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Meeting Agendas and Minutes

Board of Visitors

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### 1992-02-03 Minutes and Appendices

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**Longwood College  
Board of Visitors  
Regular Meeting Agenda  
February 3, 1992  
9:30 a.m.  
Virginia Room**

**Call to Order**

**Rector's Welcome and Introductions**

**Minutes**

October 28, 1991 Executive Committee Meeting and Regularly Scheduled Board Meeting  
December 17, 1991 Executive Committee Meeting  
January 14, 1992 Executive/Finance Committee Meeting

**Rector's Report**

**President's Report**

**Committee Reports**

Academic/Student Affairs Committee  
Community Advisory Committee  
Finance Committee  
Facilities/Services Committee  
Joint Committee on Board Relations

**Unfinished Business**

**New Business**

1. Approve New Faculty Hire
2. Report on Longwood's Local Economic Impact Survey
3. Review Financial Report for period ending December 31, 1991
4. Report on 1992-94 Biennium Budget
5. Review Capital Improvement Projects Status
6. Status Report on Energy Conservation RFP
7. Approve Revised Strategic Plan [bring copy dated November 5, 1991 to Board meeting]
8. Progress Report on Fundraising for period July 1, 1991-December 31, 1991

**Announcements**

**Adjournment**

# **Longwood College Board of Visitors Minutes**

**February 3, 1992**

## **Call to Order**

The Longwood College Board of Visitors met on Monday, February 3, 1992, on the College campus. In the absence of the Rector, the meeting was called to order at 9:45 a.m. by Vice Rector, Mr. Slayton. The following members were present:

Ms. Viola O. Baskerville  
Dr. Richard S. Blanton  
Dr. Wyndham B. Blanton, Jr.  
Mrs. Martha W. High (arrived late)  
Ms. Jane C. Hudson  
The Honorable Franklin M. Slayton  
Dr. Helen R. Stiff  
Ms. Linda E. Sydnor  
Mr. W. T. Thompson, III

Board members absent were:

Ms. Martha A. Burton  
Mr. D. Patrick Lacy, Jr.

Present at the request of the Board:

Dr. William F. Dorrill, President  
Dr. Elizabeth W. Etheridge, Faculty Representative to Sit with the Board  
Mrs. Carolyn Frazier, Representing the Longwood College Foundation Board (substituting for Mrs. Joyner)  
Mr. Steve Meyers, President, Alumni Association

Present at the request of the President:

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

## Approval of Minutes

On a motion by Dr. W. Blanton, and seconded by Mr. Thompson, the following minutes were approved as distributed: October 28, 1991 Executive Committee and regularly scheduled Board meeting; December 17, 1991 Executive Committee meeting; and January 14, 1992 joint meeting of the Executive and Finance Committees.

## President's Report

In the absence of the Rector, Mr. Slayton reordered the agenda to hear the President's Report next. Dr. Dorrill began his remarks by providing Board members with an overview of his "State of the College" address delivered to the faculty and staff the previous week. A copy of the address was distributed following the President's remarks. (A copy of the address is filed with "Addenda to Minutes of the Board of Visitors" as Handout A, February 3, 1992.)

The President announced two recent administrative appointments--Ms. Emily Harsh, Assistant Athletic Director and Instructor in Physical Education; and Ms. Georgia Coopersmith, Director of the Fine Arts Center. Other personnel changes included the resignation of Mr. J. Hugh Fuller, Internal Auditor, who is pursuing alternative career opportunities. President Dorrill also announced the recent resignation of Assistant Attorney General, Ms. Marty Parrish, who is one of two legal representatives to Longwood from the Attorney General's office. Mr. Paul Forch, Chief Education Division in the Attorney General's Office, will serve as backup for Longwood in the absence of Ms. Parrish.

Dr. Dorrill provided a status report on two search processes currently underway at Longwood. The search committee for the Library Director is being chaired by Dr. Nancy Vick, who reported to the President that many applications have already been received and additional applications are continuing to come in for the position. Dr. Dorrill commended Mrs. Rebecca Laine on her performance as Acting Director of the Library during the interim.

Dean William Frank, Chair of the search committee for the Vice President for Academic Affairs, was called on by President Dorrill for a brief update on that search process. Dr. Frank reported that the committee is currently screening candidates. They are receiving about 4 to 6 applications per day and have about 60 total to this point. In addition, about 35 nominations have been received due to direct mailings that went out from the committee chair and from President Dorrill to presidents around the country. The first cut is scheduled to take place on February 13 which will substantially reduce the pool of qualified candidates. Both Dr. Dorrill and Dr. R. Blanton, who serves as liaison to the committee, commended committee members on their fine work so far.

President Dorrill also announced that the Longwood food service contract, currently with ARA, will be up for bid this year. This rebidding process, repeated every five years, gives Longwood a chance to look at alternative food providers to assure students of the best quality and service at the most economical price. The RFP is being prepared and will soon be released.

In closing, Dr. Dorrill called the attention of Board members to House Bill No. 1144, which was introduced in the 1992 General Assembly by The Honorable Whitt Clement. (A copy of this Bill is filed with "Addenda to Minutes of the Board of Visitors" as Handout B, February 3, 1992.) This is a bill introduced to decentralize and streamline administrative procedures for institutions of higher education. Following some discussion, a motion was made by Mr. Slayton, seconded by Dr. W. Blanton, and carried, that the Board endorse the principles of HB1144. In followup, Dr. W. Blanton requested that, if this bill passes, the Board be provided with a list of specific changes that would be made administratively at Longwood.

### **Rector's Report**

Mr. Slayton turned the gavel over to the Rector upon her arrival at the meeting. Mrs. High thanked the President for his report and proceeded with the meeting agenda.

In presenting the Rector's Report, Mrs. High announced the appointment of a committee to prepare a slate of names for submission to the nominating committee of the Foundation Board. The committee will be chaired by Ms. Sydnor, with additional members being Mrs. Hudson and Mr. Slayton. Board members were encouraged to get their nominations in to a member of that committee.

Mrs. High completed her report by reading the following letter which she received from the four Deans of Longwood College in support of President Dorrill and the administration:

We wish to convey to the Board of Visitors, in the strongest terms possible, our commendation of the efforts of the College's administration, and in particular President Dorrill and Vice Presidents Stuart and Hurley, for their far-sighted support of the instructional programs of the College.

While we are well aware of the deleterious effect on faculty morale of the current inability or unwillingness of Virginia's government to support faculty salary increases, we do wish to recognize Longwood's administration for its on-going support of the overall academic mission of the College in such critical areas as additional adjunct support, library funding, faculty sabbatical support, faculty development, and recruitment and replacement of faculty positions created by early retirement and resignation.

The letter was signed by Dr. Berkwood Farmer, Dr. William Frank, Dr. William Schall, and Dr. Vera Williams.

### **Academic/Student Affairs Committee Report**

Committee Chair, Dr. Stiff, reported on a meeting of the Committee held on January 21, 1992 at Longwood. Due to extenuating circumstances, Dr. Stiff was unable to attend the meeting and Mr. Slayton served as Chair. The Committee reviewed a mid-year faculty hire, heard an update on the NCATE self study, reviewed the status of the Computer Science Program, the planning for the School of Business and Economics, the follow-up Assessment Report on student satisfaction, and heard an update on a SCHEV report on campus sexual assault and rape.

### **Community Advisory Committee Report**

Dr. R. Blanton reported on two meetings of the Community Advisory Committee held since the last regular meeting of the Board in October. Dr. Blanton stated that he continues to work with committee members to allow them to set the agenda in an effort to include topics of interest to the community. He further reported that this process has already paid off as several special interest topics have been discussed and related issues of concern have been clarified. Dr. Blanton commended the Offices of Admissions and Institutional Research and the Enrollment Management Committee for their support in working with the Community Advisory Committee on the specific topic of minority student enrollment and retention.

### **Finance Committee Report**

Mr. Thompson, Chair, was called on for a report of the Finance Committee. He reported that the Committee met earlier that morning to discuss Agenda Items 3 and 4 under new business. In a review of these items, Mr. Thompson stated that the Committee found the College to be in sound shape financially.

### **Facilities and Services Committee Report**

The Rector called on Ms. Sydnor, Chair, to report on the Facilities and Services Committee. Ms. Sydnor reported that the Committee reviewed the status of the capital improvement projects underway on campus and heard an overview of the energy conservation proposal. She stated that the Committee was pleased with the accomplishments of the College during these difficult economic times.

### **Committee on Board Relations**

Ms. Baskerville was called on by the Rector for a progress report on the joint committee on relations between the Board of Visitors and the Foundation Board. She reported that the four-member committee, Carolyn Frazier, William Utz, Viola Baskerville and Richard Blanton, along with Vice President Markwith met in Richmond on December 16 to continue work on a draft resolution on relations between the two Boards. Ms. Baskerville commended Ms. Frazier on her presentation at that meeting where she compared various joint resolutions from Virginia colleges. Following a discussion by the Committee, Dr. Blanton added that the Committee agreed that the President and the Rector, though they are members of the Executive Committee of the Foundation Board, should be non-voting, ex-officio members rather than have a vote. Ms. Frazier further reported that since the Committee members are in agreement on this issue, and since they feel it is in the best interest of both Boards, that she and Mr. Utz will recommend this change in the bylaws to the Foundation Board at its February 21 meeting. Ms. Baskerville announced that the next Committee meeting is scheduled for March 23 where discussions will continue on the respective roles of each Board and their relationship to each other and a draft proposal will ensue for presentation to the two Boards.

## **Review of Agenda**

In a call by the Rector for any changes or additions to the items listed for discussion on the agenda, Dr. Dorrill requested the addition of Item 1a--Change in the Faculty Handbook. There were no additional changes at that time.

## **ITEM 1**

### **Faculty Appointment**

Due to an unexpected faculty resignation, President Dorrill recommended the mid-year faculty appointment of Ms. Lily Anne Goetz as an Instructor of Spanish. Dr. Stiff offered a motion that the Board accept the President's recommendation for the new appointment; the motion was seconded by Ms. Hudson and approved by the Board.

## **ITEM 1a**

### **Faculty Handbook Change**

A recommendation was made by Dr. Dorrill that the Board ratify a change in Section 4.7.5 of the Faculty Handbook that would permit the granting of faculty tenure on appointment in certain administrative positions if so recommended by the appropriate department chair and tenure committee. (A copy of this change is filed with "Addenda to Minutes of the Board of Visitors" as Item 1a, February 3, 1992.) The Board ratified the President's recommendation for this change on a motion by Dr. W. Blanton, and seconded by Mr. Slayton.

## **ITEM 2**

### **Economic Impact Survey**

Dr. Berkwood Farmer, Dean of the School of Business and Economics, was called on by President Dorrill to present for information an overview of the recent survey conducted by Longwood to study the economic impact of Longwood on the surrounding community. (A copy of the survey results is filed with "Addenda to Minutes of the Board of Visitors" as Handout C, February 3, 1992.) The Rector commended Dr. Farmer and his staff for the fine work on the project.

## **ITEM 3**

### **Semi-Annual Financial Report**

Mr. Thompson was called on to present for information the financial report for the first six months of fiscal year 1991-92. (A copy of this report is filed with "Addenda to Minutes of the Board of Visitors" as Item 3, February 3, 1992.) Mr. Thompson reiterated that, following a review of this report, the Finance Committee found the College to be in sound shape.

## **ITEM 4**

### **1992-94 Biennium Budget**

Again Mr. Thompson was called on to present for information the report on the biennium budget. (A copy of the budget is filed with "Addenda to Minutes of the Board of Visitors" as Item 4, February 3, 1992.) Dr. Dorrill added that the implications for Longwood's operating budget are not yet known and won't be until the legislative session ends. He stated that the College's 1992-93 operating budget will be presented to the Board for its consideration at the April meeting.

## **ITEM 5**

### **Capital Improvement Projects**

Ms. Sydnor presented to the Board for information a list of campus capital improvement projects which were discussed earlier that day by the Facilities and Services Committee. (A copy of the list of projects is filed with "Addenda to Minutes of the Board of Visitors" as Item 5, February 3, 1992.) Despite significant budget cutbacks, Ms. Sydnor noted that the College still has several construction projects underway, with a number of projects in the planning stage and a few on hold.

## **ITEM 6**

### **Energy Conservation RFP**

Ms. Sydnor reported that the Facilities and Services Committee also listened to a presentation on the new energy conservation project. She presented an overview of the project plan pointing out that two companies are currently involved in requests for proposals. Full details on the program will be presented to the Board at the April meeting.

## **ITEM 7**

### **Mission Statement and Revised Strategic Plan**

Dr. Dorrill was called on to review the final draft of the Revised Strategic Plan, which includes changes in the Mission Statement (A copy of this document is filed with "Addenda to Minutes of the Board of Visitors" as Item 7, February 3, 1992.)

President Dorrill pointed out that the proposed changes in the Mission Statement came at the behest of the Longwood SACS Committee on Purpose. Following some discussion, a motion was made by Mr. Thompson, and seconded by Mr. Slayton, that the Board approve the President's recommended changes to the Longwood Mission Statement. The Board so moved. Further, a motion was made by Dr. R. Blanton, seconded by Dr. Stiff, and so ordered by the Board, that the President's recommendation be accepted to approve the revised Longwood Strategic Plan as presented.



## ITEM 8

### 1991-92 Semi-Annual Report on Fundraising

Mr. Markwith was called on by President Dorrill to present an information update on fundraising for the first half of the 1991-92 fiscal year. (A copy of this report is filed with "Addenda to Minutes of the Board of Visitors" as Item 8, February 3, 1992.) Following remarks by Mr. Markwith, President Dorrill noted that, despite a disappointing downturn in overall giving in the latter part of 1991, there was continued strong support in giving by the faculty and staff, with a significant increase being seen by the faculty during the last year.

### Report by Faculty Representative

The Rector called on Dr. Etheridge for comment from the faculty. Dr. Etheridge added no further comment on the discussion of agenda items. She did, however, distribute for information a survey on faculty salaries recently completed by the Longwood Chapter of the American Association of University Professors. In addition, she distributed her own analysis of certain faculty salaries broken down by school (A copy of this salary information is filed with "Addenda to Minutes of the Board of Visitors" as Handouts D and E, respectively, February 3, 1992.) Dr. W. Blanton recommended that topics of this nature be referred through the proper channels in the administration and, if necessary brought to the Finance Committee by the President for review. Dr. Dorrill assured the Board that these figures would be reviewed and discussed with the Finance Committee at a later time.

### Report by Foundation Board Representative

Ms. Frazier was called on by Mrs. High for further comment. Ms. Frazier announced that the next meeting of the Foundation Board is scheduled for February 21, 1992.

### Report by Alumni Representative

Mrs. High called on Mr. Meyers for comment from the Alumni Association. Mr. Meyers reported that he and other members of the Association had been working heavily with Mrs. Nancy Shelton and members of the Foundation Board on fundraising issues. He added that alumni presidents around the State had formed an Alumni Council similar to that of the Council of Presidents and Rectors of Boards. One of the primary missions of the Council, according to Mr. Meyers, is to address the public and the General Assembly on the importance of higher education.

### Adjournment

The meeting was adjourned at 12:45 p.m.

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Viola O. Baskerville, Secretary

DRAFT

*(Signed copy to be mailed with final Board materials for next meeting.)*

Item # 1

ACTION ITEM

Approval of New Faculty Appointment

**Background**

The Board of Visitors is required by the Governor's Consolidated Salary Authorization for Faculty Positions to approve appointments to the faculty.

**Action Requested**

The Board of Visitors is requested to approve the President's recommendation for the new appointment to the faculty as listed below.

Ms. Lily Anne Goetz, Instructor of Spanish, for the Spring 1992 semester. Ms. Goetz received the B.A. from the University of West Florida, the M.A. from the Universidad De Salamanca, Spain, and is currently working on her doctorate at the Catholic University of America. She comes to Longwood from Tidewater Community College where she was the Foreign Language Coordinator and an Assistant Professor. Ms. Goetz served as a Spanish instructor at Virginia Wesleyan College from 1984-86. She frequently attends foreign language conferences at which she has presented papers.

ITEM 1-a

ACTION ITEM

Approval of Appointment Policy

**Background**

The Faculty Handbook affirms that individuals may hold faculty tenure as administrators, but that the administrative positions per se are not tenurable:

4.7.5 Deans, Department Heads, Directors, and other faculty assigned to administrative offices or duties shall not acquire tenure in such offices or duties; however, Department Heads may acquire tenure on the basis of their performance as faculty members. Relief from such offices or duties, per se, will not affect the teaching status and tenure of those persons.

This policy does not encompass the traditional practice in institutions of higher education and Longwood that senior academic administrators may be appointed with faculty tenure with appropriate approval by the home department. The position of Vice President for Academic Affairs is not included. A revised statement was approved by the College Council on January 23, 1992, after the last meeting of the Board of Visitors' Academic and Student Affairs Committee.

**Action Requested**

The Board of Visitors is requested to approve the President's recommendation to ratify the following replacement for Section 4.7.5 of the Faculty Handbook.

"Vice Presidents, Deans, Department Chairs, Directors, and faculty assigned to administrative offices or duties shall not acquire tenure in such offices and duties, and relief from such assignments, per se, shall not affect the teaching status and tenure of those individuals.

Persons appointed to the positions of Vice President for Academic Affairs or Dean may be granted faculty tenure on appointment if so recommended by the appropriate Department Tenure Committee and Chair. This tenure review shall be completed prior to the search committee's selection of a final list of candidates."

Item # 2

Academic Affairs - Information Item

Longwood's Local Economic Impact Survey

Information

President Dorrill requested that Dr. Berkwood Farmer, Dean of the School of Business and Economics, study the economic impact of Longwood College on the surrounding area.

Dr. Farmer will give an oral presentation at the Board meeting on the results of the Economic Survey (Longwood's economic impact on Farmville and surrounding areas) conducted by the School of Business.

**ITEM #3**

**BUSINESS AFFAIRS  
INFORMATION ITEM**

**FINANCIAL REPORT FOR FIRST SIX  
MONTHS OF FISCAL YEAR 1991-92**

The attached financial report covers the period July 1 through December 31, 1991. The financial report reflects changes made to the original budget approved by the Board as a result of necessary budget changes. It does not reflect any unusual revenue or expenditure variances.

Attachment

January 20, 1992

LONGWOOD COLLEGE  
Current Unrestricted  
Operating Budget  
For Six Months Period Ended December 31, 1991

| EDUCATIONAL AND GENERAL                         | ORIGINAL<br>BUDGET | CURRENT<br>QUARTER<br>ADJUSTMENTS | YEAR TO<br>DATE<br>ADJUSTMENTS | REVISED<br>BUDGET | ACTUAL TO<br>DATE<br>DEC 31, 1991 | ACTUAL AS<br>PERCENT OF<br>BUDGET |
|---|--------------------|-----------------------------------|--------------------------------|-------------------|-----------------------------------|-----------------------------------|
| <b>REVENUES:</b>                                |                    |                                   |                                |                   |                                   |                                   |
| Tuition and Fees                                | 6,509,531          | 120,000                           | 96,233                         | 6,605,764         | 5,492,765                         | 83.15%                            |
| State General Fund Appropriation                | 10,448,513         | -549,897                          | -513,827                       | 9,934,686         | 9,934,686                         | 100.00%                           |
| State Central Fund Appropriation                | 208,885            |                                   | -103,565                       | 105,320           | 111,125                           | 105.51%                           |
| Sale and Service of E & G Activities            | 22,825             |                                   |                                | 22,825            | 8,671                             | 37.99%                            |
| Federal Work Study                              | 85,000             |                                   |                                | 85,000            | 31,198                            | 36.70%                            |
| Other Sources                                   | 83,600             |                                   | 115,463                        | 199,063           | 132,809                           | 66.72%                            |
| Transfer from Auxiliary                         |                    | 100,000                           | 100,000                        | 100,000           | 0                                 | 0.00%                             |
| <b>Total Revenues</b>                           | <b>17,358,354</b>  | <b>-329,897</b>                   | <b>-305,696</b>                | <b>17,052,658</b> | <b>15,711,254</b>                 |                                   |
| <b>EXPENDITURES:</b>                            |                    |                                   |                                |                   |                                   |                                   |
| Instruction                                     | 8,332,009          | -178,277                          | 48,583                         | 8,380,592         | 4,572,208                         | 54.56%                            |
| Public Service                                  | 104,150            | 700                               | 70,283                         | 174,433           | 118,949                           | 68.19%                            |
| Academic Support                                | 2,777,336          | 34,662                            | 515,410                        | 3,292,746         | 1,372,068                         | 41.67%                            |
| Student Services                                | 1,215,084          | 0                                 | -26,038                        | 1,189,046         | 566,972                           | 47.68%                            |
| Institutional Support                           | 3,037,712          | -1,202                            | -378,956                       | 2,658,756         | 901,173                           | 33.89%                            |
| Operation and Maintenance of Plant              | 1,892,063          | -6,360                            | -128,763                       | 1,763,300         | 568,757                           | 32.26%                            |
| Salary Savings                                  |                    | -240,444                          | -406,215                       | -406,215          |                                   |                                   |
| <b>Total Expenditures</b>                       | <b>17,358,354</b>  | <b>-390,921</b>                   | <b>-305,696</b>                | <b>17,052,658</b> | <b>8,100,127</b>                  |                                   |
| Excess revenues over expenses                   |                    |                                   |                                | 0                 | 7,611,127                         |                                   |
| <b>STATE AUXILIARY ENTERPRISE</b>               |                    |                                   |                                |                   |                                   |                                   |
| <b>REVENUES:</b>                                |                    |                                   |                                |                   |                                   |                                   |
| Housing Fee and Sales                           | 4,680,692          | -277,629                          | -289,429                       | 4,391,263         | 3,562,880                         | 81.14%                            |
| Dining Fee and Sales                            | 2,748,979          | -226,840                          | -246,840                       | 2,502,139         | 2,061,391                         | 82.39%                            |
| Comprehensive Fee & Sales                       | 3,532,286          | 447,630                           | 780,630                        | 4,312,916         | 3,727,522                         | 86.43%                            |
| Federal Work Study                              | 97,000             |                                   |                                | 97,000            | 55,460                            | 57.18%                            |
| Other Sources                                   | 785,200            |                                   | 243,600                        | 1,028,800         | 456,478                           | 44.37%                            |
| <b>Total Revenues</b>                           | <b>11,844,157</b>  | <b>-56,839</b>                    | <b>487,961</b>                 | <b>12,332,118</b> | <b>9,863,731</b>                  |                                   |
| <b>EXPENDITURES:</b>                            |                    |                                   |                                |                   |                                   |                                   |
| Housing Services                                | 4,653,018          | 26,865                            | 112,431                        | 4,765,449         | 2,436,542                         | 51.13%                            |
| Dining Services                                 | 2,721,305          | 12,100                            | 11,945                         | 2,733,250         | 1,759,284                         | 64.37%                            |
| Athletics                                       | 1,654,053          | 21,445                            | -87,877                        | 1,566,176         | 761,994                           | 48.65%                            |
| All Other Student/Faculty Services              | 2,458,110          | 30,326                            | 690,581                        | 3,148,691         | 1,405,840                         | 44.65%                            |
| Salary Savings                                  |                    | -98,258                           | -182,649                       | -182,649          |                                   |                                   |
| <b>Total Expenditures</b>                       | <b>11,486,486</b>  | <b>-7,522</b>                     | <b>544,431</b>                 | <b>12,030,917</b> | <b>6,363,660</b>                  |                                   |
| Excess Revenues Over Expenditures               |                    |                                   |                                | 301,201           | 3,500,071                         |                                   |
| State Auxiliary Balance July 1, 1991            |                    |                                   |                                | 1,912,902         |                                   |                                   |
| Less Funding Requirements of:                   |                    |                                   |                                | 2,214,103         |                                   |                                   |
| Special Projects                                |                    |                                   |                                | -1,287,029        |                                   |                                   |
| Transfer to Educational and General             |                    |                                   |                                | -100,000          |                                   |                                   |
| Projected State Auxiliary Balance June 30, 1992 |                    |                                   |                                | 627,074           |                                   |                                   |

LONGWOOD COLLEGE  
 Current Restricted  
 Statement of Revenue and Expenditures  
 For Six Months Period Ended December 31, 1991

| EDUCATIONAL AND GENERAL  | ORIGINAL<br>BUDGET | CURRENT<br>QUARTER<br>ADJUSTMENTS | YEAR TO<br>DATE<br>ADJUSTMENTS | REVISED<br>BUDGET | ACTUAL TO<br>DATE<br>DEC, 1991 | PERCENT OF<br>BUDGET |
|--|--------------------|-----------------------------------|--------------------------------|-------------------|--------------------------------|----------------------|
| <b>REVENUES:</b>   |                    |                                   |                                |                   |                                |                      |
| State Appropriations   | 642,342            | 0                                 | 0                              | 642,342           | 642,342                        | 100.00%              |
| State Grants   | 517,119            | 0                                 | 0                              | 517,119           | 266,567                        | 51.55%               |
| Federal Grants and Contracts                                   | 962,636            | 23,685                            | 23,685                         | 986,321           | 586,964                        | 59.51%               |
| Private Gifts, Grants and Contracts                            | 192,680            | 0                                 | 0                              | 192,680           | 108,208                        | 56.16%               |
| <b>Total Revenues</b>  | <b>2,314,777</b>   | <b>23,685</b>                     | <b>23,685</b>                  | <b>2,338,462</b>  | <b>1,604,081</b>               |                      |
| <b>EXPENDITURES:</b>   |                    |                                   |                                |                   |                                |                      |
| Instruction  | 289,415            | 0                                 | 0                              | 289,415           | 93,734                         | 32.39%               |
| Research   | 15,920             | 5,125                             | 5,125                          | 21,045            | 18,944                         | 90.02%               |
| Public Service   | 175,874            | 18,560                            | 18,560                         | 194,434           | 136,206                        | 70.05%               |
| Academic Support   | 133,487            | 0                                 | 0                              | 133,487           | 61,886                         | 46.36%               |
| Student Services   | 24,253             | 0                                 | 0                              | 24,253            | 7,716                          | 31.81%               |
| Institutional Support  | 77,820             | 0                                 | 0                              | 77,820            | 32,220                         | 41.40%               |
| Operation and Maintenance of Plant                             | 0                  | 0                                 | 0                              | 0                 | 0                              |                      |
| Scholarships and Fellowships                                   | 1,598,008          | 0                                 | 0                              | 1,598,008         | 848,920                        | 53.12%               |
| <b>Total Expenditures</b>                                      | <b>2,314,777</b>   | <b>23,685</b>                     | <b>23,685</b>                  | <b>2,338,462</b>  | <b>1,199,626</b>               |                      |
| <br>Excess Restricted Receipts Over<br>Restricted Expenditures |                    |                                   |                                | 0                 | 404,455                        |                      |

LONGWOOD COLLEGE  
 Halifax / South Boston Continuing Ed Center  
 Statement of Revenue and Expenditures  
 For Six Months Period Ended December 31, 1991

|  | ORIGINAL<br>BUDGET | CURRENT<br>QUARTER<br>ADJUSTMENTS | YEAR TO<br>DATE<br>ADJUSTMENTS | REVISED<br>BUDGET | ACTUAL TO<br>DATE | ACTUAL AS<br>PERCENT OF<br>BUDGET |
|--|--------------------|-----------------------------------|--------------------------------|-------------------|-------------------|-----------------------------------|
| <b>REVENUES:</b>                       |                    |                                   |                                |                   |                   |                                   |
| State Appropriations                   | 165,000            |                                   |                                | 165,000           | 165,000           | 100.00%                           |
| Graduate Engineering                   | 42,110             |                                   |                                | 42,110            | 42,110            | 100.00%                           |
| City of South Boston                   | 10,250             |                                   |                                | 10,250            |                   | 0.00%                             |
| Halifax County                         | 18,750             |                                   |                                | 18,750            | 18,750            | 100.00%                           |
| Community Education Fees               | 3,000              | 3,000                             | 3,000                          | 6,000             | 3,765             | 62.75%                            |
| Prior Year Carryover                   | 46,958             |                                   |                                | 46,958            | 46,958            | 100.00%                           |
| Facility Rental                        |                    | 6,000                             | 6,000                          | 6,000             | 3,365             | 56.08%                            |
| <b>Total Revenues</b>                  | <b>286,068</b>     | <b>9,000</b>                      | <b>9,000</b>                   | <b>295,068</b>    | <b>279,948</b>    |                                   |
| <b>EXPENDITURES:</b>                   |                    |                                   |                                |                   |                   |                                   |
| Personal Services                      | 172,982            | 3,000                             | 3,000                          | 175,982           | 82,887            | 47.10%                            |
| Contractual Services                   | 51,868             |                                   |                                | 51,868            | 15,976            | 30.80%                            |
| Supplies and Materials                 | 15,248             |                                   |                                | 15,248            | 2,813             | 18.45%                            |
| Transfer Payments                      | 2,929              |                                   |                                | 2,929             |                   | 0.00%                             |
| Continuous Charges                     | 30,085             |                                   |                                | 30,085            | 14,939            | 49.66%                            |
| Equipment                              | 12,956             |                                   |                                | 12,956            | 3,658             | 28.23%                            |
| <b>Total Expenditures</b>              | <b>286,068</b>     | <b>3,000</b>                      | <b>3,000</b>                   | <b>289,068</b>    | <b>120,273</b>    |                                   |
| <br>Revenues in Excess of Expenditures |                    |                                   |                                | <br>6,000         | <br>159,675       |                                   |

NOTE: The above revenues and expenditures are included in the Current Unrestricted and Current Restricted financial statements.



LONGWOOD COLLEGE  
 Current Unrestricted  
 Statement of Revenue and Expenditures  
 For Six Months Period Ended December 31, 1991

| LOCAL AUXILIARY ENTERPRISE                           | ORIGINAL<br>BUDGET | CURRENT<br>QUARTER<br>ADJUSTMENTS | YEAR TO<br>DATE<br>ADJUSTMENTS | REVISED<br>BUDGET | ACTUAL TO<br>DATE | ACTUAL AS<br>PERCENT OF<br>BUDGET |
|--|--------------------|-----------------------------------|--------------------------------|-------------------|-------------------|-----------------------------------|
| <b>REVENUES:</b>                                     |                    |                                   |                                |                   |                   |                                   |
| Vending  | 55,000             |                                   |                                | 55,000            | 21,038            | 38.25%                            |
| Conferences  | 450,000            |                                   |                                | 450,000           | 199,380           | 44.31%                            |
| Interest   | 17,500             |                                   |                                | 17,500            | 5,528             | 31.59%                            |
| <b>Total Revenues</b>                                | <b>522,500</b>     | <b>0</b>                          | <b>0</b>                       | <b>522,500</b>    | <b>225,946</b>    |                                   |
| <b>EXPENDITURES:</b>                                 |                    |                                   |                                |                   |                   |                                   |
| Conferences  | 350,000            |                                   |                                | 350,000           | 102,134           | 29.18%                            |
| Other - Debt Service                                 | 14,000             |                                   |                                | 14,000            | 7,013             | 50.09%                            |
| Other - Operations                                   | 80,000             |                                   |                                | 80,000            | 40,138            | 50.17%                            |
| <b>Total Expenditures</b>                            | <b>444,000</b>     | <b>0</b>                          | <b>0</b>                       | <b>444,000</b>    | <b>149,285</b>    |                                   |
| Excess Revenues over Expenditures                    |                    |                                   |                                | 78,500            | 76,661            |                                   |
| Local Auxiliary Fund Balance July 1, 1991            |                    |                                   |                                | 222,911           | =====             |                                   |
| <br>   |                    |                                   |                                |                   |                   |                                   |
| Projected Local Auxiliary Fund Balance June 30, 1992 |                    |                                   |                                | 301,411           | =====             |                                   |

Capital Outlay Projects  
 Project Budgets 1991-92  
 December 31, 1991-92

|                                  | TOTAL<br>PROJECT<br>BUDGET | EXPENDITURES<br>TO<br>DATE | PROJECT<br>BUDGET<br>BALANCE |
|----------------------------------|----------------------------|----------------------------|------------------------------|
| PROJECTS FUNDED FROM BOND SALES  |                            |                            |                              |
| New Student Housing Construction | 5,000,000                  | 2,836,000                  | 2,164,000                    |
|                                  | <u>5,000,000</u>           | <u>2,836,000</u>           | <u>2,164,000</u>             |

PROJECTS FUNDED FROM GENERAL FUNDS

|                                |                   |                  |                  |
|--------------------------------|-------------------|------------------|------------------|
| New Library Construction       | 6,517,542         | 6,511,237        | 6,305            |
| Stevens Humidity Correction    | 106,250           | 106,250          | 0                |
| Bedford/Wygal Ventilation      | 300,661           | 277,516          | 23,145           |
| Lancer Air-conditioning        | 14,678            | 14,678           | 0                |
| Grainger Renovation            | 2,399,392         | 712,249          | 1,687,143        |
| Library Equipment              | 933,000           | 916,519          | 16,481           |
| Wynne Roof Replacement         | 200,000           | 169,149          | 30,851           |
| Maintenance Reserve -E&S 90-92 | 353,532           | 256,729          | 96,803           |
|                                | <u>10,825,055</u> | <u>8,964,327</u> | <u>1,860,728</u> |

15,825,055   11,800,327   4,024,728  
 =====

LONGWOOD COLLEGE  
 Auxiliary Enterprise Repair and Replacement Reserve  
 Project Budgets 1991-92  
 December 31, 1991

|  | TOTAL<br>PROJECT<br>BUDGET | PRIOR YEAR<br>PROJECT<br>EXPENDITURES | PROJECT<br>BUDGET<br>FY 1991-92 | CURRENT YEAR<br>PROJECT<br>EXPENDITURES | PROJECT<br>BALANCE<br>TO DATE |
|--|----------------------------|---------------------------------------|---------------------------------|---|-------------------------------|
|--|----------------------------|---------------------------------------|---------------------------------|---|-------------------------------|

CAPITAL OUTLAY PROJECTS:

|                               |         |         |        |        |        |
|-------------------------------|---------|---------|--------|--------|--------|
| Lancer Air - Jump Start       | 117,522 | 73,302  | 44,220 | 29,120 | 15,100 |
| Stevens Humidity - Jump Start | 51,173  | 50,191  | 982    | 982    | 0      |
| Maintenance Reserve - Aux     | 63,700  | 60,236  | 3,464  | 0      | 3,464  |
|                               | 232,395 | 183,729 | 48,666 | 30,102 | 18,564 |

SPECIAL PROJECTS:

|                                  |           |         |           |         |         |
|----------------------------------|-----------|---------|-----------|---------|---------|
| Longwood House Repairs           | 50,000    | 6,137   | 43,863    | 43,863  | 0       |
| Trash Chute Doors - Curry/Frazer | 18,000    | 7,475   | 10,525    | 10,525  | 0       |
| Window Replacement - Curry       | 108,000   | 73,405  | 34,595    | 34,595  | 0       |
| Parapet Repairs - Hi-Rise 90-91  | 70,000    | 21,715  | 48,285    | 48,285  | 0       |
| Baseball Field Architect         | 22,500    | 10,064  | 12,436    | 11,285  | 1,151   |
| Hi-Rise Fire Lane                | 23,350    | 2,025   | 21,325    | 21,291  | 34      |
| Fire Alarm Curry/Frazer          | 37,000    |         | 37,000    | 6,435   | 30,565  |
| Parapet Repairs - Hi-Rise 91-92  | 72,000    |         | 72,000    | 50,764  | 21,236  |
| Frazer Window Replacement        | 100,000   |         | 100,000   | 51,585  | 48,415  |
| Commons Area Roof - Hi Rise      | 90,000    |         | 90,000    | 13,574  | 76,426  |
| Baseball Field Renovation        | 195,000   |         | 195,000   | 15,036  | 179,964 |
| Dining Hall Entrance Renovation  | 196,000   |         | 196,000   | 0       | 196,000 |
| Auxiliary Maintenance Projects   | 180,000   |         | 180,000   | 13,004  | 166,996 |
| Post Office Renovation           | 130,000   |         | 130,000   | 4,622   | 125,378 |
| Campus Landscaping/Gateway       | 100,000   |         | 100,000   | 5,116   | 94,884  |
| Exterior Signs                   | 16,000    |         | 16,000    | 13,880  | 2,120   |
|                                  | 1,407,850 | 120,821 | 1,287,029 | 343,860 | 943,169 |
|                                  | 1,640,245 | 304,550 | 1,335,695 | 373,962 | 961,733 |

ITEM #4

BUSINESS AFFAIRS  
INFORMATION ITEM  
REPORT ON 1992-94 BIENNIUM BUDGET

On January 9, Governor Wilder introduced his proposed budget for the 1992-94 biennium to the General Assembly. Very little new State money was available particularly for higher education although \$24 million dollars was proposed as an increase in funds for student financial aid. Longwood's share of this increase was substantial in that the proposed increase of \$516,385 for FY93 almost doubles our current allocation. This amount increases to \$1,023,247 for FY94. The Governor's other budget recommendation for Longwood is consistent with recommendations made for the other State colleges and universities, i.e. any new activities or need for additional funds must come from student tuition and fees. Specifically, Longwood was authorized to increase its collection of tuition and fees by \$1,079,448 in FY93 and \$2,201,567 in FY94. The only other budget recommendations for Longwood involved a few technical adjustments in both E & G and auxiliary funds.

As for the College's capital construction request, we have learned that the renovation of Lancaster for the School of Education is included in the General Obligation Bond bill which has been introduced in the General Assembly. We have also learned that the Governor has directed the introduction of an amendment to his budget which would provide funds for a list of specified smaller capital projects. Included on the list of projects is the Wygal Humidity Correction project.

January 20, 1992

Item #5

**BUSINESS AFFAIRS  
INFORMATION ITEM**

**Update on Campus Construction**

Despite budget cutbacks there is a significant amount of construction activity under way on the campus. The attached reports provide specific information on each project and are organized as follows: Projects Under Construction (Pages 2-12), Projects in Design or Bid Stage (Pages 13-17), Projects completed (Pages 18-27) and Projects on Hold (Pages 28-33).

January 20, 1992

P R O J E C T S   U N D E R   W A Y

NEW STUDENT HOUSING

PROJECT INSPECTOR: Alan Cook

PROJECT CODE: 214-13374

ARCHITECT/ENGINEER: Hanbury, Evans, Newill,  
Vlattas & Company

P.O. NUMBER: A001823

CONTRACTOR: Frazier Construction Co.

P.O. NUMBER: A008105

PROJECT BUDGET: \$5,000,000.00

BUDGET CODE: 7-70007

\*\*\*\*\*

SCHEDULE FOR COMPLETION

PLANNED

ACTUAL

|   |              |              |
|---|--------------|--------------|
| Architect/Engineer Selection                        | MAR 15, 1989 | MAR 15, 1989 |
| Approval of Schematic Drawings                      | OCT 11, 1989 | SEP 29, 1989 |
| Approval of Preliminary Drawings and Specifications | DEC 23, 1989 | JUN 07, 1990 |
| Approval of Working Drawings and Specifications     | JAN 25, 1990 | DEC 26, 1990 |
| Advertise for Bids                                  | JAN 28, 1990 | JAN 04, 1991 |
| Bid Opening   | FEB 07, 1991 | FEB 08, 1991 |
| Contract Award                                      | FEB 25, 1991 | FEB 27, 1991 |
| Start of Construction                               | MAR 11, 1991 | MAR 15, 1991 |
| Completion of Construction                          | JUN 30, 1992 |              |

Drawings/Specifications - Percent Complete: 100%

Construction - Percent Complete: 87%

Project Status:

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**GRAINGER - INTERIOR RENOVATIONS**

**PROJECT INSPECTOR:** Kim Arritt **PROJECT CODE:** 214-14012  
**ARCHITECT/ENGINEER:** The Benham Group **P.O. NUMBER:** A000516  
**CONTRACTOR:** J. W. Daniel & Co., Inc. **P.O. NUMBER:** A020032  
**PROJECT BUDGET:** \$2,189,800.00 **BUDGET CODE:** 7-70119

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                      | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                        | APR 14, 1989   | APR 14, 1989  |
| Approval of Schematic Drawings                      | N/A            | N/A           |
| Approval of Preliminary Drawings and Specifications | OCT 11, 1989   | OCT 25, 1989  |
| Approval of Working Drawings and Specifications     | MAR 23, 1990   | MAR 15, 1991  |
| Advertise for Bids                                  | JUN 21, 1991   | JUN 21, 1991  |
| Bid Opening   | JUL 31, 1991   | JUL 31, 1991  |
| Contract Award                                      | AUG 12, 1991   | AUG 07, 1991  |
| Start of Construction                               | AUG 19, 1991   | SEP 03, 1991  |
| Completion of Construction                          | SEP 02, 1992   |               |

**Drawings/Specifications - Percent Complete:** 100%  
**Construction - Percent Complete:** 15%

**Project Status:**

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*



**BEDFORD VENTILATION IMPROVEMENTS**

|  |                                |
|--|--------------------------------|
| <b>PROJECT INSPECTOR:</b> Kim Arritt         | <b>PROJECT CODE:</b> 214-14454 |
| <b>ARCHITECT/ENGINEER:</b> Smithey & Boynton | <b>P.O. NUMBER:</b> A002265    |
| <b>CONTRACTOR:</b> WACO, Inc.                | <b>P.O. NUMBER:</b> A008143    |
| <b>PROJECT BUDGET:</b> \$277,000.00          | <b>BUDGET CODE:</b> 7-70118    |

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                      | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                        | MAR 31, 1989   | MAR 31, 1989  |
| Approval of Schematic Drawings                      | N/A            | N/A           |
| Approval of Preliminary Drawings and Specifications | JUN 27, 1989   | JUL 24, 1989  |
| Approval of Working Drawings and Specifications     | NOV 16, 1989   | MAR 11, 1991  |
| Advertise for Bids                                  | NOV 26, 1989   | MAR 15, 1991  |
| Bid Opening   | DEC 12, 1989   | APR 17, 1991  |
| Contract Award                                      | MAY 01, 1991   | MAY 13, 1991  |
| Start of Construction                               | MAY 13, 1991   | MAY 14, 1991  |
| Completion of Construction                          | AUG 31, 1991   |               |

**Drawings/Specifications - Percent Complete:** 100%  
**Construction - Percent Complete:** 99%

**Project Status:** Contractor is completing minor punchlist items. Will schedule a final inspection once these items are complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

FRAZER WINDOW REPLACEMENT

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: N/A

P.O. NUMBER: N/A

CONTRACTOR: PNC Corporation

P.O. NUMBER: 2037433

PROJECT BUDGET: \$100,000.00

BUDGET CODE: 3-50135

\*\*\*\*\*

SCHEDULE FOR COMPLETION

PLANNED

ACTUAL

| <u>SCHEDULE FOR COMPLETION</u>                  | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                    | N/A            | N/A           |
| Approval of Working Drawings and Specifications | N/A            | N/A           |
| Advertise for Bids                              | OCT 04, 1991   | OCT 04, 1991  |
| Bid Opening                                     | OCT 25, 1991   | OCT 25, 1991  |
| Contract Award                                  | NOV 01, 1991   | NOV 01, 1991  |
| Start of Construction                           | JAN 20, 1992   | JAN 20, 1992  |
| Completion of Construction                      | APR 20, 1992   |               |

Drawings/Specifications - Percent Complete: 100%

Construction - Percent Complete: 5%

Project Status: Construction is underway.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**CURRY/FRAZER COMMONS ROOF AND COPING REPAIRS**

**PROJECT INSPECTOR:** Melvin Moore

**ARCHITECT/ENGINEER:** Edgerton Associates      **P.O. NUMBER:** A004884

**CONTRACTOR:** Andrews, Large & Whidden, Inc.      **P.O. NUMBER:** A020041

**PROJECT BUDGET:** \$70,000.00/\$20,721.00      **BUDGET CODE:** 3-50136  
3-50139

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                     | <u>PLANNED</u> | <u>ACTUAL</u> |
|--|----------------|---------------|
| Architect/Engineer Selection                       |                |               |
| Approval of Working Drawings<br>and Specifications |                |               |
| Advertise for Bids                                 | JUL 07, 1991   | JUL 07, 1991  |
| Bid Opening  | JUL 26, 1991   | JUL 26, 1991  |
| Contract Award                                     | JUL 31, 1991   | AUG 20, 1991  |
| Start of Construction                              | AUG 05, 1991   | SEP 23, 1991  |
| Completion of Construction                         | NOV 18, 1991   |               |

**Drawings/Specifications - Percent Complete:** 100%  
**Construction - Percent Complete:** 95%

**Project Status:**

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**CURRY/FRAZER - RE-CAULKING**

**PROJECT INSPECTOR:** Kim Arritt

**PROJECT CODE:**

**ARCHITECT/ENGINEER:** Maitland & Kuntz

**P.O. NUMBER:** A004821

**CONTRACTOR:** Andrews, Large & Whidden, Inc.

**P.O. NUMBER:** A008129

**PROJECT BUDGET:** \$62,973.00/\$72,000.00  
\$1,698.00

**BUDGET CODE:** 3-50120  
3-50134/3-50139

\*\*\*\*\*

**SCHEDULE FOR COMPLETION**

**PLANNED**

**ACTUAL**

|   |              |              |
|---|--------------|--------------|
| Architect/Engineer Selection                    | AUG 15, 1990 | AUG 15, 1990 |
| Approval of Working Drawings and Specifications | OCT 10, 1990 | OCT 10, 1990 |
| Advertise for Bids                              | FEB 03, 1991 | FEB 03, 1991 |
| Bid Opening                                     | MAR 06, 1991 | MAR 06, 1991 |
| Contract Award                                  | APR 18, 1991 | APR 18, 1991 |
| Start of Construction                           | APR 22, 1991 | MAY 20, 1991 |
| Completion of Construction                      | NOV 08, 1991 |              |

**Drawings/Specifications - Percent Complete:** 100%

**Construction - Percent Complete:** 99%

**Project Status:**

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

WYGAL ROOF REPLACEMENT

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: Edgerton Associates

P.O. NUMBER: A004884

CONTRACTOR: Consolidated Industrial Roofing, Inc.

P.O. NUMBER: A024930

PROJECT BUDGET: \$60,000.00

BUDGET CODE: 7-70123

\*\*\*\*\*

SCHEDULE FOR COMPLETION

PLANNED

ACTUAL

| <u>SCHEDULE FOR COMPLETION</u>                  | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                    | AUG 06, 1991   | AUG 06, 1991  |
| Approval of Working Drawings and Specifications |                |               |
| Advertise for Bids                              | SEP 08, 1991   | SEP 08, 1991  |
| Bid Opening                                     | OCT 02, 1991   | OCT 02, 1991  |
| Contract Award                                  | OCT 09, 1991   | OCT 10, 1991  |
| Start of Construction                           | NOV 04, 1991   | NOV 04, 1991  |
| Completion of Construction                      | DEC 13, 1991   |               |

Drawings/Specifications - Percent Complete: 100%

Construction - Percent Complete: 99%

Project Status: Waiting for the Stevens Roof Representative's approval to complete this project.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**LANKFORD MECHANICAL ROOM**

**PROJECT INSPECTOR:** Kim Arritt

**ARCHITECT/ENGINEER:** Nolen Frisa Brooks      **P.O. NUMBER:** A004885

**CONTRACTOR:** Andrews, Large & Whidden, Inc.      **P.O. NUMBER:** A024983

**PROJECT BUDGET:** \$23,400.00      **BUDGET CODE:** 3-50140  
3-50139

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                     | <u>PLANNED</u> | <u>ACTUAL</u> |
|--|----------------|---------------|
| Architect/Engineer Selection                       | AUG 06, 1991   | AUG 06, 1991  |
| Approval of Working Drawings<br>and Specifications | OCT 28, 1991   | OCT 28, 1991  |
| Advertise for Bids                                 | NOV 11, 1991   | NOV 11, 1991  |
| Bid Opening  | DEC 11, 1991   | DEC 11, 1991  |
| Contract Award                                     | DEC 16, 1991   | DEC 16, 1991  |
| Start of Construction                              | JAN 06, 1992   | JAN 06, 1992  |
| Completion of Construction                         | MAR 06, 1992   |               |

**Drawings/Specifications - Percent Complete:** 100%  
**Construction - Percent Complete:** 15%

**Project Status:**

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**CURRY - HANDICAPPED RAMP**

**PROJECT INSPECTOR:** Kim Arritt

**ARCHITECT/ENGINEER:** N/A

**P.O. NUMBER:** N/A

**CONTRACTOR:** Andrews, Large & Whidden, Inc.

**P.O. NUMBER:** A024939

**PROJECT BUDGET:** \$10,000.00

**BUDGET CODE:** 3-50139

\*\*\*\*\*

**CONSTRUCTION SCHEDULE**

**SCHEDULE FOR COMPLETION**

**PLANNED**

**ACTUAL**

Start of Construction

JAN 06, 1992

JAN 06, 1992

Completion of Construction

FEB 06, 1992

**Project Status:** Construction is 75% complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**SIDEWALK REPLACEMENT AT COX/WHEELER/STEVENS/JARMAN**

**PROJECT INSPECTOR:** Melvin Moore

**ARCHITECT/ENGINEER:** N/A

**P.O. NUMBER:** N/A

**CONTRACTOR:** Andrews, Large & Whidden, Inc.

**P.O. NUMBER:**

**PROJECT BUDGET:** \$9,995.00

**BUDGET CODE:** 7-70123

\*\*\*\*\*

**CONSTRUCTION SCHEDULE**

**SCHEDULE FOR COMPLETION**

**PLANNED**

**ACTUAL**

Start of Construction

JAN 13, 1992

JAN 13, 1992

Completion of Construction

JAN 31, 1992

**Project Status:**

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*



P R O J E C T S   I N   B I D   O R   D E S I G N   P H A S E

BASEBALL FIELD IMPROVEMENTS

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: Higgins Associates

P.O. NUMBER: A004887

CONTRACTOR: TBA

P.O. NUMBER: TBA

PROJECT BUDGET: \$199,000.00

BUDGET CODE: 3-50137

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                  | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                    | AUG 22, 1991   | AUG 22, 1991  |
| Approval of Working Drawings and Specifications | OCT 04, 1991   | NOV 29, 1991  |
| Advertise for Bids                              | DEC 22, 1991   | DEC 22, 1991  |
| Bid Opening                                     | JAN 23, 1992   | JAN 23, 1992  |
| Contract Award                                  | JAN 27, 1992   |               |
| Start of Construction                           | FEB 10, 1992   |               |
| Completion of Construction                      | JUL 10, 1992   |               |

Drawings/Specifications - Percent Complete: 100%

Construction - Percent Complete: 0%

Project Status: A pre-bid conference was held January 10th at 10:00 A.M. Bids will be opened on January 23rd at 2:00 P.M.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

PHASE II OF MALL PROJECT & RENOVATION OF NEW SMOKER

PROJECT INSPECTOR: Kim Arritt

ARCHITECT/ENGINEER: Glave, Newman, Anderson P.O. NUMBER: A024923

CONTRACTOR: TBA P.O. NUMBER: TBA

PROJECT BUDGET: \$196,000.00 BUDGET CODE: 3-50138

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                  | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                    | SEP 19, 1991   | SEP 19, 1991  |
| Approval of Working Drawings and Specifications | FEB 21, 1992   |               |
| Advertise for Bids                              | MAR 01, 1992   |               |
| Bid Opening                                     | APR 01, 1992   |               |
| Contract Award                                  | APR 08, 1992   |               |
| Start of Construction                           | MAY 11, 1992   |               |
| Completion of Construction                      | AUG 21, 1992   |               |

Drawings/Specifications - Percent Complete: 40%

Construction - Percent Complete: 0%

Project Status: The architect is currently working on construction documents.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*



FRENCH POOL REPAIRS

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: N/A

P.O. NUMBER: N/A

CONTRACTOR: TBA

P.O. NUMBER: TBA

PROJECT BUDGET: \$50,000.00

BUDGET CODE: 3-50139

\*\*\*\*\*

CONSTRUCTION SCHEDULE

SCHEDULE FOR COMPLETION

PLANNED

ACTUAL

|  |              |              |
|--|--------------|--------------|
| Architect/Engineer Selection                       | N/A          | N/A          |
| Approval of Working Drawings<br>and Specifications | N/A          | N/A          |
| Advertise for Bids                                 | JAN 19, 1992 | JAN 19, 1992 |
| Bid Opening  | FEB 12, 1992 |              |
| Contract Award                                     | FEB 19, 1992 |              |
| Start of Construction                              | FEB 24, 1992 |              |
| Completion of Construction                         | APR 24, 1992 |              |

Drawings/Specifications - Percent Complete: 100%

Construction - Percent Complete: 0%

Project Status: A pre-bid conference is scheduled for January 28, 1992 at 10:00 A.M.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

PROJECTS COMPLETED

**WYNNE ROOF REPLACEMENT**

|  |                                |
|--|--------------------------------|
| <b>PROJECT INSPECTOR:</b> Melvin Moore                   | <b>PROJECT CODE:</b> 214-15076 |
| <b>ARCHITECT/ENGINEER:</b> Maitland & Kuntz              | <b>P.O. NUMBER:</b> A000693    |
| <b>CONTRACTOR:</b> Consolidated Industrial Roofing, Inc. | <b>P.O. NUMBER:</b> A008737    |
| <b>PROJECT BUDGET:</b> \$200,000.00                      | <b>BUDGET CODE:</b> 7-70121    |

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                      | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                        | JUN 28, 1989   | JUN 28, 1989  |
| Approval of Schematic Drawings                      | MAR 26, 1990   |               |
| Approval of Preliminary Drawings and Specifications | OCT 09, 1990   |               |
| Approval of Working Drawings and Specifications     | DEC 06, 1990   | MAR 25, 1991  |
| Advertise for Bids                                  | DEC 16, 1990   | APR 07, 1991  |
| Bid Opening   | MAY 02, 1991   | MAY 02, 1991  |
| Contract Award                                      | MAY 16, 1991   | JUN 13, 1991  |
| Start of Construction                               | JUL 02, 1991   | JUL 02, 1991  |
| Completion of Construction                          | NOV 01, 1991   | JAN 17, 1992  |

**Drawings/Specifications - Percent Complete:** 100%  
**Construction - Percent Complete:** 100%

**Project Status:** This project is complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*







BEDFORD ROOF REPLACEMENT

PROJECT INSPECTOR: Kim Arritt

ARCHITECT/ENGINEER: Edgerton Associates

P.O. NUMBER: A004884

CONTRACTOR: Shen Valley Roofing

P.O. NUMBER: A008146

PROJECT BUDGET: \$60,000.00

BUDGET CODE: 7-70123

\*\*\*\*\*

SCHEDULE FOR COMPLETION

PLANNED

ACTUAL

| <u>SCHEDULE FOR COMPLETION</u>                  | <u>PLANNED</u>            | <u>ACTUAL</u> |
|---|---------------------------|---------------|
| Architect/Engineer Selection                    | JAN 17, 1991              | JAN 17, 1991  |
| Approval of Working Drawings and Specifications | FEB 11, 1991              | FEB 11, 1991  |
| Advertise for Bids                              | MAR 11, 1991              | MAR 11, 1991  |
| Bid Opening                                     | APR 04, 1991              | APR 04, 1991  |
| Contract Award                                  | APR 15, 1991              | MAY 22, 1991  |
| Start of Construction                           | JUL 22, 1991 <sup>2</sup> | May 22, 1991  |
| Completion of Construction                      | SEP 27, 1991              | JAN 08, 1992  |

Drawings/Specifications - Percent Complete: 100%

Construction - Percent Complete: 100%

Project Status: This project is complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**CURRY/FRAZER FIRE ALARM MODIFICATIONS**

**PROJECT INSPECTOR:** Melvin Moore

**ARCHITECT/ENGINEER:** Clark Nexsen Owen  
Barbieri & Gibson

**P.O. NUMBER:** A020049

**CONTRACTOR:** TBA

**P.O. NUMBER:** TBA

**PROJECT BUDGET:** \$37,000.00

**BUDGET CODE:** 3-50133

\*\*\*\*\*

**CONSTRUCTION SCHEDULE**

| <b><u>SCHEDULE FOR COMPLETION</u></b> | <b><u>PLANNED</u></b> | <b><u>ACTUAL</u></b> |
|---------------------------------------|-----------------------|----------------------|
| Start of Construction                 | DEC 02, 1991          | JAN 03, 1992         |
| Completion of Construction            | JAN 15, 1992          | JAN 15, 1992         |

**Project Status:** This project is complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

FIRE LANE - CURRY/FRAZER

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: Higgins Associates P.O. NUMBER: A004887

CONTRACTOR: Andrews, Large & Whidden, Inc. P.O. NUMBER: TBA

PROJECT BUDGET: \$20,000.00 BUDGET CODE: 3-50132

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                     | <u>PLANNED</u> | <u>ACTUAL</u> |
|--|----------------|---------------|
| Architect/Engineer Selection                       | JAN 04, 1991   | JAN 04, 1991  |
| Approval of Working Drawings<br>and Specifications | MAR 01, 1991   | MAY 01, 1991  |
| Advertise for Bids                                 | APR 07, 1991   | AUG 02, 1991  |
| Bid Opening  | MAY 08, 1991   | SEP 04, 1991  |
| Contract Award                                     | MAY 15, 1991   | SEP 11, 1991  |
| Start of Construction                              | SEP 16, 1991   | OCT 07, 1991  |
| Completion of Construction                         | NOV 15, 1991   | NOV 15, 1991  |

Drawings/Specifications - Percent Complete: 100%

Construction - Percent Complete: 100%

Project Status:

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

EXTERIOR SIGN SYSTEM

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: N/A

P.O. NUMBER: N/A

CONTRACTOR: Norvell Signs

P.O. NUMBER: A010482

PROJECT BUDGET: \$16,000.00

BUDGET CODE: 3-50143

\*\*\*\*\*

CONSTRUCTION SCHEDULE

| <u>SCHEDULE FOR COMPLETION</u> | <u>PLANNED</u> | <u>ACTUAL</u> |
|--------------------------------|----------------|---------------|
| Start of Construction          | NOV 04, 1991   | NOV 04, 1991  |
| Completion of Construction     | NOV 15, 1991   | NOV 11, 1991  |

Project Status: This project is complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

WYNNE ROOF ASBESTOS REMOVAL

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: N/A

P.O. NUMBER: N/A

CONTRACTOR: Walker-Hudson Construction

P.O. NUMBER: A020035

PROJECT BUDGET: \$12,000.00

BUDGET CODE: 7-70121

\*\*\*\*\*

CONSTRUCTION SCHEDULE

SCHEDULE FOR COMPLETION

PLANNED

ACTUAL

|                            |              |              |
|----------------------------|--------------|--------------|
| Start of Construction      | SEP 04, 1991 | SEP 04, 1991 |
| Completion of Construction | NOV 01, 1991 | NOV 01, 1991 |

**Project Status:** This project is complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

WYGAL ROOF ASBESTOS REMOVAL

PROJECT INSPECTOR: Melvin Moore

ARCHITECT/ENGINEER: N/A

P.O. NUMBER: N/A

CONTRACTOR: Atlantic Environmental

P.O. NUMBER: TBA

PROJECT BUDGET: \$5,000.00

BUDGET CODE: 7-70123

\*\*\*\*\*

CONSTRUCTION SCHEDULE

| <u>SCHEDULE FOR COMPLETION</u> | <u>PLANNED</u> | <u>ACTUAL</u> |
|--------------------------------|----------------|---------------|
| Start of Construction          | NOV 04, 1991   | NOV 04, 1991  |
| Completion of Construction     | NOV 29, 1991   | NOV 07, 1991  |

Project Status: This project is complete.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

PROJECTS ON HOLD



**ADDITION TO BEDFORD  
FINE ARTS CENTER**

|  |                                |
|--|--------------------------------|
| <b>PROJECT INSPECTOR:</b> Melvin Moore       | <b>PROJECT CODE:</b> 214-15061 |
| <b>ARCHITECT/ENGINEER:</b> Smithey & Boynton | <b>P.O. NUMBER:</b> A001801    |
| <b>CONTRACTOR:</b> To be selected            | <b>P.O. NUMBER:</b> TBA        |
| <b>PROJECT BUDGET:</b> \$1,105,000.00        | <b>ITEM NUMBER:</b> TBA        |

\*\*\*\*\*

| <u>SCHEDULE FOR COMPLETION</u>                      | <u>PLANNED</u> | <u>ACTUAL</u> |
|---|----------------|---------------|
| Architect/Engineer Selection                        | AUG 01, 1989   | AUG 24, 1989  |
| Approval of Schematic Drawings                      | OCT 06, 1989   |               |
| Approval of Preliminary Drawings and Specifications | DEC 06, 1989   |               |
| Approval of Working Drawings and Specifications     | APR 10, 1990   |               |
| Advertise for Bids                                  | APR 21, 1990   |               |
| Bid Opening   | JUN 11, 1990   |               |
| Contract Award                                      | JUN 21, 1990   |               |
| Start of Construction                               | JUL 02, 1990   |               |
| Completion of Construction                          | MAY 03, 1991   |               |

**Drawings/Specifications - Percent Complete:** 10%  
**Construction - Percent Complete:** 0%

**Project Status:** Schematic drawings and specifications were approved by the Art and Architectural Review Board on April 6, 1990. These plans are now under review by the Fine Arts Center Advisory Committee. The project remains on hold pending recommendations from the Advisory Committee.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*

**CAMPUS ENTRANCE IMPROVEMENTS  
(GATEWAY)**

**PROJECT INSPECTOR:** Melvin Moore

**ARCHITECT/ENGINEER:** Higgins Associates

**P.O. NUMBER:** A004887

**CONTRACTOR:** TBA

**P.O. NUMBER:** TBA

**PROJECT BUDGET:** \$100,000.00

**BUDGET CODE:** 3-50142

\*\*\*\*\*

**CONSTRUCTION SCHEDULE**

**SCHEDULE FOR COMPLETION**

**PLANNED**

**ACTUAL**

Architect/Engineer Selection

AUG 22, 1991

AUG 22, 1991

Approval of Preliminary  
Drawings and Specifications

JAN 27, 1992

Approval of Working Drawings  
and Specifications

Advertise for Bids

Bid Opening

Contract Award

Start Construction

Completion of Construction

**Drawings/Specifications - Percent Complete:** 20%

**Construction - Percent Complete:** 0%

**Project Status:** This project is in early stages of design. Once the drawings are complete a schedule will be established.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*



LANCASTER CLOCK TOWER

PROJECT INSPECTOR: Kim Arritt

ARCHITECT/ENGINEER: N/A

P.O. NUMBER: N/A

CONTRACTOR: Andrews, Large & Whidden, Inc.

P.O. NUMBER: A020039

PROJECT BUDGET: \$17,000.00

BUDGET CODE: 7-70123

\*\*\*\*\*

CONSTRUCTION SCHEDULE

SCHEDULE FOR COMPLETION

PLANNED

ACTUAL

Start of Construction

Completion of Construction

**Project Status:** This project will commence at the completion of the Longwood House Exterior Painting project in the Spring.

\*\*\*\*\*Last Update: January 17, 1992\*\*\*\*\*



ITEM #6

BUSINESS AFFAIRS  
INFORMATION ITEM

Status Report on Energy Conservation RFP

Requests for Proposals were issued to two (2) companies - Johnson Controls and Honeywell. Both companies submitted responses to the solicitation. They were received on January 17. The responses are now being evaluated using pre-determined and published evaluation criteria by a College committee which is being assisted by an independent engineer. Once the evaluation is completed, final negotiations with the successful offeror will take place. We will provide information as to the outcome of the negotiations and details on the program at the April Board meeting.

January 20, 1992

ITEM # 7

ACTION ITEM  
APPROVAL OF LONGWOOD REVISED STRATEGIC PLAN

**Background:** The final draft of the revised Longwood Strategic Plan was presented at the October 28, 1991 Board of Visitors meeting for review and comments. It is hoped that the Board can take action on the proposed revisions at the February 3, 1992 meeting.

Attached is a summary of additional suggested changes that have been received since November 1, 1991.

Please bring your copy of the revised plan (Version 1.4 November 1, 1991) and any additional changes to the February 3, Board meeting.

**Action Requested:** The Board of Visitors is requested to approve the President's recommendation that the revised Longwood Strategic Plan be approved as presented.

**Rationale:** The draft that was presented to the Board on October 28 was approved by the College Council on October 10, 1991. In addition, a meeting was held with the Academic Council September 19, the Community Advisory Committee September 11th and November 13th, a College Forum was held September 19th, and a meeting with the Student Government Association September 23rd, 1991.

January 20, 1992

## Foreword

When I first spoke to the College community at Convocation in September of 1988, I stated:

At 150 years, Longwood College is truly a venerable institution. But I, for one, think the best is yet to be.

Most of what "the best" will be is outlined in the Strategic Plan. It is an attempt by the College to develop in a systematic manner its goals and objectives. These goals and objectives provide a framework to guide the future directions of the College. They represent a synthesis of many visions of what the College is to be.

Those visions emerged from hours of broad-ranging discussion and debate by members of the College community and the local Community Advisory Committee. The first version of the Strategic Plan was endorsed by the faculty and then approved by the Board of Visitors on March 15, 1989. Two years later, in the Fall of 1991, we completed a review, update, and light revision of the Plan. A major revision is scheduled for the Fall of 1994. In all instances, revised documents are submitted to the Board for its approval.

This is a living document. Although some copies are published in bound form, the pages of our working copies are separated in a loose-leaf notebook. This arrangement enables us to retain the flexibility to address new needs as they 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.

We can all take pride in the completion, adoption, and revisions of the Strategic Plan and in the achievements of many of the Plan's goals and objectives. With the Plan as our guide, Longwood is moving forward and will continue to move forward in the years ahead.

William F. Dorrill  
President  
Longwood College  
8-91





## 1 Educational Programs

### Assumptions

2 o The College will continue to strive toward  
3 excellence in instruction.

4 o The College will justify its reputation for quality  
5 education by continuing to refine its curricular  
6 mission and to promote effective instructional  
7 methods.

8

9 ~~{o Effectiveness of faculty in teaching is enhanced by  
10 appropriate research, scholarship, creative activi-  
11 ties, in service training, and professional service.}~~  
12 (SEE Section II A 5)

13 o Continuing education and selected graduate programs  
14 are significant components of the College's mission  
15 and meet the growing needs of the people in our region  
16 and state.

17 o The College will develop appropriate assessment and  
18 evaluation programs which emphasize the improvement of  
19 instruction and curriculum and meet the needs of the  
20 Commonwealth and its citizens for accountability.

21 o All programs should meet relevant professional  
22 standards as approved by the Council on Post-Secondary  
23 Accreditation and be supported equitably with institu-  
24 tional resources.

25 o The College is committed to class sizes that are  
26 compatible with high-quality instruction and active  
27 participation by students in their own learning.

### A. Goal

28 **Assist students to broaden their knowledge and enhance  
29 their abilities to reason and think critically, to  
30 write and speak effectively, and to become proficient  
31 in quantitative skills through both general education  
32 and major programs.**

33 Objectives:

34 ~~{1. Implement and refine the revised program of general  
35 education.}~~

36 1. Implement faculty-developed plans to increase the  
37 written and oral skills of our students.

38 2. Implement faculty-developed plans to increase the  
39 quantitative and problem-solving skills of our  
40 students.

41 3. Complete the development of ~~{Develop a}~~ senior  
42 (400 level) courses in appropriate disciplines to  
43 serve as a part of an integrative assessment process.

44 ~~[4. Support interdisciplinary proposals developed by  
45 the faculty.}~~ (SEE II B 7)

46 4. Encourage curricular offerings which are designed  
47 to prepare students for the special skills and  
48 knowledge required to adapt to the world of the future

1 Education Center, and the Library.  
2 3. Accelerate the upgrading of classrooms and faculty  
3 offices to create a more attractive and functional  
4 academic environment.

D. Goal 5 Continue to enlarge and strengthen the College's  
6 international dimension as resources permit.

7 Objectives:

8 1. Continue upgrading the international studies  
9 program to enable it to function as a College-wide  
10 International Center, ~~empowered~~ to coordinate and  
11 facilitate curricular matters, foreign exchanges, and  
12 international outreach activities at Longwood.

13 2. ~~{Significantly enlarge}~~ Enhance the international  
14 content of appropriate courses and degree programs,  
15 particularly in the area of non-western studies.

16 3. Expand study-abroad opportunities and international  
17 exchanges of students and faculty.

18 4. ~~{Examine the feasibility of adding courses in~~  
19 ~~major world languages such as Russian, Japanese,~~  
20 ~~Arabic, and Chinese.}~~

E. Goal 21 **Strengthen programs of graduate study that meet the**  
22 **needs of current and potential students, especially**  
23 **those in our service area.**

24 Objectives:

25 1. Continue to develop ~~[Improve and expand]~~ on- and  
26 off-campus graduate offerings in response to market  
27 analysis.

28 ~~{2. Analyze the market for additional graduate~~  
29 ~~programs, both on the Farmville campus and at off-~~  
30 ~~campus sites, and propose appropriate new programs.}~~

31 2. Continue to increase support for graduate  
32 faculty development e.g. release time for research.

33 ~~[3. Design a plan for marketing the graduate programs.]~~

34 ~~{4. Provide adequate release time for graduate facul-~~  
35 ~~ty.}~~

36 ~~[5. Explore the possibilities of increased cooperation~~  
37 ~~with other institutions in graduate programs.}~~

F. Goal 38 **Expand academic outreach programs, both credit and**  
39 **non-credit.**

40 Objectives:

41 1. Continue to offer high quality continuing education,  
42 professional development, and outreach programs.

43 2. Expand the delivery of programs through the use of  
44 advanced technology and enhanced access.

45 3. Assure that program offerings meet the needs of  
46 alumni and community.

G. Goal 47 ~~{Meet the objectives of the state approved five year~~  
48 ~~plan for academic and student development assessment.}~~

- III. 1 **Faculty, Administration, and Staff**
- Assumptions 2 o The College's most important assets are its human  
3 resources.
- 4 o Developing the potential of our human resources is  
5 a key component in the process of becoming the best.
- 6 o The College will continue strong support of the  
7 Virginia Plan in faculty and staff recruitment.
- A. Goal 8 ~~[Close the remaining vestiges of the "we/they" gap  
9 between faculty and administration.]~~  
10  
11 Enhance the collegial spirit of faculty, staff,  
12 administration, and students.  
13  
14 Objectives:  
15 ~~[1. Hold a full and open dialogue on recommendations  
16 of the College Committee on Governance and Structure  
17 and implement suggestions as appropriate.]~~  
18 1. Continue to improve channels of communication,  
19 (including listening and evaluation) so as to facili-  
20 tate effective decision-making and reduce misunder-  
21 standing.  
22 2. Improve campus civility, including racial and  
23 cultural understanding, by conducting appropriate  
24 campus activities and programs.
- Goal 25 **Maintain a high standard of professional excellence  
26 among the faculty, administration, and staff by  
27 appropriate means of recruitment, evaluation, reward,  
28 and development.**
- 29 Objectives:  
30 1. Recruit and retain faculty who are scholarly in  
31 their disciplines and professional in their search for  
32 better ways to educate students.  
33 2. Assure excellence in the professional activity of  
34 faculty by maintaining an appropriate balance --  
35 discipline by discipline -- between teaching and  
36 creative activity/research (including contributions to  
37 basic, applied and integrated knowledge as well as  
38 pedagogy).  
39 3. Strengthen the college-wide and departmental orien-  
40 tation programs for new faculty and staff members.  
41 ~~4. [Create a faculty designed program that provides  
42 opportunities for assessing and improving teaching  
43 effectiveness.]~~  
44 4. Seek to improve teaching effectiveness through  
45 programs of evaluation and professional development.  
46 ~~5. [Develop a reward system based upon sound criteria  
47 and procedures for performance evaluation and use it  
48 in determining salaries and annual increments.]~~  
49 5. Continue to develop the effectiveness of procedures  
50 for performance evaluation which determine salary

IV.

1 **Students**

Assumptions

2 o The College will continue to serve a diverse  
3 student body.

4 o Improvements in the quality of campus life will be  
5 very important to both the recruitment and retention  
6 of students.

7 o Involvement in and reflection about learning, both  
8 inside and outside of the classroom, is critical to  
9 student growth and development.

10 o Both quality and access are attainable; they are  
11 not mutually exclusive.

12 o Emphasis upon the development of the whole student  
13 will remain a distinctive feature of the College,  
14 accomplished in part through preservation of its  
15 residential character, and through creating a liv-  
16 ing/learning community of faculty, students, and  
17 staff.

A.

Goal

18 **Continue a modest rate of enrollment growth, seeking**  
19 **a somewhat broader mix of students and a higher**  
20 **standard**  
21 **of academic preparation, while maintaining the**  
22 **traditional intimate, residential character of the**  
23 **College.**

24 Objectives:

25 1. Actively recruit students from the southside  
26 region, the state, and beyond, with an overall FTE  
27 enrollment target of 3,500 by 1994-95.

28 2. Limit the overall rate and extent of enrollment  
29 growth to maintain the College's traditional intimacy  
30 between faculty and students, and to utilize to the  
31 best advantage existing strengths among the faculty.

32 3. Increase the proportion of ~~{qualified students}~~  
33 students who meet Admissions standards in the follow-  
34 ing categories [~~{while maintaining the numbers of~~  
35 ~~students in present categories}~~]:

36 --minority students

37 --male students

38 --transfer students from two-year colleges

39 --non-traditional, commuter, and off-campus students

40 --students with disabilities

41 --graduate students

42 --international students

43 4. Improve accessibility, accommodations, and  
44 services for students with disabilities.

45 5. Gradually raise overall admission standards.

46 6. Increase the opportunities of access for minority  
47 students through such means as precollege outreach  
48 programs directed toward middle schools in the  
49 College's service area.

- 1 which all services are delivered; implement effective  
2 in-service training as needed.
- 3 2. Continue to assess student attitudes, culture, and  
4 development and use this information to improve  
5 modify practices and programs.
- 6 3. Continue to improve the quality of residence hall  
7 facilities through physical improvements designed to  
8 enhance the decor and utility of each residence hall  
9 floor, public area spaces, and study environments.
- 10 4. Increase the awareness of the students' responsi-  
11 bility in helping maintain residence hall facilities.
- 12 5. Reduce the number of expanded occupancy residence  
13 hall rooms.
- 14 6. Increase the availability and appeal of cultural,  
15 social, and educational programs, particularly on  
16 weekends.
- 17 7. Provide opportunities for more students to become  
18 leaders and be recognized for leadership as well as be  
19 involved in leadership education.
- 20 8. [~~Increase~~] Improve and emphasize safety and  
21 security practices and measures throughout the campus.  
22 [~~particularly in the resident halls specifically, move~~  
23 ~~up in priority the rekeying of all internal and~~  
24 ~~external doors in the residence halls, provision of 24~~  
25 ~~hours staffing at residence hall desks, and addition~~  
26 ~~of campus security personnel.]~~
- 27 9. [~~Enhance opportunities for learning social skills~~  
28 ~~and for improving emotional, mental, and physical~~  
29 ~~health.]~~
- 30 9. Enhance opportunities for improving interpersonal  
31 skills, the balancing of academic and social involve-  
32 ment, and the development of personal responsibil-  
33 ity for making choices about health and life style.
- 34 10. Continue to strengthen the student-run honor and  
35 judicial systems.
- 36 11. Implement effective programs for developing career  
37 and life goals.
- 38 12. Promote a community of civility through programs  
39 which enhance awareness of: safety and security practic-  
40 es, sexual assault; racial, gender, and cultural issues;  
41 alcohol and other drug abuse; sexually transmitted  
42 diseases; vandalism; and humane solutions to roommate  
43 and relationship conflicts.
- 44 13. Monitor behavior of off-campus students and carry out  
45 programs that foster good relations with the neighborhood  
46 adjacent to campus.
- 47 14. Implement programs that makes the campus more appeal-  
48 ing and welcoming to commuter students.
- 49
- 50 **which are both competitive and adhere to basic academic**  
51 **values.**

52 Objectives:

- 53 1. [~~Recruit and retain coaches with appropriate~~  
54 athletic and academic experience.]

V.

1 **Public Services**

Assumption

2 o As a Commonwealth-assisted institution, the  
3 College has a responsibility to provide educational  
4 and cultural service, as well as ~~economic~~ ~~assis-~~  
5 ~~tance~~, academic support for economic development to  
6 our region and state.

A. Goal

7 Provide services which respond to the needs of  
8 Southside Virginia and the State.

9 Objectives:

10 1. Enhance the collaboration of the College with pre-  
11 collegiate institutions through new and existing  
12 programs. [~~such as the Longwood Superintendent's~~  
13 ~~Network, the Pre-College Program, and Virginia~~  
14 ~~Writing.~~]

15 2. Continue to develop organizational, physical, and  
16 operational plans for the establishment of a Fine Arts  
17 Center to serve the cultural needs of our region and  
18 state, and take appropriate steps to begin the  
19 implementation of these plans.

20 3. Establish incentives and mechanisms to recognize  
21 significant public service by faculty and staff.

22 4. Develop additional programs which respond to the  
23 special needs of people in our service area, including  
24 children, women, the disadvantaged, the elderly, the  
25 illiterate, and the poor.

26 5. Expand programs of volunteer service as a means  
27 to improve the quality of life on campus and relations  
28 with the community.

29 6. Continue to seek ways to enhance and increase  
30 recreational and other opportunities for the people of  
31 the community without compromising the availability of  
32 needed facilities for students, faculty, and staff.

33 7. Continue to support and expand the role and  
34 activities of the Halifax County/South Boston  
35 Continuing Education Center of Longwood College.

36 8. Continue to support and expand the role, mission,  
37 and activities of the Longwood Small Business  
38 Development Center.

39 9. Assist the Southside Virginia Business and  
40 Education Commission in its role, mission, and  
41 activities to effectively address the economic,  
42 educational, and geographic challenges facing the  
43 area.

44 10. Continue to support and expand the role, mission,  
45 and activities of the Longwood Developmental Center.

46 11. Continue to support cultural events in the fine  
47 and performing arts.

VII.

1 Computing, Telecommunications and Institutional  
2 Research

assumptions

3 o Technology and Telecommunications are integral  
4 to all aspects of institutional operations.  
5  
6 ~~o {Computer technology is changing so rapidly that~~  
7 ~~equipment and systems quickly become outdated}.~~

8 o It is critical to maintain~~{ing}~~ confidentiality  
9 and protection against lost ~~[of]~~ information and  
10 ~~[contained in the]~~ data. ~~[system is critical.]~~

11 o An experienced ~~{Computing Services}~~ Technology  
12 staff with the skills and expertise to manage,  
13 maintain and implement technological projects on  
14 time and within budget is essential.

15 o ~~{Support to all academic disciplines and for~~  
16 ~~technology as a discipline is a priority in~~  
17 ~~provision of of computing services}.~~

18 o Technology integration and interoperability must  
19 involve at least six (6) different information  
20 processing categories: voice, data, text, graphics,  
21 image, and video.

22 o ~~{Use of technology to support community outreach~~  
23 ~~is an important access tool for this geographically~~  
24 ~~dispersed area}.~~

25 o At least eight (8) levels of computing-  
26 differentiation planning will be required to support  
27 the institution's information processing  
28 requirements -- supercomputing, mainframe,  
29 departmental, desktop, portable, lap-top, palm, and  
30 chip computing.

31 o The use of technology to support economic  
32 development and community outreach is an important  
33 access tool for rural and under-served areas in  
34 Virginia.

A. Goal 35 Exploit the potential of information technologies  
36 college-wide as a research, economic development,  
37 operational, and strategic resource.

38 Objectives:

39 ~~1. {Implement a state of the art telephone system}.~~  
40 1. Enhance and expand the ~~[Implement a]~~ campus-wide  
41 integrated voice, data, text, image, and video  
42 network.

43 2. Implement the "Plus Version" for the Student  
44 Information System (SIS-PLUS), Financial Record  
45 System (FRS-PLUS), and Alumni Development System  
46 (ADS-PLUS) as resources permit.

47 3. ~~{Implement}~~ Enhance core on-line systems  
48 supporting the major functional areas of the  
49 College: Student Information System, Alumni  
50 Development System, Financial Resource System,  
51 Library Information System, Human Resource



1 labs for teaching, learning, research, and general  
2 use.  
3 2. Seek ways for faculty, staff, and students to  
4 acquire micro-computers at reasonable prices.  
5 3. Continue to expand and enhance the {Develop} the  
6 central library of academic software to support  
7 teaching, learning and research.  
8 4. ~~{Install video and data terminals to facilitate~~  
9 ~~student and faculty use of cable and data~~  
10 ~~equipment}.~~  
11 4. Seek resources to implement a UNIX Instructional  
12 Lab to support the proposed Computer Science  
13 bachelor degree program.  
14 5. Upgrade or replace the College's mainframe  
15 computer.  
16 6. ~~{Explore the rationale and feasibility of~~  
17 ~~enrolling the College in the Bitnet and Internet~~  
18 ~~networks.}~~  
19 6. Implement access to the Virginia Public Education  
20 Network (VA.PEN) from Longwood.  
21 7. Upgrade the Longwood Radio Station to 2000 watts  
22 FM stereo and enhance program offerings.  
23 8. Seek funds to implement a cable Educational TV  
24 Station and calendar of Events Channel.

E Goal

25 ~~{Continue to support economic development and~~  
26 ~~community outreach in Southside Virginia.}~~ (SEE  
27 Section V A)  
28 Continue to strengthen and support institutional  
29 research.

30 Objectives:

31 1. Maintain adequate staffing in order to carry out  
32 the necessary research studies to make properly  
33 informed policy decisions and resource allocations  
34 and to evaluate institutional effectiveness.  
35 2. ~~{Provide technological support to the Longwood~~  
36 ~~Small Business Development Center and Continuing~~  
37 ~~Studies on campus and off-campus programs.}~~  
38 (SEE Section VI A 7 & 8)  
39 2. Expand and enhance the distribution and  
40 accessibility of timely information to all  
41 appropriate levels of the College and to external  
42 agencies.  
43 3. Continue to enhance electronic data bases and  
44 reports to support planning, assessment, decision-  
45 making, external reporting, Ad Hoc requests, and  
46 opportunity-identification.  
47 4. Support executive management of the College in  
48 its management procedures and decision-making by  
49 providing appropriate statistical data, trend lines,  
50 briefs, research studies, and the like.

IX. 1 Institutional Advancement and Alumni

Assumptions

- 2 o Private fund-raising will be increasingly
- 3 important to provide a margin of excellence for
- 4 Longwood's educational programs.
  
- 5 o Involvement in fund-raising activities by members
- 6 of the Longwood College Foundation Board of
- 7 Directors, the Longwood College Board of Visitors,
- 8 the leadership of the Alumni Association, and key
- 9 administrators must be increased in order to
- 10 solicit successfully major gifts for the College.
  
- 11 o The key to success in our overall fund raising
- 12 efforts is to secure major gifts.
  
- 13 o The public image of a College influences the
- 14 degree to which potential students and donors are
- 15 attracted to it.

A. Goal 16 Develop and implement an overall strategy for fund-  
17 raising.

18 Objectives:

- 19 ~~1. {Appoint a Vice President for Institutional Ad-~~
- 20 ~~vancement.}~~
- 21 1. Continue to evaluate the current fund-raising
- 22 programs, including the Annual Fund, Planned
- 23 Support, community solicitation, and athletic fund-
- 24 raising, and determine and develop appropriate
- 25 directions for these programs.
- 26 2. Evaluate the current methods of identifying,
- 27 cultivating, and recognizing major donors.
- 28 3. Evaluate the potential for a new Capital Campaign
- 29 ~~{begun in 1985}~~, and determine its appropriate
- 30 future direction.

B. Goal 31 Substantially increase external funding, including  
32 funds for endowment.

33 Objectives:

- 34 1. Identify and cultivate prospective donors.
- 35 2. Develop a program to obtain Eminent Scholars
- 36 Funds.
- 37 3. Develop a named scholarship endowment program
- 38 that increases the number of scholarships and the
- 39 amount required to make them competitive.
- 40 4. Increase sponsored research and grants; examine
- 41 the possibility of appointing appropriate support
- 42 staff.
- 43 5. Examine ways of increasing funding for faculty
- 44 ~~{sabbaticals}~~ professional development.

X.

1 **Physical Resources**

Assumptions

2 o The appearance of the campus significantly in-  
3 fluences the perceptions of parents, visitors, and  
4 potential students as to the quality of the College.

5 o Physical facilities can significantly enhance the  
6 performance of students, faculty, and staff.

7 o Renovations to the aging physical plant are  
8 needed in both academic and residential buildings.

9 o The Master Plan provides general guidance for the  
10 expansion of facilities.

11 o New residential facilities will be needed to  
12 accommodate any growth in the student population.

A.

Goal

13 **Make the campus as beautiful, safe, well-maintained,  
14 and welcoming as possible.**

15 Objectives:

16 1. Continue to make facilities accessible to the  
17 disabled, giving priority to areas of highest  
18 student demand and targeting at least one building  
19 per year for the necessary renovation.

20 2. Plan for the air conditioning of buildings,  
21 beginning with [~~Laneer Gym, Coyner,~~] Grainger and  
22 Cox, in that order.

23 3. Continue the program of campus beautification,  
24 with specific plans for auto traffic management,  
25 parking, pedestrian walkways, shrubbery/tree  
26 planting, renovation of walks, purchase of benches,  
27 placement of litter disposals, and other needed  
28 improvements as identified.

29 4. Improve the security on campus by increasing the  
30 lighting and by trimming of the shrubbery.

31 5. Improve the building-maintenance system through  
32 the development of a program which involves outside  
33 experts but is self-funding.

34 6. Develop a plan for periodic renovation and re-  
35 furbishment of faculty offices and classrooms.

36 7. Continue to work with Farmville, Prince Edward  
37 County, and the surrounding southside region in  
38 planning and developing our physical resources.

[~~B. Goal 39 Review the existing Master Plan.~~]

40 Objective:

41 [~~Complete a review of the existing Master Plan by~~  
42 ~~the Board of Visitors and other appropriate~~  
43 ~~College and College community committees.~~]

B.

Goal

44 **Plan for [instructional] new and improved**  
45 **residential facilities to and improved instructional**  
46 **space to accommodate the projected moderate growth**

XI.

1 **Financial Resources**

Assumptions

2 o The Strategic Plan will be used to inform and  
3 influence the development of the College's internal  
4 budget.

5 o The State will continue to provide financial  
6 resources in support of public institutions in  
7 Virginia on a formula-funded basis.

8 o Auxiliary enterprise operations will continue to  
9 be operated on a self-support basis.

10 o The State will continue to expect that in-state  
11 students will share in the cost of their education  
12 and that out-of-state students will be charged their  
13 full educational costs.

14 o External pressures to "hold the line" on tuition  
15 fee increases will continue at both the state and  
16 national levels.

Goal

17 **Improve the State's financial support of the College  
18 and the effective use of the College's financial re-  
19 sources.**

20 Objectives:

21 1. Continue to seek maximum State support for the  
22 college's academic programs and facilities.

23 2. Improve the internal budget development process  
24 and promote better understanding of how it works in  
25 the distribution of resources.

26 3. Work with members of the legislative and  
27 executive branches of government to foster an under-  
28 standing of the special needs of colleges of our  
29 size and mission (including the ways in which the  
30 present formula funding disadvantages these  
31 colleges) and a greater receptivity to addressing  
32 these needs.

33 4. {Begin} Continue to phase in zero-based budgeting  
34 of auxiliary operations in order to review the  
35 distribution of resources. [~~{Review of E&G budget~~  
36 will follow.}]

37 5. ~~{In response to the SCHEV mandate, increase out-  
38 of state tuition to achieve a three to one tuition  
39 ratio by the beginning of the 1991-92 academic  
40 year}.~~

41 6. Review all proposed tuition and fee increases to  
42 ensure that every attempt has been made to keep in-  
43 creases as low as possible.

44 7. Place a higher priority on implementing the  
45 removal of barriers to individuals with  
46 disabilities.

47 8. Use the Report of the University of the 21st  
48 Century in planning biennium budget requests for  
49 1992-94.

## INSTITUTIONAL ADVANCEMENT

### ITEM 8:

The attached sheets are the semi-annual report on fund raising for the 1991-92 fiscal year. Economic conditions are having an impact on the number and size of gifts in the current year.

The four charts are generated using standard reporting criteria developed by the Council for Financial Aid to Education. Charts A and B have the same totals with B providing greater detail. Chart C contains both special and annual gifts designated for endowment purposes. Chart D demonstrates gifts made to the Annual Fund, only. Charts C and D do not add back to the figures in Charts A and B.

CHART A  
LONGWOOD COLLEGE  
SOURCE OF FUNDS

|                         | 07-01-90 THROUGH 12-31-90 |              | 07-01-91 THROUGH 12-31-91 |              |
|-------------------------|---------------------------|--------------|---------------------------|--------------|
|                         | MONETARY                  | NON-MONETARY | MONETARY                  | NON-MONETARY |
| ANNUAL GIVING OPERATING | \$166,472.70              | \$15,754.28  | \$158,906.92              | \$57,387.87  |
| ANNUAL GIVING ENDOWMENT | \$56,957.72               | \$37,000.00  | \$92,933.54               | \$0.00       |
| SPECIAL GIFTS           | \$417,982.19              | \$2,555.00   | \$205,121.54              | \$50,225.00  |
| GRANTS                  | \$81,499.00               | \$0.00       | \$27,500.00               | \$0.00       |
| TOTALS                  | \$722,911.61              | \$55,309.28  | \$484,462.00              | \$107,612.87 |

NOTE: SPECIAL GIFTS TOTALS INCLUDE SOME ENDOWMENT GIFTS.

CHART C  
LONGWOOD COLLEGE  
GIFTS TO ENDOWMENT

| SOURCE          | TOTAL ENDOWMENT     |                     | MONETARY            |                     | NON-MONETARY       |               |
|-----------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------|
|                 | 070190-123190       | 070191-123191       | 070190-123190       | 070191-123191       | 070190-123190      | 070191-123191 |
| ALUMNI, NON-DEG | \$545.00            | \$670.00            | \$545.00            | \$670.00            | \$0.00             | \$0.00        |
| ALUMNI          | \$348,956.92        | \$96,760.28         | \$348,956.92        | \$96,760.28         | \$0.00             | \$0.00        |
| ASSOCIATION     | \$0.00              | \$807.25            | \$0.00              | \$807.25            | \$0.00             | \$0.00        |
| CORPORATION     | \$6,680.00          | \$3,325.00          | \$6,680.00          | \$3,325.00          | \$0.00             | \$0.00        |
| ITY             | \$3,537.00          | \$55,044.57         | \$3,537.00          | \$55,044.57         | \$0.00             | \$0.00        |
| FOUNDATION      | \$81,599.00         | \$77,223.00         | \$81,599.00         | \$77,223.00         | \$0.00             | \$0.00        |
| FRIEND          | \$84,680.00         | \$43,939.35         | \$47,680.00         | \$43,939.35         | \$37,000.00        | \$0.00        |
| SPOUSE OF ALUM  | \$50,000.00         | \$25,000.00         | \$50,000.00         | \$25,000.00         | \$0.00             | \$0.00        |
| OTHER           | \$5,537.72          | \$5,030.00          | \$5,537.72          | \$5,030.00          | \$0.00             | \$0.00        |
| PARENT          | \$190.00            | \$155.00            | \$190.00            | \$155.00            | \$0.00             | \$0.00        |
| STAFF           | \$2,993.98          | \$1,923.98          | \$2,993.98          | \$1,923.98          | \$0.00             | \$0.00        |
| STUDENTS        | \$200.00            | \$0.00              | \$200.00            | \$0.00              | \$0.00             | \$0.00        |
| <b>TOTAL</b>    | <b>\$584,919.62</b> | <b>\$309,878.43</b> | <b>\$547,919.62</b> | <b>\$309,878.43</b> | <b>\$37,000.00</b> | <b>\$0.00</b> |

# THE STATE OF THE COLLEGE

Presented by Dr. William F. Dorrill, President of Longwood College

To Members of the Faculty Assembly, January 30, 1992

To Members of the Administration and Staff, January 31, 1991

These are trying times. I won't pretend otherwise. However, there are some hopeful signs and some impressive accomplishments. I would like to discuss both in this address-- the good and the bad. At a time like this, perspective is important, and a State of the College address should try to put things in focus, in balance.

First, the bad-- some of our disappointments and frustrations.

Over the past eighteen months, our general-fund budget has been cut 17 percent, in common with other Virginia colleges and universities. That's a tremendous loss to a small college like Longwood that doesn't have extensive endowment funds to help supplement the budget. Further, we have been required to make an additional three percent cut in our general-fund budget this fiscal year, or another \$330,000, which is almost the same as a six percent cut since only half of the fiscal year is left. And, an additional two percent cut is anticipated for the 1992-94 biennium. That would mean a total cut of 22 percent-- almost one fourth of our General Fund appropriation within a very short time frame.

What has been our response?

In these trying times, my Administration is doing everything possible to maintain and enhance the quality of Longwood's academic programs. That's our highest priority, along with saving jobs. As you probably know, we have not cut or laid off any faculty, and we have not eliminated any academic programs. Academic strength and diversity are absolutely vital to the health of this institution. And we shall maintain that strength and diversity. It is our intent, for example, to fill all of the positions created by early retirements (12 Longwood faculty have, at this point, chosen Early Retirement). Further, the new Director of the Fine Arts Center will be here by mid-February, and we expect to see considerable progress in that area.

While we have been able to avoid cuts in academic programming, we have had to reduce operational costs through decreases in such areas as library book purchases, library hours of operation, equipment purchases, and by not filling certain staff positions. At a college of our size, it is extremely difficult to reduce staffing because in many areas there is only one staff person to do the job. When a position is not filled, someone who already has a full-time job has to assume additional responsibilities. As a result, many of us are just working harder in order to get the job done.

The salary situation is really deplorable. The Governor has stated there will be



no salary increases in 1992-93. SCHEV has told the General Assembly that salary increases should have the highest priority if any unexpected funds can be found. The salary issue is critical in our ability to retain and recruit highly qualified faculty and improve faculty and staff morale.

I'm proud that our people have remained resilient in the face of adversity and that productivity has remained high.

There has been a price to pay for preserving the quality of education. And, unfortunately, the price has been paid by (1) loyal and productive faculty and staff and (2) by students and their parents who have had to pay increased tuition to help off-set budget cuts. This trend apparently will continue at least through the upcoming biennium. It is interesting to note that in 1989, 72 percent of the cost of educating a student came from the state. But in 1990-91, state support dropped to 64 percent. The upcoming biennium could bring even larger shifts in the funding formula.

Looked at from another perspective, Virginia now ranks among the bottom 12 states in per-student state appropriations, while the tuition and fees that Virginians must pay for a college education are far above the national average and have been increasing significantly.

Mindful of this situation, Virginia's college and university presidents got together last July to consider just how far higher education had slipped in Virginia, and what actions might be taken to reverse the downward spiral. None of us liked the alternatives of reducing the quality of education or denying admission to qualified students. One consideration-- that of privatizing higher education-- perhaps was overplayed in the press but it reflected the seriousness and alarm with which we viewed the situation.

Virginia has long taken pride in its colleges and universities. We have one of the strongest and most admired systems of higher education in the nation. However, with the 22 percent cut that we will have absorbed by 1992-93, Virginia's per-student appropriation will be \$1,100 less than the national average. And, in the South, only three states will be lower than Virginia-- Mississippi, Louisiana, and West Virginia.

The presidents decided to take this message directly to the Editorial Page Editors of newspapers around the state. I visited the editors of the Danville and Lynchburg newspapers. Supporting news stories and editorials have been published as a result of these visits.

Perhaps we have had some influence. At least, there are a few bright spots in the Governor's budget. I was especially pleased to learn that the Governor's Budget for the new biennium doubles the current state allocation for financial aid for Longwood students-- to \$516,000 in the first year and \$1,023,000 at the end of the second year. We also are fortunate that the Governor's Budget makes no cuts in any of our Centers-- the Small Business Development Center, the Longwood Developmental Center, and the Continuing Education Center in South Boston. In fact, the Small Business Development Center has received an increase in funding of \$10,000 for meritorious service from the Virginia Department of Economic Development. The Center continues to be the top performer among all ten Virginia Small Business Centers, generating approximately 75 percent of the totals achieved in

the areas of capital formation, sales increases, and jobs created, saved, and stabilized. Hats off to Jerry Hughes and his staff!

With the problems that have confronted us, and will be confronting us, it is almost miraculous that we have continued to move forward on many fronts. That can only be due to creative and imaginative approaches bolstered by loyalty and effective management procedures. Let me just briefly mention some of the things we can be thankful for:

1. First, we all have jobs and a feeling of stability about them.
2. We achieved our required three percent Budget reduction this year (1991-92) without cutting any of your budgets. How we did this was explained in a recent issue of "On Campus."
3. We have a new state-of-the-art library, with three satellite dishes supporting satellite program-offerings in the various conference rooms of the library. Library usage this past October was up 98 percent over the previous October, and usage for the entire fall was up 57 percent.
4. Physical Plant Improvements: We have a first-rate new residence hall nearing completion-- a residence hall that will eliminate most of our expanded rooms; the Grainger Hall Renovation is on schedule and will provide excellent classrooms and offices; new roofs have been installed on Wynne, Bedford, and Wygal; the new baseball field should be ready by the end of summer; and the New Smoker area will be under renovation this Spring. In fact, last year Longwood received more funding for capital improvements than did any other college or university in Virginia.
5. We have launched a major effort to improve cleanliness and reduce vandalism in the residence halls-- a joint effort of staff in Student Affairs and Business Affairs. This is paying off, thereby improving the interior appearance and reducing costs. For example, in the Fall of 1990, there was a 39 percent reduction in incidents of vandalism. The cost differences are even more dramatic. In the fall of 1990, repairs cost more than \$24,000; in the Fall of 1991, \$4,369. Eleven student groups currently are participating in the "Adopt a Spot" Program, which means they're not only helping to keep their "spot" clean but also working to enhance its appearance.
6. I am also pleased that Longwood students were awarded First Place\* among all Virginia four-year public colleges and universities for their 1991-92 action plan for alcohol-education and drug-education. The program promotes responsible choices regarding the use of alcohol and is working toward a resource library on drugs and alcohol and a peer-mentor program for substance-abuse education and referral. This Spring we will be revising our programs and policies on substance abuse, sexual assault, and campus security, using the recommendations of the SCHEV study and of the Governor's Task Force on these subjects. Our goal will be to further challenge student groups to take responsibility, assume leadership, and encourage health-enhancing behavior.

\*At the 1991 Virginia Intervention Education Weekend (VIEW Conference)

7. Recruitment and Retention: This past fall we had a six percent increase in the number of new freshmen at a time when there are fewer high school graduates than there were the previous year. We did have a very slight decrease in SAT averages, but we're still well above the state and national averages. And we're still among Virginia's five most selective public colleges and universities. Also, our graduate enrollment has grown by 50 percent in the past 18 months, and our off-campus enrollment is higher than ever before. There's more good news in regard to the Spring Semester. Applications for this semester were at a record high, up twelve percent from last year. That enabled us to increase the minimum GPA and course work required for admissions. Further, preliminary enrollment figures indicate the largest Spring enrollment in our history. The on-campus Head Count is two percent higher than last year, and the FTE is three percent higher. Also, our retention figures are among the best ever, with only a 4.6 percent loss from the Fall Semester. A year ago, that figure was 6.8 percent.

8. For the second consecutive year, the Public Affairs Office has won the prestigious Award of Excellence from the Council for Advancement and Support of Education for "one of the best Total Publications Programs" among all colleges and universities in the South, regardless of size or type.

9. Academic Quality at Longwood: Assessment surveys of students indicate a 90 percent or higher satisfaction level with their total Longwood experience, including academic programs and faculty qualifications, availability, and instruction. Further, studies by Dr. Ed Smith show that the academic ability, preparation, and effort of our students have all increased in the past three or four years, and that their performance in the classroom is reflecting these gains.\* This reflects very positively on the instructional efforts of our faculty.

10. To simplify the process of registering for classes, we have installed a telephone registration system for students on and off campus. The system will expand this Spring to include information on Financial Aid Status.

11. The College-wide "Opening Doors to the World" program has been very successful, with some 13 programs during the Fall Semester. And, under the Global Revision Grant, we awarded seven mini-grants for curriculum development.

12. The School of Business and Economics has initiated an Executive in Residence Program. It provides students with first-hand information about current business practices and problems.

13. The School of Education and Human Services, in a continuing effort to assist area school teachers, has invited county teachers to work with members of our faculty and write proposals for curriculum development. Successful proposals will be awarded mini-grants of \$250.

14. We continue to place 94 percent of our graduates at a time when jobs are hard to come by.

\* *Trends in Academic Performance, Ability, Preparation and Effort, Longwood College 1966-90*, Dr. Edward D. Smith.

15. Our faculty continues to be professionally active, participating in conferences and workshops and conducting significant research and artistic endeavors. One notable example is Dr. Elizabeth Etheridge's book on the history of the Centers for Disease Control.

Those are just some of Longwood's recent success stories.

To try to generate more success stories, I've been spending a lot of time in Richmond since the opening of the Legislature. We have secured sponsorship of amendments to both the Governor's Budget and the General Obligation Bond Bill. If successful, these amendments will definitely improve our situation.

The request to amend the Governor's Budget would add \$700,000 to our appropriation to cover our costs in borrowing funds to replace the mainframe computer and upgrade software, as well as the cost of related computer-support expenses. The present IBM mainframe computer was purchased "used" in 1985; it is at capacity and cannot support required software upgrades.

State officials recognize the need for a general-obligation bond issue for capital projects. Currently, there is over one billion dollars worth of identified capital needs just in higher education. The Senate Bill on the Bond Issue calls for a series of projects that, I believe, could be a catalyst in turning the recession around. The construction projects would open up the market for everyone from architectural and engineering firms to suppliers and contractors, and would pump money into all areas of the State. If it is passed by the General Assembly, the Bond Issue would go to the voters in November. Voter support is essential.

We hope to have two projects in the Bond Bill approved by the Legislature.

Our highest priority is to find a new home for the School of Education and Human Services-- a new building located in the main campus area and designed to house all of its programs, including the Nursery School. The facility also would need ample parking nearby for graduate students driving to the campus. The projected cost, including equipment and furnishings, is approximately \$2,900,000. If we are successful, and if the Bond Issue is approved by the voters in November, then we would convert the Wynne Building to an auxiliary facility for the Athletic Department, as recommended in the Master Plan.

Our second project for the Bond Bill is the renovation of Lancaster for an administrative and student-services building. The projected cost is \$2,828,300, based on a 1989 preplanning study.

The renovation of Lancaster would consolidate and centralize administrative and student-services offices from three buildings into one, thereby making services more accessible for students, parents, and visitors. The vacated space would revert to its original use as residence hall space and provide housing for an additional 250 students.

## Conclusion:

In spite of limited funding, we intend to maintain our forward momentum and our sense of vitality. Thus, we are proceeding with five low-cost or no-cost initiatives that I believe will be helpful.

1. Next year there will be a new thrust in curriculum planning focusing on conservation and environmental issues. GPAC presidents have endorsed a report that higher education do much more to increase the awareness, knowledge, technologies, and tools to create an environmentally stable future. The report further calls on institutions to model appropriate practices, to encourage the needed interdisciplinary faculty development and academic research and programs, and to establish appropriate partnerships with primary and secondary schools. A proposal about much of this will soon go to the College Council for its deliberations. Another proposal for SCHEV funding will be submitted shortly. Aside from the curricular, the new thrust on environmental concerns will have a local campus dimension. We have already begun our first phase on campus of recycling activities for aluminum cans, steel, cardboard, oil, and office paper.

2. Improved Maintenance Through Energy Conservation. We have just completed an RFP process that will bring to us an organization that will implement a plan guaranteed to save energy costs for electricity, heating, and other items. The guaranteed savings will cover all of our costs for the services while also generating considerable annual savings in the future.

3. The third initiative relates to new academic programs:

\* We will implement the B.S. degree program in Computer Science. Shortly, we will forward to the State Council the final required paperwork. We already have hired qualified faculty in this discipline, and we have identified equipment funds to phase in over several budget years.

\* We will begin a program that offers a Certificate in Women's Studies. Dr. Sarah Young and her committee are in the final stages of completing work on this program.

\* And plans are underway internationally for a team from Longwood to visit Honduras in early March to develop a plan for academic exchanges and student-teacher placement between Longwood and the National Teachers University of Honduras.

4. Our fourth initiative involves finding more ways to enrich educational opportunities for our best students. I recently convened a group of faculty and staff to identify and communicate existing opportunities for field experiences, overseas travel, and other similar activities that more students might take advantage of if they were aware of them. Dr. Vera Williams and Dr. John Reynolds are working with Dr. Stuart on this project.

5. We certainly can continue to improve Longwood's campus culture by improving civility on campus. I'm not talking about creating PC programs or codes of conduct. I'm talking about generating a spirit of mutual respect. So we will build upon

last year's successful Civility Week with further efforts in that area. The School of Education and the Student Affairs Office have completed plans for a series of programs and activities from February 10 to March 4. Arthur Ashe and Nikki Giovanni are among the speakers. And, interestingly, as part of the activities there will be a special day focusing on professors.

Fund-raising will dominate much of my time as I work with the General Assembly to maximize our state funding, and with our Advancement Office to increase private funding. Unfortunately, the recession has had a negative impact on our fund-raising this fall. Unemployed alumni and alumni teachers who haven't had a raise in two years have cut their contributions not just to Longwood but to other organizations as well. The need to increase private giving creates a challenge for us, and we are re-doubling our efforts to meet that challenge successfully.

Well, that sums up where we stand and the directions in which we're moving. I'm proud of the Longwood family-- faculty, administrators, staff, and students. I'm proud of your continued good work and persistence in this period of adversity. I thank each of you for your contributions in the classrooms, in the laboratories, in your offices, and in the community. You are what makes Longwood great. Working together, we will not only endure; we will prevail over even the most formidable obstacles.

END

## 1992 SESSION

LD2643152

## HOUSE BILL NO. 1144

Offered January 21, 1992

*A BILL to authorize the delegation of administrative responsibilities for the management and operations of the Commonwealth's public institutions of higher education to the governing boards of such institutions.*

Patrons—Clement, Council, Diamonstein, Forehand, Harris, Heilig, Plum and Quillen;  
Senators: Andrews, Chichester, Earley, Holland, R.J. and Walker

Referred to the Committee on Education

Be it enacted by the General Assembly of Virginia:

*1. § 1. That the governing boards of the public institutions of higher education, including the State Board of Community Colleges, shall be responsible for the management of the institutions they are charged to govern, subject to the certification and approval requirements set forth in this act, and shall have all the powers, rights, and privileges attending that responsibility, in addition to any other powers granted and duties imposed by Title 23 of the Code of Virginia, and subject to any other restriction expressly imposed by law, or by any trust agreement involving a pledge of property or money.*

*The governing board of any public institution of higher education may certify to the Governor and General Assembly on or before July 1 of any fiscal year that the institution which the board governs has the capacity to administer its own operations in such specific areas designated in this paragraph. At least twelve months after approval by the Governor and the General Assembly of such certification and beginning with the first day of a fiscal year, the institution shall be exempt from one or more of the administrative provisions of Chapter 10 (§ 2.1-110 et seq.) of Title 2.1; §§ 2.1-195, 2.1-196.1, 2.1-227, 2.1-229, and 2.1-327 through 2.1-329; Article 3 of Chapter 32 (§ 2.1-435 et seq.) of Title 2.1; §§ 2.1-482, 2.1-483.1, 2.1-484, 2.1-485, and 2.1-504.2 through 2.1-504.4; and §§ 2.1-505, 2.1-508, 2.1-511, 2.1-512, 2.1-563.7, 2.1-563.18, 2.1-563.25, 14.1-5.2, 14.1-5.3, and 53.1-47.*

*Notwithstanding the certification, approval and exemption procedure prescribed by this section, the governing boards of public institutions of higher education shall not be superseded in their authority by any other department, agency, or commission of the Commonwealth in managing the affairs of the institutions the boards are charged with governing. Any requirement of prior review or approval which, by statute or regulation, is vested in or delegated to any officer, department, agency, or commission of the Commonwealth with respect to administrative or managerial actions of institutions of higher education, shall be vested in and delegated to the governing boards. Nothing in this section is intended to preclude any institution of higher education from availing itself of any technical or administrative guidance or support offered or provided by other department, agencies, or commissions of the Commonwealth.*

*The Auditor of Public Accounts of the Commonwealth, and legally authorized representatives, shall annually examine the accounts and records of each institution and report to the General Assembly and the Governor.*

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HB 1144 (which Clement Education  
antagonizes the delegation of admin. responsibility for the mgmt. & operations of the public institutions of HE  
to the respective governing boards --- (the BOV's at each 4yr inst. and the St. Bd of CC's). This unmodified act  
would permit each Bd to certify to the Governor & Gen. Ass. as to its capacity to administer  
its own operations.

Decentralization and Streamlining Administrative Procedures

Institutions of Higher Education

Central agencies are required by law to process and approve numerous administrative actions of institutions of higher education. Correspondingly, public colleges and universities, governed by their individual boards according to the Code of Virginia, are subject to these processes and approvals in conducting almost every aspect of their day-to-day operations.

- Vouchers for the payment of vendors are processed by college personnel and then processed again by state employees in Richmond.
- Plans for buildings are developed and reviewed by professional architects and other personnel employed by colleges and then reviewed again by architects or engineers employed by a state agency in Richmond. This second review and approval process for building construction contributes to the years it often takes to place new college buildings in service.
- In order to buy and install a new telephone or computer system, colleges and universities must define their needs, submit paperwork to Richmond, obtain approval to undertake the procurement, issue a request for proposal or invitation for



affairs of their institutions. The policies and programs of colleges and universities are adopted in public sessions of boards of visitors, and institutions' records and documents are available for public inspection. In addition, the appropriation process assures direct and substantial accountability to the Governor and the General Assembly.

Institutions still would be subject to state laws and public policy on such matters as equal opportunity and procurement. Annual, independent audits would continue to be required and reported to the Governor, the General Assembly, and the public. Institutions still would be required to submit other information so that public records of their operations are available. Finally, the Council of Higher Education has the authority to obtain information from institutions of higher education and to provide it to the Executive agencies, the General Assembly, and the public.

DECENTRALIZATION PROPOSAL FOR HIGHER EDUCATION  
EXEMPTIONS FROM CODE OF VIRGINIA

§ 2.1-195. Requires all transactions of public funds to be processed through the Comptroller's office.

§ 2.1-196.1. Requires the Comptroller to establish a uniform system of accounting and controls to be applied to all state agencies.

§ 2.1-227. Requires the Comptroller to pre-audit disbursements.

§ 2.1-229. Authorizes agencies to establish petty cash funds at amounts limited by the Comptroller.

§ 14.1-5.2. Requires persons conducting official business to be reimbursed by the Commonwealth for travel expenses.

§ 14.1-5.3. Requires the Comptroller to review travel expense accounts for compliance to applicable provisions of the Code.

§ 2.1-482. Authorizes the Division of Engineering and Buildings (E&B) to establish maintenance and utilization standards for state buildings.

§ 2.1-483.1. Requires E&B to review and approve project plans and specifications and oversee the acceptance of completed projects. It also authorizes E&B to establish standard contract provisions for the procurement and administration of construction.

§ 2.1-484. Requires E&B to review deeds, leases, and contractual agreements with utilities as well as all easements and rights-of-way granted by agencies to public and private utilities.

§ 2.1-485. Makes E&B responsible for state consolidated office buildings.

§ 2.1-504.2 Requires the Department of General Services (DGS) to review every proposed acquisition of real property, by any means, by all state agencies.

§ 2.1-504.3. Requires DGS to make recommendations on any proposed transfer or sale of real property by any agency of the Commonwealth.

§ 2.1-505. Requires DGS to periodically review all property owned by agencies as to its current or intended use and declare surplus any property determined to be surplus to the needs of the Commonwealth.

§ 2.1-511. Provides that any state agency may lease property to another state agency with the approval of the Governor. It also provides that any institution of higher education can lease property to related foundations or to private firms or individuals.

Any use of the property must be consistent with the educational mission of the institution.

§ 2.1-512. Establishes the procedures which DGS shall utilize when disposing of surplus property.

§ 2.1-563.17. Establishes the powers and duties of the Department of Information and Technology (DIT) concerning the planning, budgeting, acquiring, using and disposing of communications equipment and services.

§ 2.1-563.18. Establishes the powers and duties of DIT concerning the development, operation and management of communications services.

§ 2.1-563.25. Establishes the duties and responsibilities of the Virginia Public Telecommunications Board. These include responsibility for contractual relationships, planning of public telecommunications services and coordinating use of all public telecommunications facilities.

§ 2.1-110. through 2.1-116. These sections cover the general provisions of personnel administration. They include the general powers and duties of the Department of Personnel and Training, the Personnel Advisory Board, and the Department of Employee Relations Counselors. They also set out the grievance procedures, procedures for annual employee reviews and supervisory training.

§ 2.1-435. through 2.1-450. These sections cover the purchase of supplies and materials as administered by the Division of Purchases and Supply. Items include requiring agencies to execute purchases through the division; encouraging the standardization of materials, equipment and supplies; and other limitations.

§ 53.1-47. Requires state agencies to purchase goods produced by state correctional facilities.

§ 2.1-327. Defines the securities into which institutions may invest sinking funds belonging to them.

§ 2.1-328. Defines the securities which are legal investments of funds other than sinking funds.

§ 2.1-329. Authorizes agencies to deposit sinking funds and other funds in time-deposits and certificates of deposit in interest bearing accounts with banks located within the Commonwealth for a period up to five years.

ECONOMIC IMPACT OF LONGWOOD COLLEGE  
Prince Edward County & Farmville Area  
and Surrounding Counties

January 1992

LONGWOOD'S ECONOMIC IMPACT IS THE RESULT OF LOCAL SPENDING BY:

- \* Longwood College
- \* Faculty, Administrators, and Staff
- \* Students
- \* Visitors

THIS STUDY ASSESSES LONGWOOD COLLEGE'S IMPACT ON:

- \* Town of Farmville and Prince Edward County
- \* Surrounding Counties (Amelia, Appomattox, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway)
- \* Outlying Counties in the Commonwealth of Virginia
- \* Local Government Revenues
- \* Quality of Life Enhancement

EXHIBITS

- EXHIBIT 1.....TOTAL LONGWOOD COLLEGE DIRECT EXPENDITURES
- EXHIBIT 2.....LONGWOOD COLLEGE DIRECT EXPENDITURES  
in FARMVILLE AND PRINCE EDWARD COUNTY
- EXHIBIT 3.....LONGWOOD COLLEGE FACULTY AND STAFF  
EXPENDITURES
- EXHIBIT 4.....LONGWOOD COLLEGE FACULTY AND STAFF  
EXPENDITURES in FARMVILLE AND PRINCE EDWARD  
COUNTY by CATEGORIES OF GOODS AND SERVICES
- EXHIBIT 5.....LONGWOOD COLLEGE STUDENT EXPENDITURES in  
FARMVILLE AND PRINCE EDWARD COUNTY by  
CATEGORIES OF GOODS AND SERVICES
- EXHIBIT 6.....LONGWOOD COLLEGE IMPACT ON LOCAL GOVERNMENT  
REVENUES
- EXHIBIT 7.....QUALITATIVE IMPACTS OF LONGWOOD COLLEGE

## Summary

- \* Longwood College has a very significant impact on the local economy of Prince Edward County/Farmville. In fact, about one out of every five dollars spent in this immediate area can be attributed to the presence of Longwood. The very high percent of family income spent in the Prince Edward/Farmville area is due in part to the large number of Longwood employees residing in Prince Edward/Farmville and the immediate surrounding counties (about 90% of all college employees).
  
- \* Longwood employees residing in the Prince Edward/Farmville area spend the highest percent of their income on housing. Groceries, transportation, medical care, and clothing are the next most important expenditure categories (in descending order of importance). Analysis of these spending patterns follows typical consumer expenditure pattern in the United States.
  
- \* Longwood employees residing in the surrounding counties spend a higher percentage of their income in the Prince Edward/Farmville area than they spend annually in their place of residence. Comparison of spending by product and service categories shows that these college employees spend more in their home counties on housing, child care, and miscellaneous products, and more in all other categories in Farmville.

EXHIBIT 1

LONGWOOD COLLEGE DIRECT EXPENDITURES

ALL AREAS

|                      | <u>Expenditure</u>     | <u>Percent of Total</u> |
|----------------------|------------------------|-------------------------|
| Prince Edward County | \$26.35 million        | 64.4                    |
| Surrounding Counties | \$1.79 million         | 4.4                     |
| Elsewhere            | <u>\$12.76 million</u> | 31.2                    |
|                      | \$40.90 million        |                         |

- \* The majority of Longwood College's direct economic impact occurs in the Farmville/Prince Edward County area.
- \* Expenditures outside of the immediate area are primarily the result of College purchases from within the Commonwealth of Virginia and from national and international sources.
- \* All non-local spending by the College was designated as "elsewhere." The surrounding county spending listed above is entirely by Longwood employees who reside in those counties.



EXHIBIT 2

LONGWOOD COLLEGE DIRECT LOCAL EXPENDITURES

FARMVILLE AND PRINCE EDWARD COUNTY

|           | <u>Expenditure</u>    | <u>Percent of total</u> |
|-----------|-----------------------|-------------------------|
| College   | \$5.98 million        | 22.3                    |
| Employees | \$9.64 million        | 36.6                    |
| Students  | \$8.15 million        | 30.9                    |
| Visitors  | <u>\$2.68 million</u> | 10.2                    |
| Total     | \$26.35 million       |                         |

- \* Longwood's direct spending represents 20.6% of the \$127.64 million annual taxable sales for Prince Edward County.
- \* Surveyed students spend an average of \$315 per month locally. With a student population of 3166, this represents \$999,000 total student spending per month. Surveyed students reside 8.2 months per year on average in the Farmville/Prince Edward County area.
- \* Local students and employees reported their annual number of visitors and average length of visitors' stay in the survey responses. Average visitor expenditures came from a Virginia Division of Tourism publication. Conservative spending figures were used for student guests.
- \* Much of the \$26.35 direct local spending becomes income for local business owners and their employees and suppliers. They then spend much of that income locally and this spending again becomes local income for other businesses. This local spending and respending of direct spending implies that Longwood's total impact in Farmville and Prince Edward County is much larger than 20.6%.

EXHIBIT 3

LONGWOOD COLLEGE EMPLOYEE EXPENDITURES

ALL AREAS

|                      | <u>Expenditures</u>   | <u>Percent of Total</u> |
|----------------------|-----------------------|-------------------------|
| Prince Edward County | \$9.64 million        | 67.0                    |
| Surrounding Counties | \$1.79 million        | 12.4                    |
| Elsewhere            | <u>\$2.97 million</u> | 20.6                    |
| Total                | \$14.40 million       |                         |

- \* Longwood College employees make 67% of their expenditures in Farmville or Prince Edward County. This represents spending by local employees (63%), those who live in the surrounding counties (27%), and those who commute from elsewhere (10%).

EXHIBIT 4

LONGWOOD COLLEGE EMPLOYEE EXPENDITURES

PRINCE EDWARD COUNTY

CATEGORIES OF GOODS AND SERVICES

|                | <u>Expenditures</u>    | <u>Percent of Total</u> |
|----------------|------------------------|-------------------------|
| Housing        | \$3.360 million        | 34.8                    |
| Groceries      | \$1.530 million        | 15.8                    |
| Transportation | \$1.286 million        | 13.3                    |
| Medical Care   | \$0.619 million        | 6.4                     |
| Clothing       | \$0.552 million        | 5.7                     |
| All Other      | <u>\$2.305 million</u> | 24.0                    |
| Total          | \$9.643 million        |                         |

\* This table shows a pattern of spending on categories of goods and services that is typical for households in the United States.

EXHIBIT 5

LONGWOOD COLLEGE STUDENT EXPENDITURES

PRINCE EDWARD COUNTY

CATEGORIES OF GOODS AND SERVICES

|                     | <u>Expenditures</u> | <u>Percent of Total</u> |
|---------------------|---------------------|-------------------------|
| Entertainment       | \$1,340,000         | 16.4                    |
| Transportation      | \$1,284,000         | 15.8                    |
| Groceries           | \$1,271,000         | 15.6                    |
| Clothing            | \$849,000           | 10.4                    |
| Non-College Housing | \$759,000           | 9.3                     |
| General Merchandise | \$540,000           | 6.6                     |
| Medical Care        | \$537,000           | 6.6                     |
| Services            | \$374,000           | 4.6                     |
| Utilities           | \$284,000           | 3.5                     |
| Child Care          | \$29,000            | 0.4                     |
| Miscellaneous       | <u>\$867,000</u>    | 10.6                    |
| Total               | \$8,150,000         |                         |

\* Student spending in the Farmville area is spread relatively evenly over several product categories.

EXHIBIT 6

LONGWOOD COLLEGE IMPACT ON LOCAL GOVERNMENT REVENUES

|  |                 |
|--|-----------------|
| Real Property taxes on employee homes        | \$98,100        |
| Real Property taxes on employee real estate  | \$30,000        |
| Personal Property taxes on employee vehicles | \$159,800       |
| Decal fees on employee vehicles              | \$16,200        |
| Employee utility tax                         | <u>\$20,200</u> |
|  | \$324,300       |

- \* These local government revenues represent approximately 7% of the local revenue of the Prince Edward County government.
- \* Additionally, students pay personal property taxes and decal fees on cars registered locally. Those students who live off campus also pay utility taxes.

## EXHIBIT 7

### QUALITATIVE IMPACTS OF LONGWOOD COLLEGE

- \* The Longwood College Library facilities are open to the public, and the Library has nearly 6,000 registered non-Longwood patrons.
- \* The Library shares resources with area schools through the Southside Virginia Library Network, which serves approximately 158,000 area residents.
- \* In 1990-91, the Theater Department staged four mainstage productions, attracting nearly 4,000 persons. The Department offered five performances for children and young adults, aimed primarily at involving school children from surrounding counties; attendance was approximately 8,500.
- \* The Art Department sponsored 14 exhibits in 1991-92, and offered 12 workshops, including workshops sponsored by the Central Virginia Arts Association.
- \* The Student Union Board offers a number of programs featuring dance companies, lecturers, musical concerts, comedians, stock companies, etc., all of which are open to the public.
- \* The Longwood Small Business Development Center actively serves Southside small business clients. It is the leading Center in the Commonwealth of Virginia.
- \* Longwood faculty, administrators, and staff serve as volunteers in over 140 local services and organizations.
- \* The College offers workshops to assist Southside Virginia public school teachers in achieving certification and recertification. It also offers courses of more general interest on weekends and a variety of non-credit classes including youth classes, arts and crafts, health and fitness, recreation and general interest classes; students range in age from 6 to 80 years. Total enrollment in non-credit classes in academic year 1990-91 was 652.

LONGWOOD COLLEGE AVERAGE SALARIES (MEANS), 1991-92

|                      | <u>All</u>    |                   | <u>Continuing</u> |                   |                    |
|----------------------|---------------|-------------------|-------------------|-------------------|--------------------|
|                      | <u>Number</u> | <u>Av. Salary</u> | <u>Number</u>     | <u>Av. Salary</u> | <u>Av. % Incr.</u> |
| All faculty          | 145           | \$39,727          | 133               | \$40,131          | 0.5%               |
| Professors           | 35            | 48,969            | 34                | 48,849            | 0.1                |
| Associates           | 53            | 41,950            | 50                | 41,726            | 0.4                |
| Assistants           | 43            | 32,920            | 38                | 33,261            | 1.1                |
| Instructors          | 14            | 29,114            | 11                | 29,663            | -0.1               |
| Auxiliary Enterprise | 24            | 25,134            | 22                | 26,985            | -0.4               |
| Athletic             | 11            | 31,584            | 10                | 33,242            | -0.4               |
| T&R Student Service  | 13            | 19,677(24,055)    | 12                | 19,937(24,373)    | -0.4               |
| E&G Administrators   | 35            | 38,991(47,666)    | 30                | 38,619(47,211)    | -0.3               |
| Librarians           | 6             | 27,556(33,687)    | 6                 | 27,556(33,687)    | -0.5               |
| T&R Administrators   | 29            | 41,357(50,559)    | 24                | 41,384(50,592)    | -0.2               |
| Assembly members     | 162           | 38,723            | 149               | 39,162            | 0.4                |
| Non-Assembly members | 42            | 34,646(42,355)    | 36                | 34,235(41,852)    | -0.3               |
| By school            |               |                   |                   |                   |                    |
| Bus & Econ           | 21            | 45,599            | 20                | 45,404            | 1.7                |
| Ed & HuServ          | 31            | 37,521            | 27                | 39,019            | 0.4                |
| Lib Arts Sci         | 93            | 39,136            | 86                | 39,253            | 0.2                |

Salaries for both years are actual dollars earned, including merit, stipends, bonuses, promotions, and adjustments. This means that last year's salaries reflect the unusual midyear adjustment required by Governor Wilder's decision to withhold, and ultimately take away, part of your salary that year.

All salary figures are for 9/10 months, except those in parentheses, which are for 12 months. Salaries were converted between 9/10 and 12 months using a conversion factor of 81.8%, which is a state formula.

Auxiliary Enterprise personnel hold faculty rank but are not paid from state funds. "E&G" stands for Educational and General. "T&R" stands for Teaching and Research. Both are state classifications.

Rank and Salary of Faculty Retiring in 1992\*

| <u>Rank</u> | <u>Highest Degree</u> | <u>Year Employed</u> | <u>No. of Years</u> | <u>Current Salary</u> |
|-------------|-----------------------|----------------------|---------------------|-----------------------|
| Asso. Prof. | M.Mus.                | 1963                 | 29                  | 36113                 |
| Asso. Prof. | Ed.D.                 | 1969                 | 23                  | 39209                 |
| Prof.       | Ph.D.                 | 1966                 | 26                  | 47857                 |
| Prof.       | Ph.D.                 | 1954                 | 38                  | 51481                 |
| Prof.       | DMA                   | 1966                 | 26                  | 49068                 |
| Asso. Prof. | Ed.D.                 | 1960                 | 32                  | 49873                 |
| Asso. Prof. | Ph.D.                 | 1965                 | 27                  | 50672                 |
| Asso. Prof. | Ph.D.                 | 1963                 | 29                  | 44598                 |
| Asso. Prof. | Ed.D.                 | 1966                 | 26                  | 41664                 |
| Prof.       | Ph.D.                 | 1965                 | 27                  | 41824                 |
| Prof.       | Ph.D.                 | 1963                 | 29                  | 50202                 |
| Prof.       | Ph.D.                 | 1954                 | 38                  | 55883                 |
| Asso. Prof. | Ed.D.                 | 1961                 | 31                  | 45836                 |

Number: 13

Average number of years served: 29.3

Average current salary: \$46483

\*All but one are in School of Liberal Arts and Sciences

Rank and Salary of Untenured Faculty in School of Business and Economics (or with Less than Six Years Service)\*\*

| <u>Rank</u> | <u>Highest Degree</u> | <u>Year Employed</u> | <u>No. of Years</u> | <u>Current Salary</u> |
|-------------|-----------------------|----------------------|---------------------|-----------------------|
| Asst. Prof. | Ph.D.                 | 1990                 | 2                   | 49029                 |
| Asst. Prof. | MBA                   | 1988                 | 4                   | 35684                 |
| Asst. Prof. | Ph.D.                 | 1987                 | 5                   | 37501                 |
| Asso. Prof. | Ph.D.                 | 1987                 | 5                   | 53675                 |
| Asso. Prof. | DBA                   | 1990                 | 2                   | 61464                 |
| Asst. Prof. | MBA, CPA              | 1990                 | 2                   | 41176                 |
| Asst. Prof. | Ph.D.                 | 1988                 | 4                   | 42452                 |
| Asso. Prof. | Ph.D.                 | 1991                 | 1                   | 49500                 |
| Asso. Prof. | J.D., LL.M.           | 1983                 | 9                   | 59313                 |
| Inst.       | MBA                   | 1990                 | 2                   | 42157                 |
| Prof.       | Ph.D.                 | 1989                 | 3                   | 65687                 |
| Asst. Prof. | Ph.D.                 | 1985                 | 7                   | 39902                 |
| Prof.       | Ed.D.                 | 1988                 | 4                   | 52744                 |
| Asso. Prof. | J.D., CPA             | 1988                 | 4                   | 43380                 |

Number: 14

Average number of years served: 3.86

Average current salary: \$48118

\*\*One person has tenure; two others have more than six years service.

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