

LONGWOOD UNIVERSITY BOARD OF VISITORS
Friday, December 3, 2010

Minutes

Call to order

The Longwood University Board of Visitors met on Friday, December 3, 2010, on the campus of Longwood University. The meeting was called to order at 8:45 a.m. by Mr. John Adams, Rector of the Board.

Members present:

Mr. John B. Adams, Jr.
The Honorable Otis L. Brown
The Honorable John W. Daniel, II
Dr. Edward I. Gordon
Mrs. Rita B. Hughes
Mr. Chin Han Kim
Dr. Ripon W. La Roche, III
Dr. Judi M. Lynch
Mr. Stephen L. Mobley
Mr. Ronald O. White

Members absent were:

Ms. M. Jane Brooke
Ms. Marjorie M. Connelly
Mrs. Susan E. Soza

Present at the request of the Board:

President Patrick Finnegan
Ms. Jeanne Hayden, Secretary to the Board of Visitors
Mr. Stephen Meyers, President, Alumni Association
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 and Real Property
Mr. H. Franklin Grant, Interim Vice President for University Advancement
Dr. Francis Moore, III, Vice President for Information and Instructional
Technology Services and Chief Information Officer
Dr. Kenneth Perkins, Interim Vice President for Academic Affairs
Dr. Tim Pierson, Vice President for Student Affairs
Ms. Kathy Worster, Vice President for Administration and Finance

Also present were:

Faculty Representatives:
Dr. Larissa Smith-Ferguson

Dr. Linda Lau
Dr. Sharon Menegoni
Dr. Cathy Roy
Dr. William Stuart

Student Representatives:
Mr. Brandon Fry

Rector's Report

The Rector noted the absence of Ms. Brooke, Ms. Connelly and Mrs. Soza. He announced that the mother of Mr. Burger, Vice President of the Longwood University Foundation Board, passed away and that Mrs. Fornash, Deputy Secretary of Education, would be presenting an update on the Governor's Commission on Higher Education, Reform, Innovation, and Investment.

Mr. Adams reported that a reception was held in the State Capitol Building in Richmond to introduce President Finnegan to alumni, donors, and legislators. He went on to report that he and Mr. Brown introduced the President to Governor McDonnell on November 5, 2010. Their conversation included: Longwood's response to the Governor's Commission on Higher Education, Reform, Innovation, and Investment and the physical facilities of the campus. Mr. Brown announced that the Governor was invited to attend the opening of the boiler plant.

President's Report

The President reported on a list of activities and groups (faculty, staff and students) that he has met with since the September Board of Visitors' meeting. He stated that, most of all, he has enjoyed spending time with the students.

President Finnegan presented a brief update on Admission's activities and stated that student visitor numbers were up 12.6% and follow-up surveys disclose that Longwood almost always moves up the student's college choice list upon their visit to campus. December 1 was the deadline for "early action" decision and as of that day, 1,482 freshmen applications had been received compared to 1,783 for the previous year. He announced that Longwood has become the number one college/university choice for one of the school districts in Virginia Beach.

He also reported on the progress of starting work on the Academic Master Plan. The President reported that he has met with the Deans, the Chair of the Faculty Senate, and the Chair of the Academic Affairs Committee to start the process. He anticipates that meetings and discussions during the spring semester will be held to focus on the identity of Longwood and the goals of the University in the next 5-10 years. The President also will be creating a task force that will be led by Dr. Ross and Dr. Jones to consist of members from across the campus. Most of these members will be faculty, but the plan will be about the future of the university overall. When complete the Academic Master Plan should dovetail with the upcoming SACS accreditation preparation and will act as a guide for implementing the legislative incentives coming from the Governor's Commission on Higher Education, Reform, Innovation, and Investment. Board members will be invited to participate in the meetings and sessions. The President announced that a study will be undertaken to determine what the role should be or could be for International Affairs.

He reviewed the University's Dashboard Indicators. Categories included: increasing revenue, reducing expenses and creating efficiencies, and providing access.

President Finnegan announced unofficially that after a rigorous five year process, the Longwood Center for the Visual Arts has been accredited by the American Association of Museums. The official announcement will come on December 13. He stated that there are only 54 colleges and universities nationally that are accredited.

He stated that exactly one year ago today he was being interviewed for the position of president and how proud he is to be at Longwood and thanked the Board for the honor of serving them and the University. (The text of the President's Report and the Dashboard Indicators is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 1, December 3, 2010.)

Following his report, Mr. Adams asked that the University provide a frame of reference for retention and non-white students. He recommended the comparison be between the University's peer groups or nationally or other state colleges.

The President asked Ms. Potts, Director of Student Health, to present an update on a male freshman who was diagnosed with meningitis over the Thanksgiving holiday. She reported that the student was hospitalized in a Roanoke area hospital. Ms. Potts received a call from Chief Beach on Saturday, November 27 that dispatch had received a call from Roanoke Regional Hospital about the student. She called a case worker at the hospital and was told the student was in intensive care in stable condition. Ms. Potts has been working with the Prince Edward County Health Department, who is providing the medication. A list of the names of students the freshman had come in contact with was compiled. Those individuals were notified and prophylactic antibiotics are being distributed to them. It is a one-time dose. Student Health extended their office hours to accommodate student schedules. Ms. Potts will have to report to the Prince Edward Health Department the names of all the students who received the medication.

Dr. Pierson praised the work of Ms. Potts and her staff during this event. He also stated that some students, who attended a party with the freshman, went to a party at Hampden-Sydney College. Dr. Pierson notified Dean Kline at Hampden-Sydney of the situation.

Ms. Potts reported that the student is recovering. The President also praised Ms. Potts and her staff. He went on to report that he has been in contact with the freshman's mother to get daily updates on her son's recovery.

Business

Consent Agenda

Item 1 – Approval of Consent Agenda

Mr. Adams presented to the Board for its approval the consent agenda, the minutes for the September 10 and 11, 2010, Board meeting and revisions and deletions to some Administrative Policies. A motion was made by Dr. Gordon to approve the consent agenda as presented. The motion was seconded by Mrs. Hughes and unanimously approved by the Board. (A copy of the

consent agenda is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 2, December 3, 2010.)

Audit

Item 2 - Update on Internal Audit Activities

Mrs. Howard, Director of Internal Audit, presented a brief update on activities of her department since the September Board meeting. She reported that the Knowledge and Theatre audits have been completed and sent to members of the Board of Visitors. She also reported that the Athletics financial review is ongoing and expects it to be complete by the end of December.

The annual review of the University’s financial statements is complete, the NCAA audit is underway, and LENEL information system audit is complete. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 3, December 3, 2010.)

Following her report, Mr. Adams asked about a reference in the Athletics Department review about the financial problems within the department. The Internal Auditor responded there are many University policies governing credit cards and travel and that her purpose is to educate the Athletics staff. Mr. Adams also asked about a reference in her written report about creating a campus-wide risk management process. She stated that this process is ongoing but at a slower pace to make sure that everything is captured that should be included. Mrs. Howard’s department continues to work towards completing the process. Mr. Adams stated that there should be an individual or group who will be responsible for the oversight of the plan when it is complete. Mrs. Howard concurred.

University Advancement

Item 3 - Public Relations Report and Marketing Plan Update

Mr. Grant, Interim Vice President for University Advancement, introduced Mr. Munson, Associate Vice President with CRT/tanaka, who in turn introduced Ms. Oucado and Mr. Brady. At the request of the Board, they presented through powerpoint, an update on the marketing and communications plan. Mr. Munson reviewed the marketing strategy plan and surveys used for creating tactical activities. Ms. Oucado presented the “Year 6” tactical activities. They include: continuing ongoing activities, supporting emerging needs, advertising, and campus tour videos.

Following their presentation, Mr. Munson stated that the market for recruiting students has become highly competitive. He reported that there will be a “Whatcanbe” session and would like input from the Board. Mr. Adams recommended that 2-3 programs be highlighted as flagships to attract new students. President Finnegan will, with the assistance of the faculty, identify programs to promote the University without as much emphasis on teaching. Dr. Tracy stated that she will work with the Faculty Senate to assist with identifying potential programs. Mrs. Hughes stated that she doesn’t want the University to lose emphasis on teaching. Mr. Adams agreed with Mrs. Hughes’ remark but stated that there needs to be additional emphasis on some of the other programs as well. Mr. Mobley recommended an examination of the overall image to establish who or what Longwood should be. He went on to recommend that name recognition needs to be a priority in markets where Longwood is not well known. Mr. Adams stated that although he somewhat agrees with name recognition, he feels it is more important to promote a field more so than a program.

Dr. Pierson attended a symposium on academic and student affairs relations and engagement. George Kuh, founder of the National Survey of Student Engagement, presented at the program. The attendees at the symposium were in tune with Longwood's documenting of educational practices ten years ago. NSSE has produced a book outlining the top ten educational practices that are most impactful. He stated that Longwood achieves all ten. He stated that he believes that engaged learning is the key that makes Longwood's programs powerful. Dr. Pierson went on to say that he believes that this is a message that needs to be sent when recruiting new students. (A copy of this report and presentation is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 4 and 5, December 3, 2010.)

Item 4 - Comprehensive Campaign Report

Mr. Grant presented the Comprehensive Campaign Report. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 6, December 3, 2010.) Mr. Grant reported that the 2011 faculty/staff campaign garnered 60% participation. He thanked Mrs. Morris for her commitment to this effort. Mr. Grant also asked the Board to recognize the staff of University Advancement for their accomplishments.

Item 5 - Report on Hull Springs Farm

Ms. Burton, Executive Director of Hull Springs Farm, presented with powerpoint slides a report on the current activities and programs occurring at Hull Springs Farm. (A copy of this report and presentation is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 7 and 8, December 3, 2010.) She reported that the first wetlands mitigation credits will be ready for sale in the spring. Ms. Burton plans to present a comprehensive plan for the farm to the Board next year.

She announced that the President plans to establish a taskforce, primarily comprised of faculty members, to create a plan to define the relationship between the University and the farm and how to use the property most effectively.

Following her report, Mr. Rice, a member of the junior class and biology major, presented a video documentation on programs and experiences at the farm.

Academic and Student Affairs

Item 6 - Approval of Changes to Faculty Policy and Procedures Manual for College of Graduate and Professional Studies

Dr. Perkins, Interim Vice President for Academic Affairs, presented a request to approve changes to the *Faculty Policy and Procedures Manual* for the College of Graduate and Professional Studies. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 9, December 3, 2010.) An Ad Hoc Committee of the Faculty Senate identified four key components of the bylaws that will allow the College of Graduate and Professional Studies to continue to grow. With the addition of these four components, Graduate and Professional Studies will be able to fulfill its mission of continued growth while operating within the current faculty components. A motion was made by Dr. La Roche to approve the changes to the *Faculty Policy and Procedures Manual* as presented. Dr. Gordon seconded the motion which was unanimously approved by the Board.

Item 7 - Approval of Revisions to Student Handbook

Dr. Pierson, Vice President for Student Affairs, presented for the Board's approval revisions to the *Student Handbook*. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 10, December 3, 2010.) Following his review of the policies, questions were raised regarding the disparity between the GPA standards for sororities and fraternities. Mr. Chassey informed the Board that this policy change is in-step with the 2.5 for the College Panhellenic and National Pan-Hellenic organizations and 2.35 for an Interfraternity Organization. Mr. Adams and Dr. La Roche recommended that the University move toward raising the standard for men to equal that of women. They both agreed that this recommendation should be completed within the next three years.

After a lengthy discussion and receiving consultation from Ms. Landry, Assistant Attorney General regarding the wording and legalities of the policy, Mr. Brown moved to hold action on this item until the following day at which time the Board will consider rewording of the policy. His motion was seconded by Dr. Gordon and passed by the Board.

Item 8 - Report on Final Headcount Fall 2010 Enrollment

Dr. Perkins reported on enrollment for Fall 2010. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 11, December 3, 2010.) He highlighted the total headcount of 4,831; full-time student enrollment of 3,985; and the enrollment of out-of-state students at 264.

The Board adjourned for lunch at 12:10 p.m. and reconvened at 1:05 p.m.

Upon their return, Dr. Pierson distributed a copy of the amended wording of the policy, "Guidelines for New Member Programs". A motion was made by Mr. Brown to reopen discussion and approval of Item 7. His motion was seconded by Mrs. Hughes and approved by the Board. (A copy of this amended policy is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 12, December 3, 2010.)

Mrs. Hughes moved to approve the new language for the "Guidelines for New Member Programs". Her motion was seconded by Mr. Kim. After further discussion, Mr. Adams strongly recommended that the University move forward to raise the standard for men to equal that of the women within the next three years. The Board approved the new language recommendation. Mr. Daniel voted nay.

A motion was made by Dr. Lynch to approve the remaining policy revisions to the *Student Handbook*. Her motion was seconded by Mrs. Hughes and unanimously approved by the Board.

Item 9 - Report on Student Housing

Dr. Tim Pierson, Vice President for Student Affairs, presented a report on student housing occupancy, including on-campus and managed campus housing. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 13, December 3, 2010.)

Following Dr. Pierson's report, the President updated the Board on a meeting he had with local officials and a private developer in mid-October. He reported that they expressed concerns on the amount of University owned and managed student housing and the impact it has on the locality's tax base and private enterprise.

There have been inquiries from the Secretary of Education and the APA has issued a draft report on housing that has to be responded to by Monday, December 6. The President pointed out several inaccuracies in the APA report: 1) the number of years students are required to live on-campus is two, not three as reported by the APA; 2) the number of beds is reported as 3,600 by the APA, Longwood has just a little over 3,000; and 3) plans to build additional beds was included in the APA report, the University plans to build replacement beds when the Cunninghams are taken off-line.

He reported that students who live in University owned/managed housing tend to perform better and graduate at a higher rate. The President reported that there are a number of state colleges and universities who are moving to change their mandatory housing requirements that will be more in-line with Longwood's housing requirements.

After several questions and comments from Board members, Dr. Gordon stated that he did not think all of the local officials share the opinions of those the President met with in October. He went on to say that he did not think that this will be an issue for Longwood. Mr. White stated that Fort Lee had just experienced a similar situation and upon deeper review found that it was just a few local citizens who were expressing concern over housing at Fort Lee.

The President concluded by reporting that seniors occupy 16% of student housing and juniors 22%. These groups of students know what the other area housing opportunities are but choose to remain in housing managed by Longwood. He reiterated that the University will respond to the inaccuracies of the APA report and that once the final report is complete, Longwood will respond to that one if necessary.

Presidential Reports

Item 10 - Report on NCAA Violations from 2009-2010

Ms. Meadows, Associate Athletic Director for Student-Athlete Enhancement, presented a report on NCAA violations from 2009-2010. She reviewed the violations and the actions taken. There were 3 Level II and 2 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 14, December 3, 2010.)

Item 11 - Update on Intercollegiate Athletics

Mr. Austin, Director of Athletics, reported that Longwood had its first nationally televised men's basketball game against James Madison University. He announced that the Women's Basketball game against Liberty University in January will be televised. Mr. Austin stated that the focal point of Athletics is to produce high quality academics for student athletes.

He reported that Athletics is working toward a conference membership and the President has meetings scheduled with the Big South Conference schools in the spring.

Item 12 - Report from Longwood Real Estate Foundation

Mr. Ken Copeland, Executive Director of the Longwood Real Estate Foundation, provided an update on the Foundation's activities. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 15, December 3, 2010.) He expanded on the report in the Board materials by reporting that 95.2 % of the Foundation beds have been filled, the Foundation is continuing to work on the RFP process for replacing the beds in the Cunninghams, and the construction of the maintenance building and public restrooms at Lancer Park have been completed.

Administration, Finance, Facilities and Technology

Item 13 - Approval of New and Revised Administrative Policies

Ms. Kathy Worster, Vice President for Administration and Finance, presented for approval new and revised Administrative Policies. (A copy of this request is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 16, December 3, 2010.) She reviewed each of the policies stating that policies and procedures are reviewed and updated on an as needed basis to maintain consistency and to ensure that the policies are meeting the needs of the University. A motion was made by Dr. Gordon to approve the policies as presented. The motion was seconded by Dr. La Roche and unanimously approved by the Board. Mr. White was absent for this vote.

Item 14 - Review of Unaudited Fiscal Year 2010 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 17, December 3, 2010.) Overall, she reported that this year's statements are better than the previous year.

Item 15 - Review of Financial Report through October 31, 2010 and Financial Dashboards

The financial analysis for both auxiliary funds and E&G funds for the period ending July 31, 2010, was presented by Ms. Worster. She reported that there is a 3.3% increase in E&G revenue over the same period last year and an 8.1% increase in E & G expenditures for the same period last year. The increase in E&G expenditures is attributed to the additional costs for the programs at Fort Lee and Emporia.

As part of her report, Ms. Worster also reviewed financial dashboard indicators. She stated that there are areas that remain a concern and have identified them as areas of caution. They include net operating revenues, return on net assets, viability, and CPI. Areas of high risk included: actual budget costs, proposed budget reductions, and State regulation of tuition increases. (A copy of this report including the Dashboard Indicators is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 18, December 3, 2010.)

Item 16 - Review of Debt Ratios/Reserve Report for Year End June 30, 2010

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 19, December 3, 2010.) Longwood's current debt service

commitments and estimated debt burden ratio is 7.38%. Ms. Worster stated that for future reports she will present calculations for the University by itself and a calculation that includes the Real Estate Foundation and the University so the Board can see difference between the two.

Item 17 - 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 20, December 3, 2010.)

Item 18 - Review of Report on Instructional Faculty Salaries for Fiscal Year 2009-2010

A report on faculty salaries for fiscal year 2009-2010 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 21, December 3, 2010.)

Item 19 - Review of Budget Reduction Strategies

Longwood received notification from Mr. Martin, Chief of Staff, to agency heads regarding additional “budget savings” of 2%, 4%, and 6% for fiscal year 2010. Ms. Worster reviewed the budget scenarios for Longwood. (A copy of these scenarios is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 22, December 3, 2010.)

A brief discussion took place regarding the possibility of raising tuition to off-set the reductions for Longwood. The President stated that if Longwood has to make a 6% reduction in budget, personnel positions would have to be reduced.

Item 20 - LancerCard Update

Ms. Worster presented an update on the LancerCard program. She reported that at the end of October, deposits totaled \$68,618 and on-campus sales totaled \$20,860. Off-campus sales totaled \$8,448. She stated that deposits are expected to increase in January once the University reopens after the holiday break.

Item 21 - Report on Athletic Fees

A report was presented on Longwood’s Athletic fees. Ms. Worster reviewed in detail the changes in funding needs to Athletics from FY2001 through FY2010. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 23, December 3, 2010.) Once the University obtains membership in a conference, the need for increases in student comprehensive fees should be reduced.

Item 22 - Report on Notification Practices Related to Textbook Purchasing Options

Ms. Worster presented a report on the notification practice related to textbook purchasing options. She reported that students had four options for purchasing textbooks: new textbooks, used textbooks, rented textbooks, and digital textbooks. She reported that the use of used, rental, and digital units saved students \$176,376 during the fall semester. (A copy of this report is filed

with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 24, December 3, 2010.)

Item 23 - Campus Construction Update

In addition to the Capital Construction Update provided in the Board book, Mr. Bratcher, Vice President for Facilities Management, presented a powerpoint showing photos of the Bedford Hall construction project. (A copy of this report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 25, December 3, 2010.)

Discussion Topic: Faculty Tenure

A discussion on faculty tenure was led by Dr. Smith-Ferguson and Dr. Perkins. Dr. Smith-Ferguson stated that Longwood bases its own standards for faculty tenure with those of the American Association of University Professors. (Copies of the AAUP standards are filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 26, December 3, 2010.) She reviewed the history of academic freedom and tenure, tracing back to 1940. Dr. Smith-Ferguson outlined how tenure helps stabilize and sustain the institution. Tenure offers stability in retaining faculty and creates a connection with students and alumni, and creates the opportunity for fundraising avenues.

Dr. Perkins presented to the Board the process for becoming a tenured faculty member and the process for dismissing a tenured member of the faculty. He stated that obtaining tenure is a six year process.

Following the presentation, Mr. Adams expressed the concern of boards over the length of time it takes to remove a tenured faculty member who is not meeting the quality of teaching standards. He also suggested the consideration of reducing the amount of time for removal or dismissal of a tenured faculty member who is not meeting the quality of teaching standards. Mr. Adams asked if there is data from other state institutions on what the timeframe/process is for removing tenured faculty and do a comparison with Longwood’s process.

Dr. Smith-Ferguson concluded the discussion by reporting that of the 207 faculty members, 55% are tenured and hold the rank professor or associate professor, and 30% are on tenure track. She stated that nationally, 30% of all faculty are tenured. Mr. Adams expressed his appreciation for Longwood’s faculty.

Closed Session

Mr. Kim moved to go into Closed Session under Section 2.2-3711 A1 & 8 of the Code of Virginia to discuss matters related to personnel and the acquisition of property. The motion was seconded by Mrs. Hughes and approved by the Board.

A motion was made by Mr. Kim to return to open session. The motion was seconded by Mrs. Hughes and approved by the Board.

In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mr. Kim moved to certify that the discussion in Closed Session was in accordance with the *Code of Virginia*. The motion was seconded by Dr. Gordon and affirmed by

Mr. Adams, Mr. Brown, Mr. Daniel, Mrs. Hughes, Dr. La Roche, Dr. Lynch, Mr. Mobley, and Mr. White. (A copy of this compliance is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Appendix 27, December 3, 2010.)

The meeting adjourned for the day at 5:20 p.m.

Saturday, December 4, 2010

Call to order

Mr. Adams reconvened the Board of Visitors' meeting at 9:00 a.m. on Saturday, December 4, 2010.

Members present:

Mr. John B. Adams, Jr.
The Honorable Otis L. Brown
Dr. Edward I. Gordon
Mr. Chin Han Kim
Dr. Ripon W. La Roche, III
Dr. Judi M. Lynch
Mrs. Rita B. Hughes
Mr. Stephen L. Mobley
Mr. Ronald O. White

Members absent were:

Ms. M. Jane Brooke
Ms. Marjorie M. Connelly
The Honorable John W. Daniel, II
Mrs. Susan E. Soza

Present at the request of the Board:

President Patrick Finnegan
Ms. Jeanne Hayden, Secretary to the Board of Visitors
Mrs. Tassie Madden, substituting for Dr. Kenneth Marcus, President, Foundation Board
Mr. Stephen Meyers, President, Alumni Association
Mr. Benjamin Brittain, 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 Director of Governmental Affairs and Special Projects
Mr. Richard Bratcher, Vice President for Facilities Management and Real Property
Mrs. Laura Fornash, Deputy Secretary of Education
Mr. H. Franklin Grant, Interim Vice President for University Advancement
Dr. Francis Moore, Vice President for Information and Instructional Technology
Services and Chief Information Officer
Dr. Kenneth Perkins, Interim Vice President for Academic Affairs
Dr. Tim Pierson, Vice President for Student Affairs
Ms. Kathy Worster, Vice President for Administration and Finance

Reports from Representatives

Mrs. Tassie Madden, substituting for Dr. Marcus, President of the Longwood University Foundation Board, reviewed a handout outlining current activities of the Foundation. (A copy of

the report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 1, December 4, 2010.) She reported on three budget amendments approved by the Foundation Board: special appropriation for the purchase of new general ledger software, an increase in funds for the President’s auto allowance, and funds to cover a one-time bonus of up to 3.5% for staff of the Foundation Office.

The Foundation received its first quarterly report from Spider Management. The report was for the time period ending September 30, 2010. The returns were 4.73% net of fees or \$1.6 million, student fund investment returns are 11.2%, and the S & P returns are 11.3%.

She reported that the Foundation received another unqualified audit and a copy of the audited financials can be found on the Foundation website or by calling the Foundation Office. The Foundation revised its 3-year meeting calendar to coordinate with Spider Management’s quarterly reporting cycle. The Foundation Board is also working on drafting standard operating procedures for each of its committees.

Mrs. Madden concluded her report by announcing that the Foundation Board is looking for new members to serve on the Foundation Board. She asked the Board of Visitors to assist in finding members who could add to the racial and geographic diversity of the Foundation Board. They would like to have new members with legal and fundraising experience.

Mr. Stephen Meyers, President of the Alumni Association, briefly reviewed a handout outlining the current activities of the Alumni Association. (A copy of the report is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 2, December 4, 2010.) He announced the recipients of the William Henry Ruffner Award, the Thomas Jefferson Professional Achievement Award, and the Jabez Lamar Monroe Curry Award. Mr. Meyers reported on the receptions that have been held to introduce President and Mrs. Finnegan to alumni, donors, and friends of the University and reported on additional events in the spring to introduce them to other alumni.

He then presented a powerpoint presentation entitled “Project Lancer: Local Alumni Network for Constituent Engagement and Relations,” an extensive plan to engage and strengthen alumni participation with Longwood.

Mr. Meyers reviewed the five objectives: 1) define, strengthen and promote Longwood’s brand to targeted markets and constituents (led by Mr. Sercombe and the Marketing Communications team), 2) attract, engage and capture high quality student prospects and parents (led by Mr. Chonko and the Admissions team), 3) engage (through First Year Experience) and retain high quality students (led by Dr. Perkins and the First Year Experience team), 4) increase active involvement of alumni and constituents (led by Mrs. Shelton and the Alumni team), and 5) increase amount of private monies raised by the University (led by Mr. Grant and the Development team). He went on to detail how each of the objectives will be accomplished and the benefits to be gained.

One of the main goals is to establish geographic chapters throughout Virginia in both metropolitan and rural areas. Through these chapters the goal will be to increase friend raising

and fundraising. Mr. Meyers outlined a plan to reach the goals and objectives of establishing these chapters. (A copy of this presentation is filed with “Addenda to Minutes of Meetings of the Board of Visitors” as Handout 3, December 4, 2010.)

Following Mr. Meyers presentation, several recommendations were made:

- engage faculty with the plan
- find out what current members of the faculty and staff are alumni and how they are engaged with the Alumni Association
- place an alumni representative within each College
- change the impression that the University is fully funded by the State
- use Facebook to have faculty stay in touch with former students
- project ROI before any funds are spent
- research successful alumni programs in the country to see how they became successful fundraising institutions – public and private
- engage local chapters/areas to assist in raising scholarship funds – proceed with this prior to 2012

Dr. Pam Tracy, faculty representative to the Board, thanked the Board for the opportunity of allowing faculty members to have dialog with them. Her report consisted of information from tenured faculty on the reasons they stay at Longwood, their greatest needs, their extracurricular service, and leadership positions outside of the Longwood community.

Mr. Adams requested that a copy of this report be sent to the Board members. A discussion took place regarding the expectations of faculty scholarships as it relates to tenure. Mr. Adams also requested that Dr. Tracy provide information related to faculty governance and requirements of serving on faculty committees.

Mr. Benjamin Brittain, student representative to the Board, reported on the means used to get word out to students regarding textbook purchasing options. He stated that the Bookstore advertised these options through emails and Facebook postings, fliers, a *Rotunda* article on the Bookstore, and a press release went out to news outlets.

He reported that he attended the Alumni Association Board meeting and challenged the Board to engage current students. Mr. Brittain stated that the theme for year is “Making positive lasting relationships”.

He recommended some ideas for engaging students in the Alumni Association while they are still at Longwood:

- target student leaders
- involve students with campus events
- focus on the sophomores, juniors, seniors, top majors, sororities, fraternities, and Athletics
- get involved with what students are doing while they are here

Mr. Brittain reported on the cancellation of the band three6mafia and how it was handled by the organizing student groups. He stated that because of concerns for student safety the decision was

made to cancel the band and substitute it with a band that plays the same genre of music. Mr. Brittain described the process and the other groups involved in the decision to make the change.

Mr. Patterson, Interim Assistant for Multicultural Affairs, outlined the communication process for notifying minority students of the cancellation of three6mafia. He reported that student groups are re-evaluating the processes used in selecting guest bands.

Mr. Adams requested that the President review the most recent recommendations from the Diversity Committee and make a judgment on whether more work needs to be done. He asked for a report to the Board at its March meeting, to include a plan and timetable for implementing the plan.

Mr. Brittain stated that he was pleased with the Board's approval of raising the GPA standards for students seeking membership in the sororities and fraternities.

Following this report, Mr. Adams welcomed Mr. Patterson back to the University in his position in Multicultural Affairs.

Old Business

Item 24 - Update on the Governor's Commission on Higher Education, Reform, Innovation, and Investment

Mrs. Laura Fornash, Deputy Secretary of Education, through a powerpoint presentation updated the Board and members of the Longwood community on the preliminary recommendations from the Governor's Commission on Higher Education, Reform, Innovation, and Investment. (A copy of this presentation is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 28, December 4, 2010.)

Following her report, Mr. Adams thanked her for sharing the Commission's recommendations. He stated that she can count on the University to be committed and engaged in carrying out the recommendations of the Commission. Mr. Adams also stated that the University will put together a committee to develop a strategy of engagement. He also requested that Ms. Atkins send the link to the Commission's website so Board members can view the other Commission presentations.

Adjournment

There being no further business, the Rector adjourned the meeting at 12:05 p.m.

Otis L. Brown
Vice Rector