- Additional alumni events are being held on January 26 and February 14 in the Washington, DC area.

(A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 6, December 5, 2009.)

Dr. Tracy, faculty representative to the Board, stated that she is very pleased with the presidential search process. She reported that faculty development programs have included lectures by faculty on research projects and a luncheon series.

Dr. Tracy invited Dr. Ross, Dean of the Cook-Cole College of Arts and Sciences to report on several new programs within his unit. Dr. Ross reported that the Nursing Program has been very successful and recently received a \$151,000 grant for faculty development for nurses and has submitted a \$4 million grant from stimulus money. He also reported that he is working with the College of Business and Economics to create a program entitled "MBA Advantage" giving students a degree in Arts and Sciences and a MBA in 5 years. Dr. Carroll-Hackett is creating a low residency MFA program in creative writing and a "Homeland Cyber Security" program is being developed.

Dr. Tracy reported faculty are using innovative ways of teaching in the classroom and cited several examples of these techniques. Dr. Alix Fink along with other faculty colleagues and thirty students went to Yellowstone Park to study the challenges of resource management and apply what they learned to a local issue. Dr. Smith and her students worked with third and fifth graders in different counties to assess their literacy needs. Dr. Stuart and Dr. Johnson, in the Department of Communication Studies and Theatre, in their Pride Organizational class, have their students work in teams and have them find a client on campus to analyze and provide a portfolio of the organizational communication of the unit.

Dr. Tracy stated that faculty members remain concerned about budget issues related to reductions. Faculty members continue to discuss and debate the budget crisis. She stated that Dr. Smith-Ferguson and Dr. Stuart will present the "Faculty Attitude Survey" with the Board at its March 2010 meeting.

Following Dr. Tracy's report, Mr. Dawson requested information on how graduates are prepared for the current economic challenges facing them after graduation. Dr. Cormier responded by stating that a graduate survey will be sent out in January 2010 to obtain information about their current employment status. She stated that Longwood has had a high employment rate among its graduates.

Dr. Warriner-Burke requested that Board member, Ms. Connelly share her thoughts and experiences from her worldwide perspective at the next Board meeting.

Mr. Patterson, student representative to the Board, presented a report on the activities of the Student Government Association. He reported on two events, the Mountain League Student Leadership Conference which was held at Mountain Lake Resort and the African Awareness event with the guest speaker to be Paul Rusesabagina to be held in February 2010.

He also reported that students like other members of the campus community are concerned about reductions in Longwood's budget. He went on to state that students are inquiring about the budget reductions and are discussing the possibility of tuition increases to help off-set budget shortfalls.

He thanked Dr. Amoss for allowing students to attend the academic curriculum meetings. Mr. Patterson reported that Mrs. Gilfillan got students involved in the hiring process for the new chief of police for the Town of Farmville. The SGA is working with VA21 and Ms. Atkins to involve students with the Virginia General Assembly in the upcoming session to address the budget crisis issues.

Mr. Patterson concluded his report by announcing that the SGA is planning events for the 150th anniversary of the organization. (A copy of the text of his remarks is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 20, December 4, 2009.)

Old Business

Item 23 – Review of 2020 Enrollment Growth Analysis

A review of the 2020 Enrollment Growth Analysis was reviewed by Ms. Worster. This analysis was approved by the Board at its June 2007 meeting. (A copy of the analysis is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 21, December 5, 2009.)

Following the review of the “Growth Analysis,” Ms. Connelly requested information on what sort of a rate increase would be needed to achieve a \$2.5 million surplus each year.

Item 24 – Approval of Level II SWAM Plan

The President announced that Longwood is moving along with its progress to obtain Level II authority. She reported that she and Mr. Brown met with Secretary of Administration, Viola Baskerville to review the SWAM Plan with her.

Ms. Atkins presented to the Board a request to approve the University’s Level II SWAM Plan and to grant authority to the Board’s Executive Committee to approve any other Level II required documents, with the understanding that all information will be shared with the full Board. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 22, December 4, 2009.) A motion was made by Mr. Brown to approve the request as presented. The motion was seconded by Ms. Brooke and approved unanimously by the Board.

Item 25 – Approval of an Increase in the Comprehensive Fee

Ms. Worster presented for the Board’s approval, a request to increase the Comprehensive Fee by \$1 per credit hour to fund the costs to implement the one card system. (A copy of this request is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 23, December 4, 2009.) Mr. Brown requested that businesses other than those contracted with Longwood are solicited to accept the one card. Mr. Dawson made a motion to approve the request as presented. The motion was seconded by Mr. Mobley and unanimously approved by the Board.

New Business

Discussion Topic: Tuition

A discussion was led by Ms. Worster on an option to increase tuition mid-year. She stated with the continuing gloomy news about the State’s financial crisis, Longwood must act to generate additional revenues for the remainder of the fiscal year. Based on an additional 11.6 % to 15% budget reduction and the uncertainty of receiving stimulus funds, several scenarios were

reviewed for increasing tuition. (A copy of these scenarios is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 7, December 5, 2009.) She noted that a tuition increase will only help decrease the budget gap but not close it completely. Ms. Worster presented power point slides comparing Longwood’s tuition and mandatory fees without the increase and with an increase to those of some of the other state colleges and universities.

The President stated that the University has cut as much as it can from operating funds and will have to look at reducing personnel positions. The only other option to reduce the revenue shortfall would be to take funds from reserves.

A motion was made by Mr. Brown to approve a 4.5% increase in tuition and fees for Spring semester 2010, amounting to \$105 for students taking 15 credits or \$7 more per credit hour.

Discussion continued on options for closing the budget funding gap and the uncertainty of what will be received from the State. Mr. Dawson requested that a financial plan be constructed for 2012 and beyond.

Dr. Cormier also reported that some members of the Council of Presidents will construct a new financial model for higher education to present to Governor-elect McDonald.

Following the discussion, Mr. Brown’s motion was seconded by Ms. Brooke and unanimously approved by the Board. Mr. Dawson then requested that for the next year or so, the Board should have an ad-hoc Finance Committee or subcommittee to work until the budget crisis is over. Dr. Barrett recommended that perhaps this ad-hoc committee could work with Longwood’s Budget and Planning Committee to come up with worse case scenarios. Mr. Brown agreed that an ad-hoc committee of the Board should be involved with budgetary decisions.

The Rector stated that she and the President will take all of the advice and come up with a plan to include some of the Board members in the budget and planning process.

Announcements

There were no announcements.

Adjournment

There being no further business, the Rector adjourned the meeting at 12:17 p.m.

M. Jane Brooke
Board Secretary