



## LOOKING TO OUR THIRD CENTURY *-Strategy and Progress 2013 through 2018-*

Report to BOV  
March 2019

In 2013, President Reveley began in-depth discussions about the strategic direction of the University at the Board of Visitors meeting held two weeks after he took office in June, following an intensive and involved transition period since his appointment that March. It was already clear in 2013 that American higher education was in a turbulent period, but certainly not yet clear the extent to which America itself was on the cusp of a time of harsh divisiveness and unease.

Arguably, strategy is always most effective when it is concise and nimble --- perhaps that is even especially true in unsettled times. Board members were committed to capturing the direction for Longwood in a one-page strategic plan.

The simplicity of that approach fostered rich dialogue with the BOV and deliberation with constituencies across campus and throughout the Longwood community, building on thought given to academic strategy since 2011-12 and prior initiatives such as the 2012-13 Compensation Task Force. By the end of the fall semester of 2013-14, consensus was forming around key principles and strategic priorities. And through inclusive continuing dialogue, by the end of 2013-14 the BOV had endorsed a polished one-page plan, formally adopting it in September 2014.

The Strategic Priorities became catalysts for action: Retention & Graduation; Renewing General Education; National Marketing; Foot Traffic by Alumni & Friends; Regional Prosperity; Strengthening the University Community; and Organization, Structuring, and Governance.

Two early fruits of the plan quickly began to provide for continuous assessment of progress and feedback into budgeting. First, keeping with its pattern of strategic deliberation over 2013-14, in 2014-15 the BOV adopted a meeting format that accentuates deliberation and discussion --- as distinct from reiteration of dry reports. Second, also in 2014-15 the University Planning Council acted to expand its structure and scope to become a deliberative body representative of the entire campus community and focused on the range of matters bearing on the entire University. Beginning in the fall of 2015-16 the UPC began the practice of giving special focus at each of its three annual meetings to a specific strategic priority or related issue, allowing for in-depth discussion and review. It is also notable that the President's Cabinet, which meets and deliberates weekly, enjoyed the momentum of continuity in key positions from 2013 through 2018, and eventual transitions were filled by longtime members of the University community, such as Courtney Hodges, Larissa Smith Ferguson, and Louise Waller.

The original planning horizon of 2018 coincided with President Reveley's first term. As the University now looks ahead and contemplates strategy over the next horizon, this report is an overview of progress and challenges since 2013. The University is energized and prospering despite the turbulence in higher education and across America, and in that regard Longwood's strategy for the future can amplify what has driven this success.

### **Retention & Graduation**

As is true of state budgets nationwide, in this century as compared to the last the Commonwealth of Virginia's budget for higher education faces acute pressures. The Commonwealth will always continue to

be a powerful and vital source of strength for public higher education, but enrollment strength is crucial to the vibrancy of public institutions now more than ever.

There are headwinds. In keeping with broader national demographic trends, total enrollment in Virginia public universities has plateaued since 2012. From 2012 through 2018, total enrollment in Virginia's 15 four-year public institutions increased by 2.6%, from 214,640 to 220,255. In contrast, over the immediate prior six years from 2006 to 2012, it had increased instead by 6.1%, from 202,183 to 214,640 --- which is to say the rate of growth fell by more than half beginning in 2012. The demographic boom of the 1980's, 1990's, and 2000's has ended, and the country as a whole is facing the first extended period in its history when the college-going population is not undergoing substantial growth.

Most of Virginia's 15 four-year public institutions lost enrollment from fall 2012 --- the fall prior to President Reveley's appointment in March 2013 --- through fall 2018, some severely. Longwood is among those that have grown, if slightly.

***Enrollment Change in Commonwealth 2012-13 to 2018-19***

15 Four-Year VA Publics	Fall 2012-13	Fall 2018-19	Change
George Mason	32,961	37,677	14.3%
Virginia Tech	31,087	34,850	12.1%
James Madison	19,927	21,751	9.2%
William & Mary	8,258	8,817	6.8%
UVA	23,907	24,639	3.1%
Longwood	4,834	4,911	1.6%
VMI	1,664	1,685	1.3%
Old Dominion	24,670	24,176	-2.0%
VCU	31,752	31,076	-2.1%
Radford	9,573	9,335	-2.5%
Christopher Newport	5,186	4,957	-4.4%
Mary Washington	5,093	4,727	-7.2%
Wise	2,420	2,065	-14.7%
Norfolk State	7,100	5,204	-26.7%
Virginia State	6,208	4,385	-29.4%

Longwood's focus in the current strategic plan has been to increase enrollment by improving retention and graduation rates. A number of initiatives have been explicitly focused on this. First, in March 2018, Longwood opened its first student success center, Brock Hall, a new building that serves as a "one-stop shop" providing a full suite of resources directed at ensuring students stay on path to graduation. The building serves as a modern, technology-filled hub for essential academic support services, including the Center for Academic Success, Writing Center, Registrar, Office of Financial Aid, Disability Resources, and First Year Experience and Family programs.

Another major initiative has been the creation of 60 freshman coaching groups, under the guidance of a faculty or staff member and designed to help students acclimate during the transition to college with the help of a mentoring and support network. The program was piloted in the spring of 2018 and launched campus-wide the following fall. The program is being renewed for fall 2019, thanks to preliminary survey data indicating students who participated regularly --- even only a few times --- in their coaching groups showed higher GPAs and hours earned, as well as lower academic probation rates. The Longwood University Foundation likewise has been turning its efforts powerfully to scholarship funding, with data

indicating significant retention gains for scholarship recipients. It is also clear that the co-curricular experience at Longwood continues robustly as one of the University's greatest strengths, crucial to retention --- the 2017 NSSE results for instance show that Longwood students are much more likely than students at peer institutions (southeast publics) to hold formal leadership roles on campus, with 64% of Longwood seniors reporting they have over their time in college, versus 36% for peer institutions.

These efforts have come in the face of significant challenges. Proudly, the number of Longwood students on campus who are first-generation college students in their families has increased substantially, from 681 in 2012-13 to 1,258 in the current year. The overall proportion of students this year stands at 28%. Nationally, such students are statistically more likely to struggle with the transition to college. Nonetheless, Longwood's graduation rates have steadily moved upward since 2013. Most notably, the proportion of students who graduate within four years has increased from 44% for incoming freshmen in 2007-08 to 53% for those who entered in 2012-13. The 6-year graduation rate has increased from 64% to 68%. Nationally, roughly 10% of public institutions have a four-year graduation rate greater than 50%.

### **Renewing General Education**

Imagining, designing and implementing a distinctive new core curriculum has been an intensive priority and endeavor of the University during the course of this strategic plan. An Academic Core Curriculum Committee was appointed by Faculty Senate in the fall of 2013-14, comprised of 13 members from across departments and colleges. After three years of design and development, a new general education curriculum was approved overwhelmingly by Faculty Senate in the fall of 2016-17, and unanimously by the Board of Visitors later that semester. Implementation began with the class of freshmen arriving in the fall of 2018-19.

Upon recommendation from a campus committee, the BOV in the spring of 2017-18 adopted a formal name for the new curriculum: "Civitae." The word is unique to Longwood but evokes several key elements of the curriculum. Its "civic" root emphasizes civics education and Longwood's mission of educating "citizen leaders." "Vitae" --- Latin for "life" --- reinforces that the curriculum serves as preparation for all aspects of a full life, including citizenship and work. Vitae also evokes "curriculum vitae" --- a synonym for résumé in academic and professional circles. This highlights the value of the curriculum's focus --- in particular on oral and written communication, critical thinking, problem-solving and teamwork --- not just for citizenship but as important skills for a successful career in any field.

Civitae is built on a unique structure that includes "Foundations" courses which introduce students to notions of citizenship and to disciplinary knowledge, "Perspectives" courses designed for students to develop the ability to address issues from multiple disciplinary lenses, and the capstone "Symposium on the Common Good," explicitly designed to prepare students for life in a democracy and to fulfill Longwood's citizen-leadership mission.

At most institutions, general education courses are boxes to check --- a series of seemingly unconnected classes, often taught as large lectures, with little connection to other courses or the institutional mission. At Longwood, Civitae courses will be taught in small settings, across all four years of college. And the careful design work at the front end of the process has also ensured other benefits, including the removal of needless curricular obstacles and broader opportunities to expose students to a range of majors.

Civitae came to life in the fall of 2018 with the debut of 80 Foundations level courses. As of the spring of 2019, another 43 courses had been approved as implementation moves into the Perspectives level starting in 2019-20, with many more under development.

Higher education is a bulwark of democracy, and the University’s aspiration is for Civitae to become a defining and distinctive aspect of a Longwood education for generations of students, who go on to purposeful lives of citizen leadership.

**National Marketing**

Longwood’s national visibility has expanded greatly since 2013. In particular, being selected to host the 2016 U.S. Vice Presidential Debate was a signature moment for the University. In addition to producing national attention for Longwood, the Debate drove important academic and student engagement and was a true public service to the country.

By a comparable formula as used by past host sites, it is calculated that Longwood earned media value of more than \$83 million (compared to \$53 million for 2012 Vice Presidential host site Centre College). Substantial stories appeared in top publications and outlets including: *PBS Newshour*, *The Washington Post*, *The Atlantic*, *The Wall Street Journal*, *Time*, *USA Today*, *The Washingtonian*, *ABC News, Inc*, *The New Yorker*, *Sirius XM*, and many others. Additionally, four national cable television networks broadcast on stages on campus a total of 46 hours during the days around the debate. This constant coverage highlighted campus and the energy of the student body.

More than 30 courses across 15 disciplines were created for the 2016 fall semester --- precursors in many ways for the development of Civitae courses --- and more than 1,000 students enrolled in one of these courses. The courses ranged from expected fields like history and political science to music appreciation, conceptual physics and bookbinding. Faculty were also deeply engaged in efforts to bring speakers to campus on behalf of every department to speak to students about the obligations of citizenship. And students took active roles in debate planning, preparation and participation. More than 700 students volunteered, matched with roles that complemented their studies or interests.

The Debate has been a source of catalyzing pride on campus, among alumni, and in the Farmville community. Nationally, Longwood set a new bar for what universities can achieve in hosting a debate.

The Debate highlighted the significant philanthropic momentum Longwood enjoys, with the University having raised \$40.75M since 2013 in total, a record pace which includes Longwood’s largest gift in history in the month following the Debate, \$5.9M from Joan and Macon Brock to endow the Brock Experiences initiative.

The Strategic Plan envisioned the percentage of alumni donors as a metric of the success of overall marketing. Longwood continues to work to increase the alumni giving rate, despite trends in America of fewer active annual donors; Longwood’s alumni ranks also continue to swell, making the denominator of the percentage larger. The alumni giving rate remains a crucial focus --- it is an indicator of alumni engagement, and annual donors are the most likely to consider major philanthropic commitments.

<i>Alumni Giving</i>	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Alumni of Record	30,360	30,024	30,868	27,197*	27,197*	27,894	28,691	29,522
Alumni Donors	3,465	3,293	3,133	2,575*	2,976*	3,126	2,890	2,813
% Rate	11.41%	10.97%	10.15%	9.47%	10.94%	11.20%	10.07%	9.53%

\*Beginning in FY14, per standard national practice, only undergraduate alumni are included in this category



Beyond the Debate, Longwood’s name has for the first time appeared regularly in the national press, including *Politico*, *The New Yorker*, *The Atlantic*, *Time*, *Newsweek* and *USA Today*, among others. The reach of the Longwood name via social media has also increased substantially, boosted by the 2016 Debate. Total social media audience (total number of followers) has increased threefold, and total social reach (total audience for posts on Twitter and Facebook) hit 21.7 million last year, an increase of 43% since 2013.

A climb upward within Longwood’s category in the U.S. News and World Report “America’s Best Colleges” rankings has drawn attention as well. From 2014 to the most recent report in 2018, Longwood climbed from No. 12 to No. 8 among regional public universities in the South. Among Southern regional universities (both public and private) Longwood has increased six places in three years. No other Virginia public university in that category --- and in fact only a tiny handful of institutions nationally in any category --- have risen so far during that time period.

Longwood’s Division 1 athletics program likewise has provided distinctive opportunities for visibility, and the program’s engagement with a wider audience has continued to elevate the Longwood name. The program’s Facebook and Twitter followers each roughly doubled over the course of the Strategic Plan. The softball team’s four Big South championships in six seasons and 2016 and 2017 trips to the Regional Finals of the NCAA Tournament have given Longwood prominence in a rapidly growing sport. In 2018-2019, Longwood’s men’s basketball team, following its most successful season of the Big South era, accepted the program’s first-ever postseason tournament bid, and Head Coach Griff Aldrich was named as one of 12 finalists for the Joe B. Hall award given annually to the top first-year head coach in the nation.

**Foot Traffic by Alumni & Friends**

Driven by the prominent role of foot traffic in the Strategic Plan, in 2013-14 the University’s conferences and events operations underwent a substantial reorganization and repurposing. Eventually renamed “University Events and Ceremonies,” the office has laid a strong foundation for making Longwood along with Farmville a more frequent destination for conference and events, including weddings. It is in this area that the metrics of the Strategic Plan have seen some of their most substantial improvements. The attendance metric laid out in Plan has increased from under 40,000 visitors in 2012-2013 to more than 124,000 each of the past two years.

*Attendance of Longwood Programs, Exhibits, Conferences, and Athletic Events*

FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY 2017	FY 2018
39,099	35,654	39,354	44,584	51,729	71,662	124,844*	138,126

*\*This figure does not include foot traffic brought to campus by the U.S. Vice Presidential Debate*

The trend is poised to continue upward with the 2018 opening of the Weyanoke Hotel and the University’s strong partnership, under which the University provides fee-based access to a broad range of meeting and event spaces which the hotel lacks, and the hotel offers a uniquely positive visitor experience steps from campus for prospective students, families, and other guests. The Weyanoke is one of three new hotels to open in Farmville in the wake of the 2016 U.S. Vice Presidential Debate.

In collaboration with Hampden-Sydney, Farmville, and Prince Edward County, Longwood has also taken the lead in the creation of visitfarmville.com, a web site that has consolidated the area’s tourism communications and helped advance its recognition as a great and historic two-college town. From its debut through the end of last year, the site reached almost 3 million people via Facebook, and received more than 100,000 website visits. Another key step was the decision to move Longwood’s campus bookstore from Longwood Landings to the community’s most central spot --- the intersection of Third and Main Streets downtown --- where it has helped attract foot visitors and contributed to a reinvigorated downtown retail neighborhood already anchored by the Longwood Center for the Visual Arts and its regular procession of exhibitions and community and educational events, which have been important and acclaimed attractions regionally and nationally. And attendance has steadily climbed for Longwood athletics events, including Longwood’s hosting of the 2017 Big South softball tournament.

On campus, Longwood committed to the strength and appeal of its classical architecture and to turning the campus back outward toward the community. The opening of the Maugans Alumni Center in the fall of 2015-16 is a powerful example, and draw for alumni. The Curry/Frazer renovations underway will transform the South Main Street side of campus from a barrier between town and campus into a gateway. Other projects envisioned in the 2015 Master Plan (which is discussed in greater detail below), including the new Joan of Arc statue that debuted in 2018, have contributed to Farmville’s attractions as a tourism destination. Longwood’s partnership with the Moton Museum likewise has provided important support and strength for the Museum’s rapidly growing outreach work.

Also of note both in bringing visitors to the community is the remarkable growth of the Virginia Children’s Book Festival, with Longwood serving as campus host and title sponsor. Now among the most very prominent children’s book festivals nationally, the fall 2018 Festival sold out and brought more than 8,500 school children to Longwood’s campus.

**Regional Prosperity**

Against powerful demographic and economic challenges confronting many small-town communities, the population of Longwood’s immediate community of surrounding municipalities (as measured by proxy through the regularly updated count of registered voters) has held steady during the Strategic Plan. Population is a strong barometer of prosperity, economically but also holistically. Looking to the future, Farmville potentially can see population growth as a college town retirement destination for alumni of Hampden-Sydney and Longwood, as well as from other population drivers.

***Community Population – Measured by Registered Voters***

July 2011	July 2012	July 2013	July 2014	July 2015	July 2016	July 2017	July 2018
39,184	39,258	39,168	38,925	37,626	38,078	38,009	38,280

*Total registered voters of Buckingham, Charlotte, Cumberland, and Prince Edward*

Over the past five years, the University has taken meaningful steps to make the community a more attractive place to live and to help it thrive culturally and economically. The new Andy Taylor Center for Early Childhood Education has increased and improved childcare options available to the community. Longwood’s Small Business Development Center has assisted hundreds of existing and potential businesses, and the substantial growth in foot-traffic for campus events has helped support new hotel capacity, including Longwood’s close partnership with the Wyanoke. The LCVA has played an essential

role in providing access to the arts for area residents and especially schoolchildren, and its exhibition openings, programs and monthly Friday Wine-and-Brew events have become mainstays of the local community. One of just a few dozen nationally accredited university art museums, it has attracted not only a steady increase in visitors but a growing reputation in the regional and national art communities; its 2017-2018 exhibition “Break Glass: A Conversation to End Hate, The Art of V.L. Cox” exhibition garnered particular attention.

Longwood has also endeavored to take important steps to help move the community forward toward reconciliation, recognizing its essential need to engage frankly with our painful civil rights history in order to move forward together. In 2014, the Board of Visitors made an apology for Longwood’s actions, and inactions, during the Civil Rights era --- an apology that received national coverage in *The Washington Post*. In 2015, the University began a partnership between the Moton Museum that has proved profoundly beneficial, allowing the Museum to expand its work and connecting the University closely to an important resource for scholarship and its citizen-leadership education mission. The remarkable increase in awareness of the Barbara Johns story --- boosted in particular by coverage around the Vice Presidential Debate (including during the Debate itself), its inclusion in the Virginia Standards of Learning, the renaming of the Virginia Attorney General’s office building in her honor, and the designation of April 23 as Barbara Johns Day across the Commonwealth --- has dramatically increased awareness of Farmville and Prince Edward’s consequential role in American history. Lastly, in 2018 Longwood built and revealed a monument to the community’s significant role in the story of American freedom across several centuries, from Patrick Henry to Israel Hill to the Moton Strike.

Taken together, these steps on the part of the University have by no means moved the community fully beyond its complicated and often painful past. They have, however, contributed to a new sense of self-reflection and identity as a place that reckons honestly from past history and works to use that history as a beacon of education for others. The telling of that story during the 2016 Vice Presidential Debate reinforced that new self-conception both to the community and to the broader world. Similarly the unprecedented practical and logistical cooperation between Longwood and local communities on security and other matters also helped move beyond the more stressed town-gown relations of the past and usher in a new era of open cooperation, including shared emergency services and other partnerships, and goodwill that will pay benefits for years ahead. All these steps have been essential in Farmville’s continued progress.

Similarly, Longwood has looked to make campus a hub of activity and energy for the University but also the broader community. Among President Cormier’s many bold accomplishments, creating Brock Commons at the turn of the century is certainly among the foremost. It allowed for the possibilities that a fresh campus master planning process could envision.

From the summer of 2014 through the end of fall semester 2015-16, Longwood worked closely with New York-based architecture and planning firm Cooper Robertson Partners to develop a new campus Master Plan --- a detailed document that sets out a vision and articulates priorities for the University’s campus and facilities through 2025 and beyond. Cooper Robertson Partners is a global leader in an approach to architecture and planning known as “new urbanism,” which emphasizes walkability and connecting campuses more closely to their home communities.

After more than a year of research and design work, including at least 87 meetings with constituents on campus and throughout the greater Farmville community, Longwood introduced the plan, titled “Place Matters: The Longwood University Master Plan 2025,” at a public presentation and reception at the LCVA.

A central idea animating the Master Plan is that for all of the flux and change underway in higher education and indeed the world, the core Longwood experience of camaraderie and living and learning amongst one another remains a thing of unsurpassed value and importance.

Longwood’s Campus Master Plan recognizes the foundational beauty of the University’s campus and builds upon it, while suggesting creative solutions for those places that need improvement. Its most distinctive feature is a commitment to using thoughtful planning and design to knit the campus, Moton Museum and greater Farmville more closely together --- to create walkable, shared spaces that will attract more people to campus, and help Farmville reach its potential as a great college town. The planning process also included substantial research and analysis in areas such as space needs and allocation, energy usage and sustainability, and parking and transportation.

All of the building projects the University or Real Estate Foundation have pursued from 2014-15 forward --- Sharp and Register Halls, the Upchurch University Center, Brock Hall, the Main Street bookstore, the Andy Taylor Center, the transformation of Curry and Frazer Halls, the new admissions office, the new academic building, the High Street gateway, Stoddart’s Joan of Arc --- have taken inspiration from the master plan and in that regard been aimed at vibrancy on campus that connects with downtown Farmville.

Taken together, these steps amount to meaningful progress in making possible regional prosperity --- with Longwood’s strength, stability and community-mindedness serving as an essential anchor. In our immediate communities of Farmville and Prince Edward, significant challenges remain related to health, education and economic opportunity, and our vision of regional prosperity has always and must going forward be a broad-based one that extends beyond our immediate campus and community.

**Strengthening the University Community**

In 2013, Longwood was strongly focused on the simple fact that increasing compensation was of fundamental importance in order to recruit and retain staff and a faculty of excellence to deliver the University’s distinctive academic experience. There is need for continued progress, but the period of the Strategic Plan has seen substantial momentum in increasing average compensation. The number of full-time faculty has also grown from 228 in 2012-13 to 262 in 2017-18.

*Longwood Average Compensation*

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Classified Staff	\$37,068	\$38,975	\$39,549	\$40,969	\$42,201	\$42,572	\$42,416	\$43,517
AP Staff	\$57,577	\$58,673	\$60,458	\$62,433	\$63,851	\$65,084	\$67,196	\$66,792
Professor	\$77,300	\$77,300	\$77,200	\$80,000	\$80,100	\$82,057	\$83,437	\$85,710
Associate Professor	\$63,000	\$61,400	\$64,300	\$65,800	\$67,100	\$69,146	\$69,921	\$71,555
Assistant Professor	\$53,800	\$55,100	\$57,100	\$59,600	\$59,200	\$62,622	\$65,056	\$65,821
Instructor	\$56,400	\$57,200	\$60,000	\$55,700	\$58,400	\$65,634	\$59,068	\$60,625
All Faculty	\$62,625	\$62,750	\$64,650	\$65,275	\$66,200	\$69,472	\$70,833	\$72,318



Longwood has also been cognizant of those at the lowest end of the compensation range who work on campus --- including not just our own staff but those employed by outside contractors who do the difficult and often thankless work of keeping the campus clean. These workers are not technically Longwood employees but work among us every day and are considered colleagues. In the recent transition to a new provider of cleaning and housekeeping services, the new provider, Budd Group, committed to a meaningful increase in the salaries of its employees working at Longwood. Additionally, while only 30% of housekeeping staff previously had full-time hours, under the new arrangement all staff will be able to work full-time and be eligible for benefits. All employees who wished to continue on were offered positions.

As a public institution, Longwood's educational mission calls us as well to make progress toward a campus community that reflects the Commonwealth as a whole. Crucial work in this regard lies ahead, and closely relates to the University's work of reconciliation in the broader community. The percentage of students of color at Longwood increased from 11% in 2012-13 to 16% in 2018-19, and in 2016-17 Jason Faulk became the first African American to serve as the University's Dean of Admissions. The University Diversity Council also was formalized as a standing body of the UPC in the spring of 2014-15.

### **Organization, Structuring, and Governance**

The pressures on American higher education demand strong and efficient organization for an institution to thrive. Since 2013, Longwood has worked to maximize the deliberative nature of its primary governance bodies, and to inform deliberation with insightful information, trends, and data. The creation of the Office of University Analytics in 2017-18 has enhanced the University's data utility.

Similarly, the restructuring of the University Planning Council in 2014-15 has given the campus community a cross-divisional forum for discussion of issues affecting the University as a whole, as well as an opportunity for strategic focus at regular intervals. The UPC meets three times annually --- in October, January, and April --- offering a new and important connection between divisions of the University that work on common challenges. Five standing committees of the UPC report regularly on their work and deliberations: Assessment, Compliance, Diversity, Finance, Procurement, and Technology.

The University has also given sustained focus to its budgetary processes, including beginning a capital budgeting process for the first time in 2013-14, which has allowed for straightforward alignment of capital spending practices and priorities with the Campus Master Plan. Similarly, with regards to operating revenues and expenses, the University has been working diligently year by year to revamp its budgeting processes and procedures to align expenditures with strategic priorities, such as increasing compensation. This work has also been closely attentive to Commonwealth expectations and practices, including Virginia's significant shift in accounting protocol regarding VRS obligations, which from 2015-16 forward made use of the CFI metric (more typical to private institutions) less practicable or insightful.

Throughout, Longwood has endeavored to be a leader within the Commonwealth in demonstrating discipline to rein in annual increases in tuition and mandatory fees. The University's 2014-15 increase of 2.1% was the smallest percentage increase at any Virginia public four-year institution in more than a decade. Over the 10 years previous, the average increase across Virginia had stood at 7.3% annually.

Over the full-period from 2013-14 through the current academic year, Longwood's average annual increase for tuition and mandatory fees stands at 3.3 percent --- the second-lowest in the state behind only Virginia State, with Virginia Tech being the third-lowest. At the same time, Longwood has shifted to making fundraising for student scholarships a top philanthropic priority. With the increase of the

Longwood University Foundation’s scholarship focus, as well as a concerted effort to make students more aware of scholarship opportunities and to simplify the application process through a new software platform, there has been consistent and crucial effort to limit the overall increase in the net price Longwood students actually pay for college. The urgency of this priority is underscored by the growing financial need of the student population the university serves.

Strength in organization, structure and governance are essential to continuing to make progress in the critical work of containing the rise in college costs, which have also done so much to undermine public faith in higher education. A 2018 Pew Research Center poll that attracted considerable national attention found that 61% of American said higher education is going in the wrong direction. Among those who felt that way, 84% cited high tuition costs as a major reason.

***Average Annual Percentage Increase  
Tuition and Mandatory Fees  
FY2013-14 through FY2018-19***

William & Mary	8.7%
Christopher Newport	5.9%
UVA	5.9%
James Madison	5.6%
Norfolk State	5.6%
VMI	5.6%
Mary Washington	5.5%
George Mason	4.7%
Radford	4.6%
Old Dominion	4.3%
VCU	3.9%
Wise	3.5%
Virginia Tech	3.5%
Longwood	3.3%
Virginia State	3.1%

*Freshman Tuition & Mandatory Fees*

Commonwealth officials applaud Longwood for its leadership in tuition moderation, and state funding for the University’s operations, initiatives, and capital projects has been consistent and strong amidst the pressures of the Commonwealth’s budget.

**Overview**

Those in decades ahead considering Longwood will likely see these recent years as historic and consequential for the University. America and American higher education are facing turbulence unlike any experienced for generations. But Longwood has been building robust momentum despite the broad, systemic challenges. Foremost, that is because of the dedication of those who love the institution --- students and families, alumni, faculty, staff, coaches, the many members of advisory boards and foundations, community members and leaders, the Cabinet, and especially the Board of Visitors, whose vision and selfless and energetic devotion are at the heart of this momentum.

The consequential actions and successes are many: the Civitae Core Curriculum, the Moton Museum partnership, the University’s statement of apology for its failures during massive resistance, the 2016 U.S.

Vice Presidential Debate, the dramatic rise in press and media attention and in social media engagement, the Campus Master Plan and the beauty and unparalleled advance of capital projects, including the Upchurch University Center, the freshly vibrant connection with Farmville, Longwood's burgeoning athletic profile, the record philanthropy, the increasing diversification of the student body and growing number of first generation students, the consistent and crucial attention to compensation, and at the same time leadership in controlling college costs.

For Longwood, which celebrated 175 years in 2013-14, this progress and the challenges on all sides demand bold approaches for the years to come.