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Board of Visitors

8-24-1989

1989-08-24 Minutes and Appendices

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AGENDA FOR THE REGULAR MEETING OF THE BOARD OF VISITORS
OF
LONGWOOD COLLEGE

August 24, 1989
10:00 a.m.
Virginia Room

IN OPEN AND EXECUTIVE SESSION

I.

Call to order and review of agenda.

II.

Action to approve minutes of the previous meeting held on July 7, 1989 (Appendix 1).

III.

Report on Longwood's Revised Mission Statement (Appendix 2).

IV.

Motion to go into **Executive Session** under (2.1-344.1.A of the Code of Virginia):

Property Acquisition (2.1-344.3): property located in the general area of the proposed residence hall.

Personnel Matters (2.1-344.1): Provisions of appointment contract of faculty and administrative personnel.

Open session reconvenes.

V.

Information Item: Update on Property Acquisition (Appendix 3).

VI.

Report on Personnel Items (Appendix 4):

A. Faculty Appointments.

Action to approve the President's recommendation to appoint new faculty (Attachment A).

B. Faculty Resignation [**for information**] (Attachment B).

VII.

Information Item: Admissions Update (to be distributed at the meeting).

VIII.

Report on the President's response to the State's revised list of "comparable institutions" for Longwood College proposed for use in the faculty salary benchmark review process for 1990-92.

IX.

Report of the By-Laws Committee on proposed Revisions of the Board of Visitor's By-Laws [Mr. Lacy] (Appendix 5).

X.

Report of the President.

XI.

Report of the Rector.

XII.

Adjournment.

LONGWOOD COLLEGE BOARD OF VISITORS

Minutes

August 24, 1989

AGENDA ITEM I

Call to Order and Review of Agenda

The Longwood College Board of Visitors met on Thursday, August 24, 1989, on the College campus. The meeting was called to order at 10:10 a.m by the Rector, Mr. Thompson; the following members were present:

Dr. Wyndham B. Blanton, Jr.
Ms. Martha A. Burton
Ms. Martha W. High
Ms. Jane C. Hudson
Mr. D. Patrick Lacy, Jr.
Mr. George E. Murphy, Jr.
The Honorable Franklin M. Slayton
Ms. Linda E. Sydnor
Mr. W. T. Thompson, III
Mr. Hunter R. Watson

Board member absent was:

Ms. Viola O. Baskerville

Staff members present were:

Dr. William F. Dorrill, President
Dr. James S. Cross, Vice President for Research and Information Systems
Mr. Richard V. Hurley, Vice President for Business and Legislative Affairs
Mr. Louis M. Markwith, Vice President for Institutional Advancement
Ms. Phyllis Mable, Vice President for Student Affairs
Mr. Donald C. Stuart, III, Vice President for Academic Affairs
Ms. Kathe Taylor, Executive Assistant to the President
Ms. Jean S. Wheeler, Assistant to the President and the Board
Mr. H. Donald Winkler, Associate Vice President for Public Affairs and Publications

Others present:

Mr. Joseph H. Fuller, Jr., Internal Auditor
Mr. E. Andrew Hudson, Student Representative to Sit with the Board of Visitors
Mr. Andrew W. Hull, President, Longwood College Foundation Board of Directors
Dr. Judith R. Johnson, Faculty Representative to Sit with the Board of Visitors
Mr. Richard C. Kast, Assistant Attorney General

8/24/89

The Rector, Mr. Thompson, welcomed those present. Dr. Joe Lavelly and Dr. William E. Schall were introduced as the new deans in the School of Business and Economics and in the School of Education and Human Services, respectively.

AGENDA ITEM II

Approval of Minutes

On a motion made by Ms. Burton, and seconded by Ms. High, the minutes of the July 7, 1989, meeting were approved as submitted (Appendix 1).

AGENDA ITEM III

Mission Statement

A draft of the revised Mission Statement was presented to the Board for review (Appendix 2). The purpose of the revisions are two-fold. One, the revised statement acknowledges that Longwood offers courses at other educational sites as well as on the main campus. Two, the wording in the redraft amplifies Longwood's role in the provision of community services.

This revised statement will be discussed with the Longwood teaching faculty during their September meeting. A final draft will then be recommended to the Board for approval.

AGENDA ITEM IV

Executive Session

On a motion made by Ms. Hudson, and seconded by Ms. High, the members of the Board moved to go into executive session under Section 2.1-344.1.A of the Code of Virginia to discuss property acquisition (Section 2.1-344.3) regarding property located in the general area of the proposed residence hall, and to discuss personnel matters (Section 2.1-344.1) regarding provisions of appointment contract of faculty and administrative personnel.

On a motion made by Mr. Lacy, and seconded by Ms. Sydnor, the Board returned to open session in compliance with the provisions of the Virginia Freedom of Information Act (Appendix 6).

A motion was made by Mr. Lacy, and seconded by Mr. Watson, to approve the President's recommendation to authorize the College to negotiate acquisition of the properties located in the general area of the proposed residence hall, with the purchase price not to exceed the amounts approved in executive session.

AGENDA ITEM V

Property Acquisition

The College was granted authority by the Board at the April 1988 meeting to begin negotiations to acquire two properties immediately south of the campus border. Longwood received approval from the Governor's office on August 21, 1989, to move on this acquisition.

The College also has received approval from the State to acquire the properties located in the new residence hall site. An appraiser has been hired and five of eleven required appraisals have been completed and forwarded to Richmond for approval. Three tenants on these properties have found places to relocate and payments have been made to these tenants in accordance with the Uniform Relocation Act.

AGENDA ITEM VI

Personnel Items

Longwood is recommending six new faculty members for appointment in accordance with the Governor's Consolidated Salary Authorization. On motion made by Mr. Lacy, and seconded by Ms. Sydnor, the Board, ratified the President's recommendation to appoint the six new faculty (Appendix 4, Attachment A).

One faculty resignation has been accepted in the department of Business and Economics (Appendix 4, Attachment B) .

AGENDA ITEM VII

Fall Admissions

The 1989-90 admissions data were presented reflecting a full house for Longwood (Appendix 7). Dr. Dorrill pointed out that housing at Longwood is getting tighter and tighter each year. Mr. Thompson applauded the work done by the College in recruitment, and he gave a personal testimony on the fine work the College is doing in high schools around Virginia.

AGENDA VIII

Benchmark

Dr. Dorrill reported on his recent response to the State's revised list of "comparable institutions" for Longwood proposed for use in the faculty salary benchmark review process for 1990-92 (Appendix 8).

Dr. Stuart was appointed chair of the committee assigned to research and determine the appropriateness of the benchmark grouping we currently have. The data from this research provides evidence for challenging a number of changes in the existing grouping.

In establishing a benchmark grouping for Longwood, several criteria were used to exclude certain institutions. These criteria include religious mission, less than 1% graduate programming, research mission not comparable, attrition measures, and historically or predominantly black.

In accordance with Secretary Finley's suggestions, we have set a date to appear before the State Council of Higher Education to review the newly assigned grouping.

AGENDA ITEM IX

Board By-Laws

Mr. Thompson called for a report of the By-laws Committee. Mr. Lacy, Committee chair, reported that the redraft of the proposed by-laws includes all the changes that were recommended by the Board (Appendix 5). The proposed changes on page 7, section 2-b, of the draft document were discussed and accepted as changed in the draft.

Dr. Blanton proposed a change in wording on page 9, section 1 regarding the reporting line of the internal auditor. The proposed change reads: "The Board shall appoint the Internal Auditor for the College who shall serve at the pleasure of and report directly to the Board, while reporting administratively to the President."

On motion made by Ms. High, and seconded by Mr. Murphy, the Board approved the proposed by-laws as amended on pages 7 and 9.

AGENDA ITEM X

President's Report

Dr. Dorrill briefly reviewed and excerpted parts of the 1988-89 College Annual Report. The full report will be filed with the minutes of this meeting (Appendix 9).

Other items presented for information included an update on the cutover to the new telephone system, the opening of the new student parking lot, and implementation of the new parking decals. Dr. Dorrill also gave an overview of his and Mrs. Dorrill's recent trip to China.

AGENDA ITEM XI

Rector's Report

The Executive Committee of the Board, elected at the July 1989 meeting, was appointed by Mr. Thompson to serve as the Audit Committee for the 1989-90 year. Mr. Thompson announced several other appointments to Board committees for the coming year. These are as follows:

Audit Committee:

Mr. Thompson
Ms. Burton
Mr. Watson
Dr. Blanton

Facilities and Services Committee:

Dr. Blanton, Chair
Mr. Lacy
Ms. Sydnor
Ms. Baskerville

Community Advisory Committee:

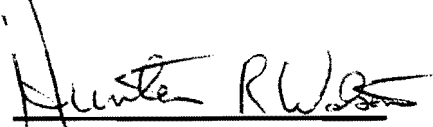
Dr. Blanton, Chair
Mr. Watson
Mrs. Vera Allen
Mr. James Ghee
Mr. Louis Freeman
Mr. Richard Hurley
Mr. Gerald Spates
Ms. Beatrice White

Finance Committee:

Mr. Slayton, Chair
Ms. High
Mr. Murphy
Ms. Hudson

Mr. Thompson announced the date for the next Board meeting to be held at Longwood on October 20, with a meeting of the Executive Committee scheduled for November 10, followed by a full meeting of the Board on December 8, 1989.

On a motion made by Mr. Thompson, and seconded by Mr. Watson, the meeting adjourned at 1:05 p.m.


Hunter R. Watson, Secretary

Meeting Date Aug. 24, 1989

CERTIFICATION OF EXECUTIVE MEETING

The Longwood College Board of Visitors has convened in Executive Session on this date in accordance with the provisions of the Virginia Freedom of Information Act.

The Board hereby certifies that, to the best of each member's knowledge,

- i. only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the executive meeting to which this certification applies, and
- ii. only such public business matters as were identified in the motion convening the executive meeting were heard, discussed or considered by the Board.

Would all those recording an affirmative vote please do so by saying "AYE"; those opposed, "NAY".

VOTE

AYES: 10

NAYS: 0

[For each nay vote, the substance of the departure from the requirement of the Act should be described.]

ABSENT DURING VOTE:

ABSENT DURING MEETING: Viola Baskerville



 Board Secretary

LONGWOOD COLLEGE BOARD OF VISITORS

Minutes

July 7, 1989

AGENDA ITEM I

Call to Order and Review of Agenda

Three items of business were added to the agenda. The Rector, Mr. Thompson, welcomed Ms. Viola O. Baskerville as the newly appointed Board member replacing Dr. Harold W. Conley whose term expired June 30, 1989.

Longwood College Board of Visitors met on Friday, July 7, 1989, on the College campus. The meeting was called to order at 9:15 a.m. by the Rector, Mr. Thompson; the following members were present:

Ms. Viola O. Baskerville
Dr. Wyndham B. Blanton, Jr.
Ms. Martha A. Burton
Ms. Martha W. High
Ms. Jane C. Hudson
Mr. D. Patrick Lacy, Jr.
The Honorable Franklin M. Slayton
Mr. W. T. Thompson, III
Mr. Hunter R. Watson

Board members absent were:

Mr. George E. Murphy, Jr.
Ms. Linda E. Sydnor

Staff members present were:

Dr. William F. Dorrill, President
Dr. James S. Cross, Vice President for Research and Information Systems
Mr. Richard V. Hurley, Vice President for Business and Legislative Affairs
Mr. Louis M. Markwith, Vice President for Institutional Advancement
Ms. Phyllis Mable, Vice President for Student Affairs
Mr. Donald C. Stuart, III, Vice President for Academic Affairs
Ms. Kathe Taylor, Executive Assistant to the President
Ms. Jean S. Wheeler, Assistant to the President
Mr. H. Donald Winkler, Associate Vice President for Public Affairs and Publications

Others present:

Mr. Joseph H. Fuller, Jr., Internal Auditor
Dr. Judith R. Johnson, Faculty Representative to Sit with the Board of Visitors
Mr. Richard C. Kast, Assistant Attorney General
Ms. Page C. McGaughy, President, Alumni Association

AGENDA ITEM II

Approval of Minutes

On a motion made by Ms. Burton, and seconded by Mr. Slayton, the minutes of the April 17 and May 5, 1989, meetings were approved as submitted.

AGENDA ITEM III

Structure and Governance

On a motion made by Mr. Watson, and seconded by Ms. Burton, the Board approved the President's recommendation to accept The Longwood Assembly and The College Council By-Laws as submitted in the Report of the Committee on Structure and Governance and approved by the OTF at the May 3, 1989, meeting.

President Dorrill said that the new governance structure will involve the faculty more closely in planning and decision making, improve communications and accountability, and address what has been perceived to be an adversarial relationship between faculty and administration.

AGENDA ITEM IV

Personnel Actions

The Board reviewed the following new appointments: Dr. Joe Lavelly, Dean of the School of Business and Economics; Dr. William E. Schall, Dean of the School of Education and Human Services; and Mr. Charles B. Bolding, Interim Athletic Director.

On a motion made by Ms. Burton, and seconded by Mr. Slayton, the Board accepted the President's recommendation to approve 14 new faculty appointments in accordance with the Governor's Consolidated Salary Authorization guidelines.

AGENDA ITEM V

Discontinue Degree Programs

On a motion made by Ms. Hudson, and seconded by Mr. Slayton, the Board accepted the President's recommendation to discontinue the following degree programs at Longwood: Bachelor of Science in Elementary Education, Bachelor of Science in Special Education, and Bachelor of Music Education in Visual and Performing Arts/Music Education. The degree programs will officially terminate in May of 1994. These programs are being discontinued as a result of the restructuring necessary to conform with State-Mandated Teacher Education Guidelines.

AGENDA ITEM VI

1989-90 Internal Operating Budget

Mr. Thompson called on a report from the Finance Committee which met on July 6. Mr. Slayton, Chair of the Finance Committee, reported that the committee went through the proposed 1989-90 Operating Budget, line-by-line and recommended that the budget be accepted as submitted.

On a motion made by Mr. Slayton, and seconded by Ms. High, the Board approved the President's recommendation to accept the proposed 1989-90 Internal Operating Budget (Appendix 5).

Vice President Markwith was called on by Mr. Thompson for a Foundation Report. Mr. Markwith reported that the Foundation will increase its support of the College by 34 percent to be allocated in five major areas--faculty research and development, scholarships, institutional support, non-allowable State expenses, and special projects.

AGENDA ITEM VII

1990-92 Biennium Budget Addendum Requests

On a motion made by Ms. High, and seconded by Ms. Hudson, the Board approved the President's and the Finance Committee's recommendation to accept the proposed 1990-92 Biennium Budget Addendum Requests (Appendix 6). These requests will be submitted to the State Department of Planning and Budget by August 1, 1989; they are ranked in order of importance to the College.

AGENDA ITEM VIII

Fees for Services and Consumable Supplies

The Board approved the President's and the Finance Committee's recommendation to accept the proposed 1989-90 Schedule of Fees for Consumable Supplies and Other Services (Appendix 7, Attachment A) on a motion made by Mr. Slayton, and seconded by Ms. High. A survey of similar fees set for other Virginia institutions was distributed (Appendix 7, Attachment B).

AGENDA ITEM IX

Use of Auxiliary Reserve Funds

On a motion by Mr. Slayton, and seconded by Ms. High, the Board approved the President's and the Finance Committee's recommendation to approve the proposed Request for Use of Auxiliary Reserve Funds (Appendix 8).

AGENDA ITEM X

Telecommunication Services Rate Structure

Following the recommendation of the Finance Committee to accept the President's proposed Basic Telecommunications Rates and Charges for 1989-90 Fiscal Year (Appendix 9, Attachment A), the Board gave the President the authority to set rates for telecommunications services and to modify and apply these rates in the future without seeking Board approval.

On a motion made by Mr. Slayton, and seconded by Ms. High, the Board approved the President's and the Finance Committee's recommendation to accept the proposed telecommunications fees with the document title amended to read "Longwood Telecommunications Rates and Charges."

AGENDA ITEM XI

Cable TV Service and Educational Channel

On a motion made by Mr. Slayton, and seconded by Mr. Watson, the Board approved the President's and the Finance Committee's recommendation to allow Longwood to enter into an agreement with Tele-Media for the Services and capabilities outlined in Appendix 10, Attachment A.

AGENDA ITEM XII

Naming of a Room

The Longwood College Foundation recently received an antique Victorian bedroom suite from Mr. Burton Hanbury for use at the Alumni House, and a significant monetary gift was given by Mrs. Athena B. Hanbury for refurbishing and decorating the room in keeping with the Victorian furniture.

On a motion made by Mr. Watson, and seconded by Ms. High, the Board approved the President's recommendation to designate "Bedroom Number One" at the Alumni House as the "Blanton-Hanbury Room." An appropriate plaque will be placed beside the entry door of the bedroom recognizing the donors for their contributions.

AGENDA ITEM XIII

Longwood Developmental Center

An information report was provided by Dr. Vera Williams on the draft proposal for the Longwood Developmental Center, formerly referred to as the Southside Developmental Center (Appendix 12, Attachment A).

The Longwood Mission Statement was distributed for review in conjunction with the draft proposal for the Center to assure that our objectives are in alignment with our mission. The handout included the statement as it currently appears in our College catalog and a draft of possible changes (Appendix 12, Attachment B). Proposed changes in the Mission Statement will be brought to the Board for action at the August meeting.

AGENDA ITEM XIV

Reports

Community Advisory Committee. A report was given by Dr. Blanton, Chair of the Community Advisory Committee. The Committee met on June 13 on the Longwood campus. At that time Dr. Dorrill updated the Committee on the status of the property acquisition and the parking lot project. There was considerable discussion with regard to continuing interest in the parking problems and with respect to hiring and retraining of minority faculty and staff. The Committee decided to continue meeting on an every-other-month basis with the next meeting being scheduled for the second Tuesday in August.

Property Acquisition. An update was provided on property acquisition by Mr. Hurley. The negotiations for the Branch property were terminated following receipt of a letter from Mrs. Branch stating that she was unable to conclude the sale.

Mr. Hurley also reported that a court hearing is scheduled for July 26 at 11 a.m. to gain right of entry on the final piece of property (Carroll Residence) under negotiation in the parking lot project.

A relocation consultant has been hired to assist those residents currently living on the site for the new residence hall. An appraiser has been hired to set appraisals which will be submitted to Richmond so we can proceed with negotiations. Mr. Hurley reported that the College is still seeking condemnation on one piece of property on this same site.

Custodial Management. Mr. Hurley updated the Board on the College's plan to solicit custodial management services (Appendix 13). This action keeps the College in compliance with Executive Memorandum # 1-88 from the Commonwealth, as it allows Longwood to pursue an improved custodial operation.

Telephone System. Dr. Cross reported that the communication switch project is on target with cutover still projected for the weekend of August 13.

AGENDA ITEM XV

Conley Resolution

The members of the Board, on a motion made by Ms. Burton, and seconded by Ms. High, adopted the following resolution regarding Dr. Harold W. Conley:

WHEREAS, Dr. Harold W. Conley has served with distinction on the Longwood College Board of Visitors since July 1981; and

WHEREAS, he has given generously of his time, expertise, and wisdom for the benefit of Longwood students, faculty, and staff in chairing the Academic/Student Affairs Committee and the Faculty Liaison Committee; therefore

BE IT RESOLVED THAT the Board of Visitors, on behalf of the entire Longwood community, extends to Harold Conley our sincere affection and appreciation for his contribution to the College and his many actions and achievements for the common good of the community. We extend our best wishes for the future.

AGENDA ITEM XVI

Report of Nominating Committee

Mr. Thompson turned the Chair over to President Dorrill to handle the report of the Nominating Committee. Dr. Dorrill called for a report from the Committee Chair, Mr. Watson.

On behalf of the Nominating Committee, Mr. Watson recommended that the current members of the Executive Committee be reappointed for 1989-90: Rector, Mr. Thompson; Vice Rector, Ms. Burton; Secretary, Mr. Watson; At-large Member, Executive Committee, Dr. Blanton.

There being no nominations from the floor, on a motion made by Mr. Lacy, and seconded by Ms. Hudson, the Board approved the slate of officers as presented. The officers were reelected by acclamation for another one-year term ending June 30, 1990.

AGENDA ITEM XVII

President's Report

Dr. Dorrill gave an update on the Benchmark process. A handout was distributed comparing some of the institutions around the State and country (Appendix 15).

An update on admissions figures indicates that we will enroll about 710 freshmen and 220 transfers this fall at Longwood; this enrollment is slightly higher than that of fall, 1988.

Dr. Dorrill introduced Mr. Bolding, Interim Athletic Director, and Mr. Bolding provided an update on the Intercollegiate Athletic Review Committee. The final report of the Committee is due in late October.

Dr. Dorrill called on Mr. Markwith, on behalf of the Foundation Board, who presented the following resolution:

Whereas, the Longwood College Foundation was established and operates to raise, invest and distribute funds to support the academic programs and general purposes of Longwood College, and

Whereas, The Board of Directors of the Longwood College Foundation wish to recognize the generous contributions of alumni and friends of Longwood College, and

Whereas, George E. Murphy, Jr., member of the Board of Visitors of Longwood College, has made a generous gift to support programs in the School of Business and Economics and in support of Intercollegiate Athletic programs,

Therefore, be it resolved that the Board of Directors of Longwood College does express its appreciation to George E. Murphy, Jr., for his leadership, his concern for excellence in education and his generous support for Longwood College. Passed on this 5th day of May, 1989.

AGENDA ITEM XVIII

Rector's Report

Mr. Thompson announced that committee appointments for the coming year would be made at the August meeting.

Mr. Thompson thanked everyone for the support and cooperation he had received during the last year as Rector of the Board.

The next meeting of the Board was set for Thursday, August 24 on the Longwood campus.

On motion made by Ms. Burton, and seconded by Mr. Watson, the meeting was adjourned at 12:25 p.m.



Hunter R. Watson, Secretary

Appendix #2

Revised Mission Statement [For Information]

Background

The Board of Visitors is required by Section 23-188 of the Code of Virginia to approve the Mission of the College.

Rationale

This recommended Mission Statement has been revised for editorial clarity and to provide more focus on Longwood's commitment to public service.

APPENDIX #2

LONGWOOD COLLEGE MISSION (Revised 8-12-89)

Longwood College, founded in 1839, is a medium-size, state-assisted, coeducational, comprehensive college offering programs leading to the bachelor's and master's degrees. Longwood offers courses both on the main campus and at educational sites in other locations.

The primary educational objective of Longwood College is to provide a baccalaureate and graduate degree curriculum distinguished by academic excellence. The College believes that the goal of academic excellence can best be achieved by a faculty committed to the highest standards of teaching and research and/or creative pursuits.

Longwood is oriented both to the liberal arts and to professional and pre-professional programs. Its strong commitment to the liberal arts is reflected in an extensive General Education requirement for all students and in its sponsorship of degree programs in the humanities, fine arts, social sciences, natural sciences, and mathematics. In addition to its traditionally strong programs in teacher education, the College offers professional and pre-professional programs in such areas as business, social work, and therapeutic recreation.

Longwood maintains cooperative programs with other institutions of higher learning. For example, its curriculum is enhanced by cross-registration with Hampden-Sydney College and by cooperative degree programs at other institutions.

Longwood is dedicated to the total education of each student and seeks to provide an atmosphere supportive of individual development. The College has established a set of clearly articulated goals for students with policies and procedures to foster their attainment.

Longwood also has a strong commitment to public service and economic development for the citizens of Virginia. This is reflected in numerous activities, including: a wide variety of credit and non-credit Continuing Education programs; an extensive calendar of public lectures, concerts, and other cultural events; consultation and other services to business and other clients; provision of campus facilities for use by community groups; and the encouragement of community service by faculty, staff, and students.

*The above text is based on a draft discussed by the Board of Visitors at the July 7 retreat and revised according to subsequent suggestions for modification.

APPENDIX #3

LONGWOOD COLLEGE
INFORMATION ITEM
UPDATE ON PROPERTY ACQUISITION

I. **General**

At the April 1988 meeting of the Board of Visitors, authority was granted to the College to begin negotiations to acquire two properties immediately south of the campus border. Both properties are owned by the same person. Appraisals were conducted and a mutually acceptable sales/purchase price was negotiated. The request to acquire the properties was then forwarded to officials in Richmond for their review and appraisal. There has been a delay in receiving the State's approval due to concerns about the purchase price. The Department of Planning and Budgeting requested additional information from the College. The information requested was provided and the request for approval to purchase has been forwarded to the Governor's office for action.

II. **Residence Hall Area**

Approval from the State to acquire the properties located in the area designated as the site for a new residence hall has been received. The Attorney General's office has been asked to appoint a local attorney to handle the acquisition of property owned by Mr. Andy Andrews.

A total of eleven appraisals are required to be performed on properties situated within the new residence hall site. To date, five appraisals have been completed, received, and forwarded to officials in Richmond. Their review has identified several problems with the appraisals which are being corrected by the appraiser.

In the meantime, three tenants have found other places to live; payments in accordance with the Uniform Relocation Act have been made to them.

Appendix # 4
Attachment A

New Faculty Appointments [for action]

Background

The Board of Visitors is required by the Governor's Consolidated Salary Authorization (Annex F.3.d) and Section 23-188 of the Code of Virginia to approve new faculty appointments.

Action

The Board of Visitors is requested to approve the President's recommendation to appoint new faculty as listed on Attachment

NEW FACULTY APPOINTMENTS

Ms. Joan Forcier Allen, Instructor of Sociology, beginning January 13, 1990. This is a tenure track position. Ms. Allen is a doctoral student (A.B.D.) at York University, North York, Ontario, Canada, and a condition of employment is that she must receive her Ph.D. by July 1, 1992. She received the B.A. and M.A. degrees in Sociology from York University. Ms. Allen taught on a part-time basis at York University from 1984-1989. She also taught at Dickinson College, Carlisle, Pennsylvania.

Ms. Belinda Kay Bohanan-Caddell, Instructor of Sociology, beginning August 14, 1989 and ending December 20, 1989. This is a one-semester, non-renewable appointment. Ms. Bohanan-Caddell is a doctoral student at the Universite de Montreal, Canada. She received the Master's degree in Anthropology from Vanderbilt University and the University of Arkansas with specialization in ethnopsychology in 1984. Ms. Bohannon-Caddell has relevant coursework in sociology at the undergraduate and graduate level. She has taught full-time at Arkansas State University in the sociology department.

Dr. Douglas M. Dalton, Assistant Professor of Anthropology, for the 1989-90 academic year. This is a one-year, non-renewable appointment. Dr. Dalton received the A.B. from the University of Washington and M.A. and Ph.D. in Anthropology from the University of Virginia. His teaching experience includes graduate teaching and grading assistantships at the University of Virginia (1979-85) and serving as an adjunct professor at Randolph Macon Woman's College in the spring of 1989. His field research was on cultural and social aspects of economic change among Rawa speakers in the rural highlands of Madang Province, Papua New Guinea, September, 1982 to May 1984. He has published numerous articles.

Ms. Mary A. Flanigan, Instructor of Accounting, for the 1989-90 academic year. This is a one-year, non-renewable appointment. Ms. Flanigan is a C.P.A. with a B.S. from Towson State University, a B.A. from the College of Notre Dame and a M.B.A. in Finance from Loyola College of Maryland. Her professional experience includes serving as an assistant professor of Accounting (1988-present) at Loyola College; accounting instructor (1984-88) at Towson State University; controller (1970-1984), Atlas Transportation, Inc., Baltimore, Maryland, and instructor (1981-present) for Maryland CPA Review, Inc. Ms. Flanigan has written papers and completed research on various segments of the C.P.A. examination.

Dr. Larry S. Lowe, Associate Professor of Business, for the 1989-90 academic year. This is a one-year non-renewable appointment. Dr. Lowe holds the B.S. in Business and the M.B.A. in Marketing from Portland State University, and the Ph.D. in Marketing from the University of Washington. He has taught undergraduate level marketing courses at Valdosta State College (Georgia), Loyola College (Maryland), Western Kentucky University (Kentucky), University of Tulsa (Oklahoma) and Wichita State University (Kansas). He has held visiting teacher positions in Oklahoma, Connecticut and Washington. He currently owns two businesses in Baltimore, Maryland. His writing and publishing consists of articles in professional magazines, books and chapters in books, academic book reviews, and editorials.

Ms. Jackelyn M. Kelly-Morris, Instructor of Business, for the 1989-90 academic year. This is a one-year, non-renewable appointment. Ms. Kelly-Morris holds the Bachelor of Science from Mars Hill College and the Master of Business Administration from Western Carolina University. Her teaching experience includes serving as an instructor in the marketing at Hampton University, instructor of management (part-time) at Mars Hill College, and lecturer in management at the University of North Carolina-Asheville. Since 1983, she has been a management and marketing consultant. She has presented papers at professional meetings.

Appendix # 4
Attachment B

Faculty Resignations

The following faculty member has resigned from Longwood College.
Dr. Roberto Ropera, Assistant Professor of Business and Economics

BYLAWS
BOARD OF VISITORS
OF
LONGWOOD COLLEGE

ARTICLE I.

Corporate Name and Governing Body

The General Assembly has established a public corporation composed of the Board of Visitors of Longwood College known as "The Visitors of Longwood College." The Board is the governing body of the College and is composed of eleven members appointed by the Governor and confirmed by the General Assembly. The qualifications, terms, powers and duties of members of the Board are established by law. (See Sections 23-182 through 23-191 of the Code of Virginia (1950), as amended).

ARTICLE II.

Officers of the Board

Section 1. Officers. Officers of the Board of Visitors of Longwood College shall consist of a Rector, Vice Rector, and a Secretary.

Section 2.

a. Election. The officers shall be elected at the annual meeting of the Board to serve until the succeeding annual meeting. Prior to the annual meeting of the Board, the Rector

shall appoint a nominating committee of not less than three members. The nominating committee will report a recommendation of Rector, Vice Rector, Secretary, and at-large member of the Executive Committee at the annual meeting. Other nominations may be made from the floor in open session. The vote of all members shall be evidenced in open session by hand or voice vote. The election shall continue until a nominee has received a majority of the votes of the Board membership. The President of the College shall serve as the presiding officer over the election until the election of the Rector is accomplished unless the Board directs otherwise.

b. Vacancies. A vacancy in any office shall be filled by the Board for the unexpired term, following the procedures for regular elections, at the next regular meeting or a special meeting called for this purpose.

Section 3. The Rector. The Rector shall preside at all meetings of the Board of Visitors. In his* absence, the Vice Rector will preside. Together with the Secretary, the Rector shall execute all papers to which it is necessary to affix the seal of the College. The Rector shall be a member ex officio of all committees of the Board.

The Rector shall have the power to appoint all standing committees (except the Executive Committee), and require the proper preservation of a record of the Board's proceedings by the

*The masculine pronoun, used throughout the by-laws, is intended to denote both sexes.

Secretary. Upon the request of the Board, he shall act as its spokesman or representative. He shall perform such additional duties as may be required by law or by the direction of the Board.

Whenever the office of the President becomes vacant or a vacancy is impending, the Rector shall appoint a special committee from among the membership of the Board to seek and recommend to the Board a person to fill the vacancy. This special committee shall be chaired by the Rector, and the committee shall consist of no fewer than five members.

Section 4. The Vice Rector. In the absence or inability of the Rector to discharge the duties of his office, all the duties pertaining to the office of Rector shall devolve upon and be executed by the Vice Rector.

Section 5. The Secretary. The Secretary shall see that a faithful record of all proceedings and actions of the Board and its committees are properly recorded and maintained; shall give notice of time and place for holding meetings; and shall see that all documents entrusted to his care are filed and safely kept at the College. The papers so preserved shall at all times be available for inspection by members of the Board. The Secretary shall see that minutes of Board meetings are mailed to Board member within ten working days after the meetings and that the minutes indicate the names of the persons making and seconding motions. In the absence or inability of the Secretary to

discharge the duties of his office, the Vice Rector shall perform the duties of Secretary.

ARTICLE III.

Meetings

Section 1. The annual meeting of the Board shall be held at the College in the month of July. Other regular meetings of the Board for the ensuing year shall be established at the annual meeting. The Board may subsequently reschedule such meetings. These meetings may be held off-campus at the discretion of the Board. No Board meeting may be changed without the consent of the majority of the Board.

Section 2. Special meetings of the Board may be called by the Rector or by any three Board members and shall be held at such dates, times, and places specified in the call for the special meeting. No matter may be considered at any special meeting which was not included in the call therefor, except by a two-thirds vote of the members present at such meeting.

Section 3. Notice of regular meetings and of special meetings shall be mailed by the Secretary to the address of each member as contained in the current edition of the Board manual at least seven calendar days prior to such meeting.

Section 4. A quorum at any meeting of the Board shall consist of a majority of all of the members then in office. Unless otherwise provided by law or these bylaws, a majority of

such quorum shall decide any question which may come before the meeting.

Section 5. The parliamentary procedures of the Board shall be governed by Robert's Rules of Order - Revised for Deliberative Assemblies.

ARTICLE IV.

Access to the Board of Visitors

The Board of Visitors wishes to encourage communication among all constituencies of the college community. Such communication can be best achieved through formalized channels. In accordance with traditional academic practice, the Board designates the Office of the President as the channel to be used for those desiring contact with the Board.

ARTICLE V.

Committees

The following standing committees of the Board shall be appointed by the Rector at the annual meeting of the Board, for a term of one year, except as may be otherwise provided herein. At any meeting of the committees, the chairman or vice chairman and one other committee member shall constitute a quorum, but any action of the committee to be effective must be authorized by the affirmative vote of a majority of the members thereof present at the meeting. Meetings may be called by the chairman, President, or two committee members thereof. The Rector shall appoint the chairman of each committee and the chairman of each committee

shall appoint a vice chairman to substitute for him when necessary.

Notice of committee meetings must be sent to all members of the Board and the President at least seven calendar days prior to the meeting. All members of the Board and the President shall have the privilege of attending all committee meetings.

1. The Executive Committee. The Executive Committee shall consist of the officers of the Board and a member at large and shall meet at the call of the Rector in cases where action is needed. The Committee shall report its actions to the full Board at the Board's next meeting, regular or special. This Committee will also serve as the internal audit committee of the Board.
2. The Committee on Facilities and Services. The Committee on Facilities and Services shall consist of four members of the Board. The Committee shall make recommendations to the Board on matters relating to College facilities and services, including, among other things, capital project budgets, physical plant, real property and technical support services.
3. The Finance Committee. The Finance Committee shall consist of four members of the Board. The Committee shall make recommendations to the Board on all matters relating to the financial affairs of the College, including, among other things, operating budgets, fee schedules, investments and purchasing.

4. Ad Hoc Committees. The Rector may appoint ad hoc committees as deemed necessary.

ARTICLE VI.

The President of the College

Section 1. The Board shall appoint the President of the College who shall serve at the pleasure of the Board. The President shall be the chief executive, administrative and academic officer of the college.

Section 2. The powers and duties of the President of the College are as follows:

- a. Submit an annual report concerning the affairs of the College at the annual meeting in a form to be determined by the Board.
- b. Make appointments, promotions, and merit increases for * the faculty pursuant to Board policies and within the salary schedule approved by the Governor and by the Board. The President shall have the power to establish and modify as he deems necessary the internal administrative structure of the College and shall appoint,** or provide for the appointment of, all administrative officers except for the Vice Presidents who shall be appointed by the Board upon recommendation of the President, making a report of his actions thereon to the Board at the next meeting. The Board of Visitors shall appoint, on nomination of, and with the concur-

7

The following are suggested changes in wording (by WD).

- *b. Appoint, promote, tenure and set salary for...
- **b. The President shall have the power to establish and modify as he deems necessary the internal administrative structure and procedures of the...

rence of the President, the Vice Presidents of the College, all of whom are directly responsible to the President.

- c. Adjust the salaries of classified personnel when the salary scales are regraded by the Department of Personnel and Training.
- d. Create new positions including faculty, administrative officers and classified personnel as may be authorized by law.
- e. Establish policy, subject to prior approval by the Board, for tenure and leaves of absence for faculty and other personnel except those subject to regulations of the Department of Personnel and Training.
- f. Dismiss, suspend, or discipline faculty members and other personnel for cause in accord with applicable policies and regulations.
- g. Report, when and as required by law, to the Department of Personnel and Training all appointments, promotions, transfers, salary and salary funding changes, and separations.
- h. The President shall operate the College in accordance with law and policies of this Board and the Governor. The President shall also have such other responsibilities as the Board may, from time to time, require.

Section 3. Personnel actions by the President relating to the faculty, administrative officers, and classified personnel will be included in the scheduled reports submitted to the Board.

Section 4. Evaluation of the President. An evaluation of the performance of the President of the College shall be performed at least annually and in accordance with any applicable law. It will be based upon criteria established by the Board prior to the evaluation. The evaluation may involve the services of outside consultants if deemed advisable by the Board.

ARTICLE VII.

Internal Auditor

Section 1. The Board shall appoint the Internal Auditor for the College who shall serve at the pleasure of and report directly to the Board.

Section 2. The powers and duties of the Internal Auditor are as follows:

- a. Develop and maintain internal audit programs in the College in order to insure that the College's assets are subject to appropriate internal management controls.
- b. To conduct such audits as may be necessary to insure accurate accounting and reporting of financial transactions by the various departments of the College and to insure the proper safeguarding of the College's assets, such to be conducted in accordance with the

guidelines established by the Department of the State Internal Auditor, the Institute of Internal Auditors' Standards for the Professional Practice of Internal Auditing, and all applicable laws, rules and regulations.

- c. To perform such other duties as the Board may deem appropriate and in conformity with the normal and customary functions of an internal auditor.

ARTICLE VIII.

Names of Buildings

The permanent names of all buildings must be approved by the Board. The Board also must approve permanent names assigned to rooms, sections of buildings, and outdoor areas and facilities.

ARTICLE IX.

Real Estate

The Board must approve the sale, exchange, or other disposal of all real estate. Approval of the Governor and other appropriate State agencies shall be obtained when necessary.

ARTICLE X.

Curriculum

The Board shall approve all degree programs for the College. Within the academic framework established by the Board, undergraduate and graduate courses of study shall be approved by the

President, and shall then be published as the authorized curricula of the College.

ARTICLE XI.

Admissions and Degrees

Section 1. The President shall recommend to the Board, for its approval, all entrance requirements and admissions policies for students. The President shall, on behalf of the Board, confer and award degrees upon the successful completion of all required degree work.

Section 2. The Board delegates general authority to the President to award unfunded scholarships to undergraduate students and to award State student loan funds to undergraduate students in conformity with the law and Federal student loan funds as they become available.

ARTICLE XII.

Long-Range Planning

Section 1. The Board may require the President to prepare for its approval a long-range master plan covering all operations of the College and taking into account current and future needs of the College.

Section 2. Any site plan for the College must be approved by the Board; once approved, it remains the official site plan until modified by the Board. The President has authority, after securing approval of the Board and the Governor, to purchase or

acquire any of the properties included in the plan for which there are available funds.

ARTICLE XIII.

Budget and Finance

Budgets for the College must be approved by the Board prior to presentation to any other State agency.

ARTICLE XIV.

Faculty, Student, and Alumni Representatives

A designated faculty member (elected by the faculty), the President of the Student Body, the President of the Alumni Association and a representative of the Longwood Foundation Board may sit with the Board in open session (and in closed session by invitation of the Board), and when recognized by the Rector for such purpose, they may speak on matters of which they have special knowledge and ask questions which may be of concern to the entities they represent. They are not deemed to be members of the Board and they shall have no vote.

ARTICLE XV.

Amendments

The by-laws may be amended or repealed by a majority vote of the members of the Board at any annual, special, or regular meeting of the Board when notice of proposed amendment or repeal has been given in the notice of the meeting as provided for in

Article III. Unless otherwise directed by the Board, these by-laws and all amendments, revisions or additions thereto shall go into effect immediately upon adoption.

Meeting Date Aug. 24, 1989

CERTIFICATION OF EXECUTIVE MEETING

The Longwood College Board of Visitors has convened in Executive Session on this date in accordance with the provisions of the Virginia Freedom of Information Act.

The Board hereby certifies that, to the best of each member's knowledge,

- i. only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the executive meeting to which this certification applies, and
- ii. only such public business matters as were identified in the motion convening the executive meeting were heard, discussed or considered by the Board.

Would all those recording an affirmative vote please do so by saying "AYE"; those opposed, "NAY".

VOTE

AYES: 10

NAYS: 0

[For each nay vote, the substance of the departure from the requirement of the Act should be described.]

ABSENT DURING VOTE:

ABSENT DURING MEETING: Viola Baskerville



 Board Secretary

Appendix 1

ADMISSIONS REPORT
FOR
BOARD OF VISITORS
AUGUST 1989

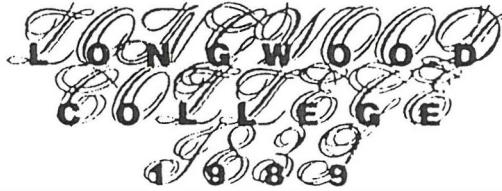
Due to a successful recruitment program, the College is expecting an increase in the number of new students (freshmen and transfers) to enroll this fall. A large increase (over 30%) has been realized in transfer students. Enrollment in the graduate programs has grown as well. There are presently 275 students in graduate programs. An additional seventy-four have applied since June of 1989. The increase in recent applications is in part due to the addition of three new graduate programs: College and Community Counseling, School Librarian/Media Specialist and Physical Education emphases in Curriculum and Instruction.

Freshman enrollment is expected to be approximately the same as last year, 701. For the second year in a row, we anticipate SAT scores will rise. If we attain, as expected, an average SAT score of 940, this would represent over a 40 point increase in two years, well above the Virginia and national averages of 902 and 904, respectively. The level of high school achievement is also higher than in the past, with most students entering with an overall average of 3.0 (B) or better.

The number of new students requesting on-campus housing is higher than last year by 7.4%. For this reason, qualified, late applicants are being accepted only if they have off-campus housing, are commuting, or, in the case of freshmen, can fill space freed due to cancellations.

The College's total enrollment this fall is expected to be higher than the fall of last year, based upon improvements in student retention realized last Spring, higher preregistration numbers for returning students and higher admissions deposits.

★★ *sesquicentennial* ★★



Farmville, Virginia 23901

August 16, 1989

The Honorable Donald J. Finley
Secretary of Education

Dr. Gordon K. Davies
Director, State Council of
Higher Education

Dear Don and Gordon:

We have reviewed your letter of June 27, 1989 detailing the faculty salary benchmark review process. In submitting our proposed list and procedures for 1990-1991, we hope that a comprehensive study of this process will take place before the next biennium.

In establishing a benchmark grouping for Longwood College, we propose excluding those institutions which meet the following criteria:

1. Institutions with an explicit religious mission defined as those which require one or more courses in religion of their students. This information has been collected from James Cass and Max Birnbaum, Comparative Guide to American Colleges, 13th edition, 1987 and corroborated in the institutional catalog when available.

Rationale: Such institutions frequently view faculty participation in the institutional mission as reflecting a personal commitment or calling superseding financial compensation.

2. Institutions with graduate programs which graduate less than one percent of students as determined by the benchmark data base.

Rationale: Institutions with no graduate programs, or an insignificant number of graduate students such as Black Hills State College, South Dakota, have a mission not comparable with Longwood College's and commit fewer resources to faculty quality (salaries, space, and facilities). This is an important mission-related variable previously accepted as a ground for exclusion.

3. Institutions with significantly larger or smaller levels of expenditures in research and sponsored programs, defined as those more than ten times larger than Longwood College's \$50,907 or less than one tenth that amount. The funding level is taken from State Council's benchmark data base.

Rationale: State Council has accepted this exclusion criterion previously as a measure of the institutional mission. Research expenditures are an indicator of research effort and faculty quality specifically mentioned in your letter.

4. Institutions with significantly higher student attrition than Longwood College. We believe that the rate of attrition (or, on the positive side, retention) is an important measure of undergraduate program quality. We define attrition here as freshman to sophomore year attrition at least twice the level of Longwood's twenty percent. Data is taken from Cass and Birnbaum, and we do not request exclusion in those few cases where data is not available in that source.

Rationale: Attrition is not a product of skills freshmen bring with them to college but rather a measure of the institutional commitment to a broad range of transitional and programmatic interventions designed to guide and support the student. This factor relates directly to undergraduate program quality and the College's commitment to it as evidenced by Longwood's Learning Center, the Longwood Seminar required of all new freshmen, and our programs supporting minority student retention.

5. Institutions identified historically as having a primary mission to serve black students and which have a predominantly black student population as indicated in Cass and Birnbaum or in the institutional catalog.

Rationale: Although Longwood College supports the ideal of equality among public higher education institutions regardless of historic character, we note that most institutions with a historically black identity have significantly fewer resources available for faculty salaries. In the institutions on our proposed list, the average non-black institutional salary is \$35,150 and the average historically black institutional salary is \$30,076.

It will also be noted that we have not excluded any institutions solely on the basis of this criterion.

Proposed listing of the appropriate benchmark institutions and those we propose to exclude are:

- Code: R Religious Mission
 G Less than 1% Graduate Programming
 \$ Research mission not comparable
 A Attrition measures
 B Historically or predominantly black

	Institution	Included	Excluded	Fr.-Soph. Attrition
1	Longwood College			20%
2	Monticello		G, \$, A	40%
3	Geneseo	X		18%
4	River Falls		A	40%
5	Arkansas Tech		A	43%
6	Bemidji	X		30%
7	Western State		A	54%
8	Plattsburgh	X		22%
9	Calvin		R	15%
10	Delta State		A	70%
11	Alcorn		\$, B	NA
12	Pacific Lutheran		R	20%
13	California Univ.	X		22%
14	Bloomsburg-PA	X		14%
15	West Texas		\$, A	40%
16	Lander	X		NA
17	Delaware State		\$, B	32%
18	Tenn-Martin	X		25%
19	Millersville	X		25%
20	Slippery Rock	X		26%
21	Central Washington		A	45%
22	Morris Brown		R, G	35%
23	Chadron State	X		35%
24	Francis Marion		A	40%
25	Fredonia	X		20%
26	Loras		R	NA
27	Oneonta	X		16%
28	Wisc.-Superior		\$, A	50%
29	Sthn Oregon		\$, A	45%
30	Black Hills		G, A	40%
31	Oswego		\$	20%
32	Augustana		R	25%
33	Charleston		\$	23%
34	North Alabama	X		NA
35	Montevallo	X		NA
36	Central Arkansas	X		NA
37	Pine Bluff		G, \$, B	NA
38	Wisc-La Crosse	X		35%
39	Pitt-Johnstown		G	NA

and J. Finley
Davies

	Eastern Illinois	X		NA
41	Hardin-Simmons		R	35%
42	Berea		R,G	28%
43	Jacksonville State	X		20%
44	Western Washington		\$	30%
45	Austin Peay		,\$A	50%
46	Plymouth State College		\$	30%
47	So. Car. St. College		,\$B	NA
48	Moorhead	X		29%
49	Central-Iowa		R,G	23%
50	Eastern Montana		A	40%
51	So. Ark-Main	X		28%
52	Abilene Christian		R	10%
53	Mount Vernon Naz.		R,G	NA
54	Fort Lewis		G	NA
55	Wayne State	X		37%
56	Elizabeth City		G,B	30%
57	East Stroudsburg	X		20%
58	Furman		R	12%
59	Benedict College		R,G,B,A	45%
60	West Carolina		\$	33%
61	UNC-Wilmington		\$	NA
62	Winona State	X		25%
63	Bethel College		R,G,\$	17%
64	Augustana		R,G	15%
65	Cumberland College		R,\$	NA
66	Bethany Nazarene		R,\$	20%
67	NW MO State Univ.		\$	NA
68	SW MO State Univ.	X		NA

We look forward to discussing our proposal with you on August 30.

Sincerely,



William F. Dorrill
President

LONGWOOD

Farmville, Virginia 23901

August, 1989

Friends of Longwood College:

The beginning of my second year at Longwood has prompted me to reflect upon all that has happened since I assumed the Presidency. I am pleased to report that we have made excellent progress toward achieving the two major challenges of excellence and community which I identified in my Convocation address. The attached annual report discusses our progress by enumerating some of the accomplishments of the past year.

The collective success of Longwood College is a reflection of the individual successes of the faculty, staff, and students. I only regret that in a report of this kind we cannot recognize all of the people who have contributed to our achievements. I have been impressed and heartened by the enthusiasm, creativity, and dedication of the individuals I have met. People are willing to work hard for the good of the College, and I both respect and appreciate that.

I thank you for your support of Longwood, and urge you to watch closely! The College is on the move, and making progress daily toward becoming the best, medium-sized comprehensive college in the Virginia state system of higher education and one of the best in the United States.

Sincerely,



William F. Dorrell
President



Annual Report of Longwood College 1988-89

The dual challenges to strive toward excellence and community were articulated at the beginning of the 1988-89 academic year. Three major accomplishments exemplify the progress Longwood has made toward achieving those goals. They are: the Strategic Plan, the Report by the Committee on Structure and Governance, and the new Guidelines for the Redistribution of Faculty Salary Increases. These reflect--both in their outcome and in the process by which they were achieved--our efforts to work together to create a living and learning community of quality.

The Strategic Plan

In his Convocation address at the beginning of last academic year, President Dorrill remarked that, "At 150 years, Longwood College is truly a venerable institution. But I, for one, think the best is yet to be." Much of what the best will be is outlined in the Strategic Plan. It is a first attempt by the College to develop in a systematic manner its goals and objectives for the next five years. These goals and objectives provide a framework to guide the future directions of the College, and represent a synthesis of the visions of what the College can become.

Those visions emerged from hours of broad-ranging discussion and lively debate by members of the College community and the local Community Advisory Committee. They were translated into 35 goals and almost 150 objectives; the goals to be accomplished in five years, and the objectives, in two. A draft of the Strategic Plan was endorsed by the faculty at a

meeting of the Organization of Teaching Faculty on February 16, 1989. The final draft was approved by the Board of Visitors on March 15, 1989.

Prominent in the plan is Longwood's overriding goal **to become the best medium-sized, comprehensive college in the Virginia state system of higher education and one of the best in the United States.** To be the best of our class of institution means to offer programs of the highest quality, programs which can attract and retain excellent students and faculty. It also means dedication to developing to the greatest potential all members of the College community--students, faculty, and staff.

The Strategic Plan is a living document. It is not meant to be put on the shelf and brought out only on formal occasions. It will continue to drive the biennium budget, and will be adjusted as new needs arise. The ability to respond to changing needs is the sine qua non of a Strategic Plan, and distinguishes it from all other long-range plans.

The College is beginning to accomplish already some of the objectives outlined in the plan. For example, stated in the plan is our intention to "improve and expand on- and off-campus graduate offerings." To accomplish that objective, we have appointed a new Director of Graduate Programs, Dr. Vera Williams. She reports that we currently have 275 graduate students. In addition, there have been seventy-four applicants since June, 1989. Many of those students are applying for three new programs initiated this year: Community and College Counseling; and the Physical Education or School Librarian/Media Specialist emphases in

Curriculum and Instruction.

In summary, the Strategic Plan is a significant accomplishment which will influence the future directions of the College for years to come.

Report by the Committee on Structure and Governance

When President Dorrill arrived at Longwood, there was a perception that communications between faculty and administration were strained. He appointed a "blue ribbon" Committee on Structure and Governance to make a general study of the "we/they" problem and use this information to suggest ways we might address it through organizational means and through the governance process. The culmination of the many hours of work invested by this committee, chaired by Dr. Ed Smith, was twofold: 1) the adoption by the Organization of Teaching Faculty of a new set of bylaws to incorporate a bicameral governance system, and 2) the decentralization and clarification of administrative responsibilities.

Both outcomes will enable more people to be involved in decision-making processes. The system of shared governance will allow faculty to have a voice in a broader range of matters, and will provide a formal structure for faculty and administrators to address institutional issues. This should help tremendously to break down the perceived barriers of "we" and "they," and to enhance the sense of community so integral to a college such as Longwood.

Guidelines for the Redistribution of Faculty Salary Increases

Longwood's quest for excellence would be undermined if everyone were rewarded equally and without regard to differences in the quality of their work. President Dorrill appointed a special faculty committee to recommend to him an equitable means of distributing compensation increases to reward merit. The Committee designed a system which allocated a set percentage of funds for performance-based increases, promotion, and special adjustments to recognize exceptional merit, serious inequities, or special one-time contributions in a calendar year. The recommendations were well-received by the faculty.

Other Accomplishments

These three primary achievements have been complemented by a full array of other accomplishments. The following list provides an overview of some of the most significant events.

- We completed the installation of the telecommunications switch and telephone system. We now have new phones, new phone numbers, and a dial tone (no small accomplishment given the condition of our former system!)
- We completed the renovation of the Mall outside of Blackwell Dining Hall, broke ground for the new library and constructed a new parking lot. We began planning for the renovation of Grainger and for the building of a new residence hall.
- We were successful in obtaining significant funding for initiatives, new positions, faculty salary increases, and capital projects through the budgeting and legislative system. Two specific accomplishments bear mentioning: the addition of 32.34 new positions and the allocation of \$2.5 million for the renovation of Grainger.

- We continued to improve the profile of the freshman class. In Fall, 1988, the average SAT score for all admits was 921, higher than the Virginia average of 902 and up from 889 the previous year. We have reason to expect that the trend will continue with the class of 1993. Attrition of freshmen between the first and second semesters also decreased dramatically, dropping from 14% in 1987-88 to 6.5% in 1988-89. This is in part due to our deliberate efforts to provide support for freshmen, through the establishment of a Learning Center and the work of the Longwood Seminar. This year, the number of new freshmen will be comparable to the class of 1992, while the number of new transfer students will be significantly higher.
- We implemented a new on-line Alumni Development System to enable the Alumni Office to coordinate information with the software programs already in place, the Financial Records System and the Student Information System.
- We implemented a program of student outcomes assessment in the academic areas and in the area of student development. We have recently received a review by SCHEV of our 1988-89 report. The reviewers noted, "Longwood has made progress in a number of areas and has done excellent work in the one that has traditionally been its focus, student development...." It concluded with the statement, "To the degree that Virginia is setting a standard for the nation in making student assessment an intrinsic part of the academic enterprise, Longwood's contribution has been significant."
- We welcomed the burgeoning Halifax/South Boston Continuing Education Center into the Longwood family, significantly extending the College's outreach in the Southside region.
- We were successful in recruiting two new academic deans. Joining us are Dean Joseph Lavelly, in the School of Business and Economics, and Dean William Schall, in the School of Education and Human Services. New Vice President for Institutional Advancement, Mr. Lou Markwith, came on board in April, 1989.
- We earned the distinction of being designated among the top five most selective public colleges in Virginia, and were selected as one of 230 colleges nationwide that offer the best educational value at affordable

cost by the *Dollarwise Guide to American Colleges*.

- Finally, we celebrated Longwood's Sesquicentennial with a stellar array of events which challenged our thinking through presentations by major speakers and brought us together socially through first-class entertainment.

Conclusion

Longwood College has made great progress toward the dual goals of excellence and community which President Dorrill set forth at Convocation last year. With community comes harmony, the ability to meet challenges, to work together to deal with problems, and to reach for excellence. He concluded his speech then with an apt Chinese proverb, and it bears repeating now:

When there is turmoil under Heaven,
Little problems are dealt with as if they were big,
And big problems aren't dealt with at all.

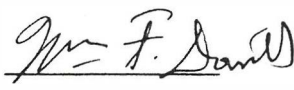
When there is order under Heaven,
Big problems can be dealt with as if they were little,
And little problems are of no consequence.

We have made great progress this year toward achieving the sense of order which will help Longwood to move ahead and keep all problems, big or small, in perspective.

AGREEMENT ON ACADEMIC COOPERATION AND
EXCHANGE BETWEEN JIANGXI UNIVERSITY AND
LONGWOOD COLLEGE

- 1.0 In order to strengthen the international academic cooperation and exchange, Jiangxi University, Nanchang City, Jiangxi Province, the People's Republic of China and Longwood College of Farmville, Virginia in the United States of America, through friendly discussion, agree to establish inter-institutional relations of cooperation between them. The major relations of cooperation are as follows:
- 2.0 Exchange of library materials, including academic journals and other publications as available.
- 2.1 Exchange of visiting scholars to engage in advance study and research. International travel expenses will be paid by the sending university. These applicants will be reviewed and approved by the specific departments or other appropriate units in each institution.
- 2.2 Exchange of students, through the process of application (submission of resumes, academic records, letters of recommendation), for review and acceptance according to the standards of the host institution. International traveling expenses, as well as living expenses, tuition and fees, books and health insurance should be borne by the sending institution except as otherwise agreed in advance. Teaching or research assistantships may be provided for some graduate students or exchange scholars on the basis of review of applications by the specific departments or other units.
- 2.3 Cooperative research, scholarship, or creative activities to be carried out in selected fields mutually agreed upon. Both institutions will provide documents, equipment, experimental materials, and other facilities. Such projects would be carried out in individual cooperative arrangements between scholars of the two institutions.
- 2.4 Short-term courses, workshops and conferences to be arranged by mutual agreement in selected academic fields.
- 3.0 To strengthen the cooperative relations of long-term mutual benefits to both institution, they pledge to encourage future discussion between them and reciprocal visits to exchange information and explore other specific areas of cooperation.


Wang zhongcai
Representative
Jiang University


William F. Dorrill
Representative
Longwood College

July, 27, 1989

Date

江西大学与长林大学学术合作及交流 协 议 书

为了加强国际间学术合作与交流，中华人民共和国江西省南昌市江西大学和美利坚合众国弗吉尼亚州法姆维尔市长林大学经过友好协商，双方同意建立校际合作关系。其主要合作内容如下：

- 1、 交换图书资料，包括学术刊物和可提供的出版物。
- 2、 交换访问学者，从事高层次进修与研究。国际旅差费由派遣学校承担。这些申请者必须由双方院校的特定系科和其他适当的单位审查同意。
- 3、 交换学生，通过申请过程（递交个人简历、成绩报告单、推荐信），以便接待院校审查接受。国际旅差费、生活费、学杂费、书费及健康保险由派遣院校负担，除了预先已有协议的情况例外。特定系科和其他单位根据对申请者的审查结果，可以为一些研究生和交换学者提供助教和研究助理的资助。
- 4、 在双方同意选定的领域进行合作研究、学术活动或创造性活动。双方院校将提供文件、设备、试验材料和其他便利条件。该项目可以经双方所属院校的学者通过个人之间的合作安排进行。
- 5、 短期课程、学术讨论和会议在选定的学术领域通过双方协议安排

为了进一步加强两校之间长期互惠的合作关系，我们愿意促进双方今后的会谈和互访，以便交流信息和开拓其他特别领域的合作。

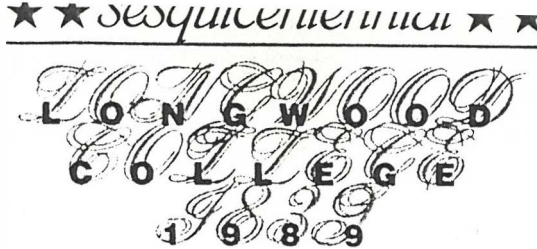
中华人民共和国 江西省
江 西 大 学

王仲才

美利坚合众国 弗吉尼亚州
长 林 大 学

Mr. F. Daniel
杜 禮 若

一九八九年七月二十七日于中国 江西 南昌



Trip to
China
—

Farmville, Virginia 23901

November 30, 1988

Memorandum

President Wang Zhongcai of Jiangxi University and Mr. Jie Ningyuan, Deputy Chief, Foreign Affairs Division of Jiangxi Provincial Education Commission, visited Longwood College on November 28-30, 1988. Dr. William F. Dorrill, President of Longwood College, and his wife received the visitors and held warm and friendly talks with them. Both sides discussed the history and present conditions of both schools.

Both sides expressed the desire to establish cooperative contacts between the two schools and held consultations on this point. Both sides reached concensus on this matter.

Dr. Dorrill suggested that a Visiting Scholar be sent to Longwood College to do research and at the same time learn about Longwood to facilitate exchanges between the two schools.

The two sides expressed the wish that correspondence be established as soon as possible. Each party agreed to work jointly to develop a formal protocol on the establishment of cooperative relations between the two schools. Concrete steps will be taken subsequently.

Signed by:

President of Longwood College

President of Jiangxi University

Deputy Chief Foreign Affairs
Division

Telephone System

Cutover to the new communication switch and telephone system occurred August 11 for faculty and staff. The cutover went very well with no major problems to date.

All plans have been finalized to cutover service for the 1063 residence hall phones August 24-28 for student service.

Training for faculty and staff has been well received. To date 312 faculty and staff have attended 31 training sessions. Additional training sessions for faculty have been planned for September 5-8.

STATUS OF PARKING LOTS:

The new student parking lot should be ready for student use this weekend -- barring inclement weather. On August 23 a tar base, which must set-up for two days, was applied to both the lower and upper lot. Paving will begin on the lower lot Friday morning and is scheduled to be completed by early afternoon. Paving will then begin on the upper lot and will be completed either late Friday afternoon or early Saturday morning. Although the lots will not be marked off, the lower lot should be available to students Saturday morning and the upper lot by Saturday afternoon.

The parking lot beside the Craft House and the Wynne parking lot should both be paved and ready for use by the middle of next week.

PARKING DECALS - FACULTY AND STAFF

As of August 23, 591 parking decals have been issued to faculty and staff, and thirteen have been issued to ARA employees for a total of 604 decals issued. This does not mean, however, that 604 people have been issued decals because in some instances, faculty and staff have paid for and been issued multiple decals to accommodate multi-vehicle families. It is estimated that approximately 75% of Longwood's faculty and staff have been issued parking decals.

Admissions Moves to Crafts House

The former Home Economics House located on Buffalo Street has now been converted into offices for admissions. The facility is well located for visitors with adjacent parking. The new offices are designed to make a good impression on prospective students, provide a conference room for daily presentations and showing of the new College video, and improved offices for individual interviews. Other improvements include enhanced data processing capability, an attached storage facility for admissions publications, major enhancements in the telephone system and a unique chair-rail system for handicap access.