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Meeting Agendas and Minutes

Board of Visitors

12-17-1997

1997-12-17 Minutes and Appendices

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LONGWOOD COLLEGE BOARD OF VISITORS'
MEETING
Wednesday, December 17, 1997
Lancaster Board Room
2:00 p.m.

Call to Order

Minutes: October 25, 1997 Regularly Scheduled Board Meeting

Business

Report on AACSB Accreditation for the School of Business & Economics	Item 1
Report on Policies Governing the Employment of Administrators	Item 2
Approval of Board Resolution on Small Business Development Center Capital Project	Item 3
Enrollment Report	Item 4
Gift Revenue Report	Item 5

Announcements

Adjournment

LONGWOOD COLLEGE BOARD OF VISITORS
Minutes

December 17, 1997

Call to order

The Longwood College Board of Visitors held a meeting Wednesday, December 17, 1997 in the Lancaster Board Room on the college campus. The Rector Mrs. Alice Stallard called the meeting to order at 2:25 p.m.

The following members were present:

- Mrs. Dolores G. Anderson
- Mrs. Ann G. Baise
- Mrs. Johanna B. Chase
- Mr. Carroll P. Freeman
- Mr. Mark M. Gambill
- Mrs. Susan M. Harwood
- Mrs. Ada R. Michaels
- Mrs. Virginia A. Russell
- Mrs. Alice C. Stallard
- Dr. Helen Randolph Stiff

Member absent was:

- Mr. John J. Todd, Jr.

Present at request of the Board:

- Dr. Patricia P. Cormier, President
- Dr. Geoffrey Orth, Faculty Representative to the Board
- Mr. Penn Bain, Student Representative to the Board
- Mrs. Mary Tabb Schubert, President, Alumni Association
- Dr. James Vincent, Executive Assistant to the President and Board of Visitors
- Ms. Jeanne S. Hayden, Secretary to the Board of Visitors

Present at the request of the President:

- Ms. Brenda Atkins, Special Assistant to the President, Legislative Relations
- Mr. Richard Hurley, Vice President for Administration and Finance
- Dr. Norman Bregman, Vice President for Academic Affairs
- Ms. Phyllis Mable, Vice President for Student Affairs
- Mr. Michael Maloy, Assistant Vice President for Human Resources
- Dr. Berkwood Farmer, Dean, School of Business and Economics

Approval of Minutes

Mrs. Harwood recommended a slight change in the minutes from the October 25, 1997 meeting. The change is in Item 4 on page 3 and should read "The chair moved on behalf of the President to increase the 1998-99 conference rates not more than 4%." Mrs. Baise seconded and the minutes of the October 25, 1997 meeting were approved.

Rector's Report

Mrs. Stallard presented a brief report to the Board. She showed the Board a prototype of the lapel pin for the Jeanne D' Arc Society, reminded Board members of a segment to air on PBS Friday, December 19 about Roy Clark, and shared a copy of an article that appeared in the Richmond newspaper about Longwood's Evening in the City event that took place in November.

President's Report

Dr. Cormier asked Ms. Atkins to report on the Governor's press conference she attend that morning in Charlottesville, Virginia. (A copy of the text of the report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 1, December 17, 1997.)

Business

Item 1 - Report on AACSB Accreditation for the School of Business and Economics

Dr. Farmer presented to the Board a report on the AACSB Accreditation for the School of Business and Economics. He stated that the purpose of this report was to update the Board on the progress of the accreditation. Dr. Farmer outlined steps taken by the School since 1992 to achieve accreditation by the AACSB that he reported as being the official top accrediting association in the nation. (A copy of this outline is filed with "Addenda to Minutes to Meetings of the Board of Visitors" as Appendix 2, December 17, 1997.) He reported that the accreditation team will be on campus in February 1998 and distributed an itinerary for the team. (A copy of this itinerary is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Handout 1, December 17, 1997.)

Item 2- Report on Policies Governing the Employment of Administrators

Mr. Hurley reported that the College has been operating without a written policy governing the employment of administrators and that the college has been working on putting together a written policy for the Board to approve at its January 1998 meeting. (A draft copy of this policy is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 3, December 17, 1997.)

Item 3 - Approval of Board Resolution on Small Business Development Center Capital Project

Mr. Hurley stated that the College requested and the General Assembly and the Governor approved an allocation of \$100,000 for the construction of an addition to the Small Business Development Center. He reported that due to the source of the funds for the project (Virginia Public Building Authority VPBA), the Board of Visitors has been requested the by the Department of the Treasury to approve a resolution which authorizes the VPBA to undertake the project. (A copy of this resolution is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 4, December 17, 1997.) On a motion by Mrs. Chase and seconded by Dr. Stiff the Board approved the

resolution.

Item 4 - Enrollment Report

Dr. Cormier gave a brief overview on enrollment for Spring 1998 and Admissions activity for Fall 1998. (A copy of this overview is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 5, December 17, 1997.) She reported that due to recruiting efforts responses to Admissions Open House have been overwhelming.

Item 5 - Gift Revenue Report

The President gave a brief report on gift revenues through November 1997. (A copy of this report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 6, December 17, 1997.) Dr. Cormier noted a change from 3.5 % (decrease) as stated in the written report to 1.5% in gifts to the Longwood Fund (unrestricted) from the previous corresponding period.

Announcements

Mrs. Baise updated the Board on their annual giving. She reported that a little more than 50% of the Board has participated in annual giving to date and encouraged Board members to make it 100%.

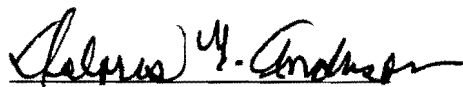
Mrs. Stallard reminded Board members of the retreat and Board meeting being held in Richmond, Virginia January 29-31, 1998 and encouraged Board members to participate.

Executive Session

Mrs. Anderson moved to go into Executive Session under Section 2.1-344 A1 of the Code of Virginia to discuss personnel matters. The motion was seconded by Mrs. Baise. The Board returned to open session. In compliance with the provisions of the Virginia Freedom of Information Act, a motion was made by Mrs. Russell and seconded by Mrs. Harwood to certify the discussion in Executive Session. (A copy of this compliance is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 7, December 17, 1997.)

Adjournment

There being no further business, the Rector adjourned the meeting at 4:00 p.m.



Dolores G. Anderson
Board Secretary

Ms. Atkins attended a press conference Wednesday, December 17, 1997 (as representative for Dr. Cormier since she could not attend because of commencement) held by the Governor at the University of Virginia. At the press conference the Governor announced his initiative to link funding with tangible performance measures. Five institutions - Longwood, University of Virginia, James Madison University, George Mason University, and Radford University - were recognized for how they measured up against their national peers. There were five criteria for comprehensive institutions: (1) graduation rates, (2) retention rates, (3) library and instructional expenditures as a percent of E&G expenditures, (4) number of credit hours taught per FTE faculty, (5) space utilization. Doctoral institutions had these five criteria plus one more: research and public service expenditures per FTE faculty.

The Governor state that he hoped in the future that he hoped performance measures would be used to fund colleges.

The Governor announced that he had included \$50 million for the 1998-2000 biennium budget for performance measures funding. Longwood will receive \$1.3 million over the biennium for performance measure funding. The institution can use this money as it sees fit - as long as is enhances the criteria categories.

Other higher education announcements made by the Governor:

- (1) \$37.3 million for the biennium to maintain freeze on tuition
- (2) \$84.5 million (General Fund and Non-General Fund) for faculty salary increases - raise faculty salaries to the 60th percentile of peer institutions (as calculated by the Department of Planning and Budget)
- (3) \$50 million for the Higher Education Equipment Trust Fund to be used for technology (\$50 million is the lease payment - will buy several hundred million dollars worth of equipment).
- (4) \$11.9 million for enrollment growth at James Madison University, Christopher Newport University, and Richard Bland College.
- (5) \$206 million General Fund for pay as you go for capital outlay for new buildings and renovations (\$19 million General Fund for University of Virginia for Clark Hall renovation, \$550,000 for University of Virginia Balcony Repair)
- (6) \$63 million for the 21st Century college Fund for capital outlay projects that have been planned, approved by the Governor and the General Assembly, and have not be funded. (\$10 million General Fund for Special Collections Library at the University of Virginia, \$24 million for Swem Library and the College of William and Mary, \$28 million for CSIAT II Building at James Madison University; \$4.2 million for VIMS for a psyfesteria research building)

The Governor assured Ms. Atkins that there was one renovation project included, but would have to wait until Friday to find out the details - with the hope that the Hiner equipment funding will be included.

The Governor stated that his 1998-2000 biennium budget includes \$552 million for higher education:
\$382 million General Fund new money
\$144 million continuing funding
\$25 million classified employee salary increases

Accrediting Body for Bachelor of Science
in Business Administration (BSBA): AACSB - The International Association
for Management Education

Steps Taken:

1. 1991-1992:

Studied AACSB requirements vis-à-vis Business School resources, programs and overall environment.

Major decisions included:

remove ineffective faculty; establish ways to diversify student enrollment and business faculty; and, establish a Corporate Advisory Board and Student Advisory Council to the Dean

2. 1993:

Obtained Pre-candidacy status. This included a resource analysis and preparation of a three-year strategic plan.

3. 1994-96:

School moved from Pre-candidacy status to Candidacy status in 1994. Each year the School revised and implemented its three-year strategic plan, i.e., goals, objectives, and strategies for each year were implemented and measured.

4. 1996-97:

Year of Self-Study. Self-evaluation Report submitted to AACSB on September 1, 1997. A paid consultant (a business school dean from AACSB accredited school) provided advice. Dean Dannie Harrison from Murray State University visited Longwood for two days in April 1997. Dannie is a member of the AACSB Peer Review Team.

AACSB announced the members of the Peer Review Team: Dean Gregory Bruce, LaSalle University (Chair); Dean Dannie Harrison, Murray State University (business advisor); and, Dean Marilyn Vasquez, University of Indiana-Northwest, (business member).

5. October 1997:

Received letter from Peer-Review Team informing Longwood that visit would occur from February 15-18, 1998; and, issues were identified that should be addressed during the visit, as well as materials requested that were to be sent prior to the visit.

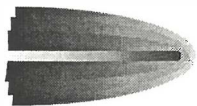
6. April/May 1998:

Decision Results

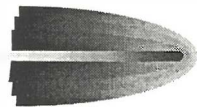
Major Summary Points from Self-Evaluation Report

- Professional Study
- School mission driven
- Processes for continuous quality improvement in six key areas:
 - § Mission, vision, goal(-s) to include assessment and feedback
 - § Faculty composition and development
 - § Curriculum content and evaluation
 - § Instructional resources and responsibilities
 - § Student selection, development and placement
 - § Intellectual contributions

OVERVIEW OF ACCREDITATION EFFORTS
by the School of Business and Economics
Longwood College




Presented to the Board of Visitors
by
Dean Berkwood M. Farmer
December 17, 1997



**Accrediting Body for Bachelor of
Science in Business Administration
(BSBA):**

AACSB - The International Association
for Management Education

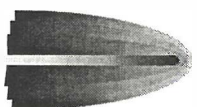
1991 - 1992



Studied AACSB requirements,
Business School resources, programs and
overall environment. Major decisions
included:

- Remove ineffective faculty
- Establish ways to diversify student enrollment
and business faculty
- Establish a Corporate Advisory Board and
Student Advisory Council to the Dean


1993



Obtained Pre-candidacy status. This
included a:


- Resource analysis
- Preparation of a three-year strategic plan

1994 - 1996



School moved from Pre-candidacy status to
Candidacy status in 1994. Each year, the
School revised and implemented its three-
year strategic plan, i.e., goals, objectives,
and strategies for each year were
implemented and measured.

1996 - 1997

- 
- Year of Self-study. Self-evaluation Report
submitted to AACSB on Sept. 1, 1997.
 - A paid consultant (a business school dean
from AACSB accredited school) provided
advice.
 - Dean Dannie Harrison from Murray State
U. visited Longwood for two days in April
1997.

1996 - 1997 (continued)

AACSB announced the members of the Peer Review Team:

- Dean Gregory Bruce, LaSalle U. (chair)
- Dean Dannie Harrison, Murray State U. (business advisor)
- Dean Marilyn Vasquez, U. of Indiana-Northwest (business member)

October 1997

Received letter from Peer Review Team, informing Longwood that visit would occur from Feb 15-18, 1998; and issues were identified that should be addressed during the visit, as well as materials requested that were to be sent prior to the visit.

(See attached letter from Dean Bruce and approved itinerary for Team Visit)

April/May 1998

Decision Results

Major Sections in Self-Evaluation Report

- Appearance of Report: Professional
- School activities: *mission-driven*
Process for continuous quality improvement in six key areas:
 - Mission, vision, goal(s) to include assessment and feedback
 - Faculty composition and development
 - Curriculum content and evaluation
 - Instructional resources and responsibilities
 - Student selection, development and placement
 - Intellectual contributions
- Strategic plan for next five years

10

**BOARD OF VISITORS
ITEM #2
INFORMATION ITEM**

Report on Policies Governing the Employment of Administrators

BACKGROUND: Typically, the employment of personnel working in higher education is governed by a set of policies developed specifically and carefully for each employee group. Within higher education generally, and Longwood specifically, there are four major categories of employees: faculty, classified employees, wage employees and administrative and professional faculty (administrators). The employment of faculty is governed by State policies and a Board approved Faculty Handbook. Classified and wage employees are governed cooperatively by State and College policies. Administrators are governed primarily by College policies and practices which heretofore have not been codified or written.

The attached policies have been developed over the last several years and, for the most part, represent practices the College has followed for years in the management of administrative employees. One significant change is the notification of non-renewal of appointment for administrators (page 11) where notice requirements have been established based on years of service. Previously, the College has operated with a six-month notice period for non-renewal regardless of seniority.

Attachments

**EMPLOYMENT MANAGEMENT MANUAL
FOR ADMINISTRATIVE AND PROFESSIONAL FACULTY (T&R Administrators)
of Longwood College**

Section 1. General

1.1 Scope - This policy's application is limited to those fulltime positions defined by the State of Virginia's "Consolidated Salary Authorization for Teaching and Research Staffs in Institutions of Higher Education," as administrative and professional faculty. The campus identifier for this category of employee is "T&R Administrator."

1.2 Authority - Authority to establish institutional policies and procedures is granted the College's Board of Visitors by Section 9-6.14:3 of the Virginia Administrative Process Act.

1.3 Effective Date - This policy shall become effective upon approval by Longwood's Board of Visitors.

Section 2. Definitions

2.1 Administrative Faculty - Administrative faculty are those employees whose primary duties are directly related to the management of the educational, general and auxiliary activities of the institution or a department or other subdivision of the institution. Employees holding these appointments exercise discretion and independent judgment, and typically direct the work of other employees.

2.2 Professional Faculty - Professional faculty are those employees whose primary duties require appointees to possess advanced learning and experience acquired by prolonged formal instruction and/or specialized work experience. Job Classifications representative of this sub-category are: coaches, counselors, dentists, lawyers, librarians, physicians, veterinarians and others serving educational research, athletic, medical, student affairs, and development functions or activities.

2.3 Academic Tenure - Tenure is a recognized academic status granted certain teaching faculty by the Board of Visitors, requiring participation in a multi-stage process of evaluation and leading to recommendation. A status of tenure is not recognized in T&R positions. Although some T&R Administrators may have been granted tenure by the Board of Visitors as a teaching faculty member in an academic department, such tenure will be inoperative for the duration of that employee's T&R status. Consequently, acceptance of a T&R Administrator's position does not destroy an employee's separate status of, or eligibility for academic tenure in a department or school of instruction, as provided for in Section III.G of the Faculty Policies and Procedures Manual, entitled "Tenure."

2.4 Days - In all cases where the word "days" is used in this document, except in section 5.131 and where identified as calendar days, it should be read to mean "working days."

Section 3. Appointments

3.1 Appointing Authority - Authority to appoint T&R Administrators is limited to the College President or the College President's designee, except for College Vice Presidents.

3.1.1 Vice Presidents - Authority to appoint College Vice Presidents is limited to the College's Board of Visitors.

3.2 Formalities of Appointment - Appointments must be made in writing by the College President or the College President's designee, or the Board of Visitors, to become effective.

3.2.1 Contents of the Writing - Appointment letters must specify, at a minimum, the appointee's compensation, title, and the appointment period. Other terms or conditions of appointment may also be provided when deemed necessary or appropriate by the appointing authority.

3.3 Appointment Period - A T&R Administrator's appointment period is typically twelve (12) months. Terms normally begin on June 25 of one year and end on June 24 of the following year. When appointments are made subsequent to June 25, they will nonetheless expire no later than the following June 24.

3.4 Reappointment/Salary Adjustment Letters - Letters containing information about the terms and conditions of reappointment/non-reappointment will be issued by May 15 for the fiscal year beginning on June 25 of that year. Letters regarding salary adjustments, for the same period, may be issued separately, but no later than August 1 each year. Legislative impasse or late passage of the Appropriations Act by the Virginia General Assembly might, however, delay notice to T&R Administrators.

3.5 Reassignment of Administrative Duties and Redesignation of Titles - The President or designee has discretionary authority to reassign administrative duties and redesignate titles during any term of appointment for T&R Administrators, when in the best interest of the College. Reasonable prior notice, under the circumstances, will be given affected T&R Administrators. Compensation may be adjusted accordingly.

Section 4. The Evaluation Process

4.1 Requirement - All T&R Administrators are subject to formal, periodic evaluations. A common evaluation instrument and process will be used for all T&R Administrators. The President must approve any changes in the instrument or the process.

4.2 Responsibilities - Performance evaluation is intended to be a participative process.

4.2.1 Immediate Supervisor - The T&R Administrator's immediate supervisor is responsible for establishing performance standards and performance objectives for any new T&R Administrator's position. They must be established within thirty (30) days of the T&R Administrator's initial appointment. The immediate supervisor also initiates and manages the evaluation process. Performance objectives should be carefully crafted to encompass only essential functions of the job, and should be reasonably attainable, but still representatively challenging at that particular level of responsibility. T&R Administrators should have meaningful input into performance objectives.

4.2.2 Employee - The employee should participate actively in the evaluation process, but may not supersede the immediate supervisor's judgment in evaluating job performance, in establishing job expectations or in setting standards of performance.

4.2.3 External Raters - These are persons jointly chosen at the beginning of the evaluation cycle to provide input into an employee's annual evaluation.

4.2.4 Filing - All T&R Administrators' evaluations will be filed in the employee's official personnel file maintained by the Human Resources Office.

4.3 Types of Periodic Evaluations

4.3.1 Initial Evaluation - An initial evaluation must be conducted by a T&R Administrator's immediate supervisor prior to a new T&R Administrator's ninetieth (90th) day of employment. The evaluation period will be the first 90 days of employment. T&R Administrators hired less than 90 days from the end of a performance cycle will not be evaluated for that cycle.

4.3.2 Annual Evaluation - All T&R Administrators must be evaluated at least annually. Annual evaluations are typically begun during the month of March, and are completed no later than the last working day in April of that same year. The evaluation period will be the period from the first day of the current appointment period until the date of evaluation for first year employees. The evaluation period for continuing employees will be from the day following the end of the last evaluation until the date of the pending evaluation.

4.3.3 Special Evaluation - If facts and circumstances warrant, either the College President or the T&R Administrator's immediate supervisor may, at either's discretion, establish a special evaluation period for the T&R Administrator. If such a

process is initiated, the affected T&R Administrator will have prior written notice. Notice will include the reason for the special evaluation, the period involved, and when it is expected to conclude.

4.4 Americans with Disabilities Act (ADA) Considerations - The College holds employees with disabilities to the same performance standards it applies to non-disabled employees, in terms of both the amount and quality of work performed. The College will not downgrade evaluation results, however, if a disabled employee is unable to perform non-essential functions of his or her job, where such non-performance is understood to be a reasonable accommodation for the particular employee's disability.

Section 5. Compensation

5.1 Compensation Authority - The hiring authority must obtain the approval of the area Vice President and funding certification from the Vice President for Administration and Finance to set starting salaries.

5.2 Starting Salary Determination - Salary determinations will be made giving due consideration to the nature of the work, the salary levels of other similarly situated employees of the College, relevant education, professional experience, scope of duties, market factors, and salary survey information for other colleges of similar size, budget, enrollment and geographic factors.

5.3 Communication - The salary amount must be stated in all Notices of Appointment, as discussed in Section 3 of this policy.

5.3.1 Administrative Stipends - Salaries for tenured teaching faculty serving as T&R Administrators must reflect in writing, the amounts apportioned as "administrative stipend" and the amount which constitutes the "faculty salary base." Administrative stipends must be approved by the President. Generally, the stipend will reflect the difference between the faculty base and the amount budgeted for the position.

5.3.2 Appropriations - All Notices of Appointment or Reappointment must contain a statement indicating to the employee that "appointment is fully dependent upon receipt of funds appropriated by the Virginia General Assembly, and is subject to the Appropriations Act."

5.4 Pay Policy

5.4.1 Purpose - This policy is intended to provide administrative guidance to managers and officers of the College in setting and adjusting salaries for college administrators, in order to maintain an equitable, market competitive salary structure for this group.

5.4.2 Policy - Longwood College will strive to achieve and maintain market competitive salaries for all administrative and professional faculty (T&R Administrators) through active monitoring of Longwood salaries for specific positions with published benchmarks.

5.4.3 Official Benchmark - The College and University Personnel Association's (CUPA) annual Administrative Compensation Survey will be the primary comparative tool for determining starting salaries and equity adjustment needs for existing position holders. The Human Resources Office will annually provide such data to the Vice President for Administration and Finance's Office.

5.4.4 Salary Goals - The salary goal for all new hires is at least the 40th percentile for the comparable position identified in the official benchmark. The salary goal for all existing positions will be the 60th percentile for the comparable position identified in the official benchmark for continuing position holders. Under normal circumstances it should take approximately 5 years for a new hire to reach the 60th percentile. Where no comparable position exists in the official benchmark survey, other authoritative published sources will be used if available. Where such goals may not be met immediately, plans for meeting these goals in the future will be addressed through a comprehensive administrative and professional faculty compensation study begun in July 1997.

5.4.5 Equity Adjustments - Equity adjustments for positions falling below salary goals will be evaluated annually for implementation on June 25 of that year, provided funding is available and consideration being given to prior performance. Vice Presidents will make such recommendations through the Vice President of Administration and Finance to the President.

5.4.6 Merit Increases - When merit pay pools have been funded, a distribution of that pool will be based on individual performance levels on annual evaluations. Such increases will normally occur on November 25 of that year or when the performance cycle ends. Formulas/criteria used to define the merit pool distribution will be approved by the President and reported as information to the Board of Visitors. At a minimum, an employee must hold T&R Administrator status for the six months preceding the effective date of such increase to be eligible for merit provisions that year.

5.4.7 Compensation Analysis Services - The Human Resources Office is prepared to assist hiring managers and Vice Presidents in determining starting salaries and identifying internal equity problems.

5.5 Compensatory Leave for T&R Administrators

5.5.1 Eligibility - Generally, T&R Administrators are not eligible to receive compensatory leave. Individuals in these positions have sufficient freedom in establishing and managing their own work schedules to make necessary adjustments of their time to off-set periods of peak demand on their time. Supervisors must approve such adjustments.

5.6 Overtime Leave for T&R Administrators

T&R Administrators are not eligible for overtime leave.

5.7 Compensability of Professional Development Activities

A T&R Administrator's attendance at professional organizational functions, professional development activities sponsored by professional organizations, professional seminars, certification programs, and Commonwealth of Virginia-sponsored training and education programs are considered "work" for pay purposes, so long as they have a direct connection to the nature of duties being performed by the Administrator. Travel time to and from such activities, when done during the normal workday, will also be considered hours worked for pay purposes. All such activities must receive prior approval from the area Vice President.

A considerable number of T&R Administrators are enrolled in graduate and post-graduate education programs. Such programs are encouraged by the College when done on a part-time basis and during non-working hours. Unpaid educational leave is the appropriate avenue to manage fulltime degree program requirements when they would require an Administrator to be substantially away from his or her normal duties over an extended period of time. It would be a manifestly unreasonable burden on College resources to treat the hours as time worked under those circumstances.

5.8 Recording of Leave

5.8.1 Responsibility - T&R Administrators are responsible for recording their own leave on the approved leave recording form.

Section 6. Leaves

6.1 Annual Leave - Annual leave accrues at a rate of 16 hours per month.

6.1.1 Effective Date - July 1, 1994

6.1.2 Participation - All fulltime T&R Administrators, except coaches, are subject to the provisions of this section.

6.1.3 Eligibility - All fulltime T&R Administrators, except coaches, are eligible for annual leave. Since coaches operate on the same school year as teaching faculty, neither they nor teaching faculty receive annual leave.

6.1.4 Accrual Basis - Annual leave is accrued for any semi-monthly pay period for which the employee is in an active payroll status. Therefore, if an employee is active for the first semi-monthly pay period but not the second, his or her accrual for that month would be 8 instead of 16 hours. Typically, when one is off active payroll status he or she is on "Leave without Pay."

6.1.4.1 Accrual Year - Annual leave under this section will be accrued on a calendar year basis.

6.1.5 Purpose - Annual leave may be used for vacations or for other personal reasons. Leave should be scheduled and approved as far in advance as possible, to increase the likelihood of approval by the department head.

6.1.6 Approval - Annual leave must be approved before it is taken. The department head may disapprove annual leave which presents a true hardship on the department, if taken at that time. Employees should, however, have a reasonable opportunity to take annual leave earned during any given year.

6.1.7 Carry-Over - Maximum carry-over from one calendar year to the next is 24 days.

6.1.8 Pay-out at Change in Status, Termination, or Retirement - If not taken as terminal leave, annual leave will be paid to the employee at a dollar hourly rate identical to an adjusted hourly rate equivalent to the employee's annual base salary divided by 2080 hours if one ceases to be employed by the College or if one changes status from fulltime to part-time or from "T&R" to "Classified." Administrators may be asked to reduce their annual leave balances to reduce the amount of financial liability upon termination.

6.2 Sick Leave - At the beginning of any appointment or reappointment period, an employee will be granted 120 days of sick leave. This leave does not accrue, but is "drawn down." No balance remaining from one appointment period carries over into the next appointment period. The intention of this benefit is to provide a guarantee of six months of benefits to employees during any 12 month period. Thus, no more than 120 days of sick leave can be used in any calendar or fiscal year.

6.2.1 Purpose - Sick leave may be used to take time off from work for the following reasons:

a. for an employee's illness or non-work-related injury which renders the employee unable to attend work;

b. for medically necessary appointments which cannot be scheduled during non-working hours;

c. for periods affecting the employee's ability to attend work due to pregnancy or childbirth; and

d. for illnesses or death in the immediate family, which render the employee unable to attend work.

6.2.1.1 Family Sick Leave (Section 6.2.1d.) - Such leave will be limited to a maximum of 40 hours per occurrence with an annual maximum of 80 hours.

6.2.1.2 Immediate Family - Immediate family is defined as parents (including step-parents), spouse, children (including step-children and foster children), siblings (including step-siblings), or any other relative, by blood or marriage, domiciled indefinitely with the employee.

6.2.2 Eligibility - All fulltime teaching faculty and T&R Administrators are eligible for sick leave.

6.2.3 Verification of Need - The department head may request verification of need from an employee using more than 5 days of sick leave during any particular absence period. Verification may be a signed physician statement or evidence of medical appointment.

6.2.4 Pay-Out at Termination or Retirement - There is no pay-out provision for unused employee sick leave.

6.3 Other Leaves, Including Leave Sharing - The provisions of policy relating to Administrative Leave, Educational Leave, Family and Medical Leave (under FMLA), Military Leave, Leave to Assist Schools, Holidays, Leave without Pay, Leave Sharing, and Workers' Compensation will remain consistent with Department of Personnel and Training Policies and Procedures Manual for Classified Employees.

Section 7. Termination of Employment

7.1 Types of Termination

7.1.1 Resignations - As a matter of personal choice or professional opportunity, employees sometimes find it necessary to leave the College's employ. Under normal circumstances, the College expects that these transitions will be managed to coincide with the expiration of a T&R Administrator's current term of appointment, or at a time which has been mutually agreed.

7.1.1.1 Notice Considerations for Resignations -

Resignations should be submitted in writing to the T&R Administrator's immediate supervisor, no less than thirty (30) calendar days prior to the T&R Administrator's last actual day of work. Notices should be signed and dated, and should include a brief statement of the reason for the resignation and the T&R administrator's anticipated, last actual day of work. Because of the time needed to recruit qualified applicants, early notice allows College programs and services to operate without interruption. Consequently, the College appreciates notice of resignation as soon as the decision to resign is made.

7.1.1.2 Receipt of Notice -

Notice is considered effective once a T&R Administrator's immediate supervisor has acknowledged receipt and accepted the resignation by signed writing. The original resignation letter and a copy of the immediate supervisor's acceptance letter should be forwarded by the department to the Human Resources Director without delay.

7.1.2 Termination for Cause -

From time to time the College must exercise its prerogative to terminate an appointment because a T&R Administrator fails to meet and correct significant performance deficiencies within a reasonable period of time, or because he or she has engaged in conduct at work which violates established standards of conduct or directly and adversely affects his or her ability to perform effectively at work.

7.1.2.1 Prohibited Conduct Which Could Result in

Immediate Termination for Cause - The following is not intended to be an all-inclusive list of conduct violations, but is provided as an example of the types of conduct which could result in immediate termination for cause.

a. willfully, recklessly, or negligently damaging or destroying, or causing State property to be damaged or destroyed or causing pecuniary loss to the College;

b. theft or unauthorized use or removal of State property, including official records and electronically stored information or information services;

c. gambling on State time or on State premises;

d. use, possession, or distribution of alcohol or illegal controlled substances on State time or on State premises (except in the case of alcohol use at official functions or in similar settings where such use has been authorized);

e. sexually harassing conduct toward another, as defined by the College's Policy on Sexual Harassment.

f. insubordination.

g. knowingly making false statements or falsifying records or other public documents relied upon by the College or the public for their accuracy.

7.1.2.2 Prohibited Conduct Which Could Result in Progressive Discipline - Other less serious forms of conduct violating established standards may result in progressive disciplinary measures. (The following is not intended to be an all-inclusive list of conduct violations, but is provided as an example of the types of conduct which could result in progressive discipline). All disciplinary actions involving loss of pay, reassignment or loss time must be reviewed by the Chief Human Resources Officer and the Attorney General's office prior to issuance.

- a. poor performance;
- b. abuse of time;
- c. excessive absenteeism;
- d. lack of civility toward others;
- e. Section 7.121 types of offenses with mitigating circumstances; or
- f. misuse of or negligent care of institution resources.

7.1.2.3 Authority to Terminate for Cause - Only the College President or designee has the authority to terminate a T&R Administrator's employ involuntarily.

7.1.2.4 Notice Requirements Relating to Termination for Cause - Written notice must be provided to the affected employee by the College President or designee without delay, once a full and impartial investigation into the circumstances has concluded. The notice will be in the form of a suspension pending termination, inviting the employee to meet with the College President or the College President's designee within five (5) working days of the date of notice to show why such action should not be taken. Should a T&R Administrator not request a meeting within the prescribed time, or not present additional material facts sufficient to alter the decision to terminate employment, the termination will occur on that fifth (5th) day subsequent to the issuance of the notice to terminate for cause. A notice indicating that the termination is final must be issued by the President.

7.1.2.5 Review - All terminations for cause must be reviewed by the Chief Human Resources Officer and the Attorney General's office prior to issuance.

7.1.3 Non-Renewal of Appointment - A T&R Administrator may be subject to non-renewal for any lawful, work-related reason deemed appropriate by the College President or designee. Such reasons may include reduction-in-force, changing administrative requirements, marginal performance or financial exigency.

7.1.3.1 Notice Requirements - A T&R Administrator whose employment will not be continued beyond the current term of appointment will be informed in writing using the following schedule; under 2 years of fulltime Longwood service - 90 days prior notice; over 2 years and under 4 years of fulltime Longwood service - 180 days prior notice; and over 4 years of fulltime Longwood service - 270 days prior notice.

Section 8. Problem-Solving (Supersedes Longwood College Policies and Procedures Manual Policy F-20.1)

8.1 Purpose - From time to time, differences develop among people who work together on a daily basis. This is a natural part of the human experience. We all perceive common events through different eyes and unique perspectives. When problems persist for extended periods of time without resolution, professional effectiveness suffers. The purpose of this policy is to create a process which can be engaged if normal channels of intervention fail to resolve issues. The purpose of the policy is not to create a process to replace normal channels.

8.2 Normal Channels - Normal channels seem so obvious, they are sometimes overlooked. When problems or misunderstandings occur between people, candid dialogue, early on, between the two parties to the controversy is the most effective means of resolving it. Relationships are strengthened by adversity, when two people work together in trying to see each others' viewpoints. This is a worthwhile activity. Another normal channel of communication is bringing a common supervisor or administrative supervisor into the discussion to help clarify issues and objectively look at the situation. If these means fail to bring about an effective resolution of the problem, the College mediation process is available as an internal dispute mechanism.

8.3 Mediation Process - Typically, grievance procedures and external avenues of redress take a long time to resolve. The nature of the proceedings are often highly adversarial. After filing a grievance or a complaint, the parties necessarily lose control of the outcome as well. A third party intervenes and renders a binding opinion. A common result is a decision neither party feels is satisfactory, and no matter what else happens, the relationship has suffered long-term damage. For these reasons, the College consciously chooses not to employ an adversarial dispute resolution process in managing internal disagreements.

8.3.1 Definition - Mediation is a form of alternative dispute resolution which seeks to assist parties to resolve a dispute by persuading them to adjust their positions or settle their dispute. Philosophically, the vehicle is grounded in the logic that a free society is founded upon the conviction that its internal conflicts can be resolved by an acceptable accommodation of diverse interests.

8.3.2 Scope - The internal mediation process for administrative and professional faculty is not intended to resolve every possible dispute between employees or between employees and the College. The process best fits disputes between employees, including employee to supervisor relations. The process is also very effective in resolving policy application issues or issues for which no policy guidance exists. The process has also been used nationally by many organizations as a fair, expedient, cost-efficient, and effective way of resolving controversies involving allegations of discrimination.

8.3.3 Procedures

8.3.3.1 Prerequisites to Successful Mediation

a. The parties must come to the mediation table in good faith, in an earnest effort to resolve the dispute.

b. Persons with authority to settle the matter must be present or be willing to sanction the remedy or settlement.

c. The parties must be willing to honestly disclose all relevant information germane to the issue.

d. Confidentiality of discussions at the mediation table is crucial.

8.3.3.2 How to Engage the Process - Parties interested in securing the participation of a mediator for a dispute should contact the Chief Human Resources Officer. The parties should both agree on the choice of mediator. Specific mediation procedure guidelines are available from the Human Resources Officer, although individual mediators should have a pretty wide berth in terms of procedural latitude.

8.3.4 Exclusions - The mediation process is not available for the following subject areas:

8.3.4.1 Disciplinary Actions - All terminations for cause or financial exigency, and other disciplinary actions involving lost pay, lost time or reassignment are subject to prior review by the Chief Human Resources Officer and the Office of the Attorney General. Implicitly, all terminations and administrative

reassignments are also subject to the scrutiny of the President, in that the President must authorize any termination for cause. These levels of review connote a built-in fairness as they exist.

8.3.4.2 Non-Renewals - Administrative and Professional faculty are contracted on an annual basis. A wish not to renew at the conclusion of a contract year is a prerogative of both contracting parties. Either party to any contract is free to sever ties at the conclusion of the contract. The employee may resign. The employer may wish not to renew. The important consideration is reasonable notice. Sections 7.1.1 (Resignations) and 7.1.3 (Non-Renewal of Appointment) cover notice requirements for each circumstance.

8.3.4.3 Pay or Pay Equity - Compensation adjustments for administrators subsequent to hire are determined by established pay policy and merit pay provisions relating to annual performance management ratings. The mediation process is not intended to serve as a contract renewal negotiating platform.

8.3.4.4 Performance Management Ratings - The performance management process was designed with a self-contained rebuttal mechanism to address significant disagreements in relation to that process. Redundant internal routes of appeal are unnecessary.

8.3.4.5 Operating Budgets - The College has a central, representative planning and budget committee which recommends a budget to the President annually. The President's decision is final. The President reserves the prerogative to alter budget recommendations to meet critical needs or to provide documented personnel equity adjustments.

8.3.5 Goal of Mediation - The goal of any mediation is settlement. A settlement is described as an agreement to compromise on important positions, in order to preserve essential ones. Where settlement cannot be achieved, understanding is the goal. Mediation provides the parties with a controlled environment where they can state, assess, and gain understanding and appreciation of their respective viewpoints in a safe and respectful atmosphere.

**BOARD OF VISITORS
ITEM #3
ACTION ITEM**

**Approval of Board Resolution on Small Business Development
Center Capital Project**

ACTION REQUESTED: "On behalf of the Board of Visitors, I move that the attached resolution concerning the SBDC Addition Project be approved as presented."

BACKGROUND: The College requested and the General Assembly and Governor approved an allocation of \$100,000 for the construction of an addition to the Small Business Development Center. Because the source of funds to be used for this project are excess bond proceeds of the Virginia Public Building Authority (VPBA), the College's Board of Visitors has been requested by the Department of Treasury to approve a resolution which authorizes the VPBA to undertake the project.

Attachment

**RESOLUTION OF THE BOARD OF VISITORS
OF Longwood College**

WHEREAS, the Board of Visitors of Longwood College
(the "Board") desires to undertake the SBDC Addition project (the
"Project");

WHEREAS, in Chapter 924 of the 1997 Virginia Acts of Assembly (the "Act")
the General Assembly of Virginia has designated that the source for \$100,000
appropriated for the Project shall be excess bond proceeds of the Virginia Public Building
Authority (the "Authority");

WHEREAS, Section 2.1-234.13 of the Code of Virginia of 1950, as amended
(the "Code"), provides that the Authority shall not undertake projects relating to a state
institution of higher education not specifically designated by the board of visitors of that
institution as a project to be undertaken by the Authority, and

WHEREAS, to enable the Authority to undertake the Project with such excess
bond proceeds as may be available therefor the Board desires to specifically designate the
Project as a project to be undertaken by the Authority;

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS
OF Longwood College THAT**, pursuant to Section 2.1-234.13 of the Code, the
Board hereby specifically designates the Project to be undertaken by the Authority in
accordance with the Act.

BOARD OF VISITORS

ITEM #4

INFORMATION ITEM

Enrollment Report

Spring 1998 Enrollment Outlook

The Registrar has identified every student eligible to return for the Spring 1998 semester, excluding graduating seniors. An intensive effort to maximize pre-registration has been underway and to date 92% of the eligible group has registered. As of 12/1/97 2,634 students have registered compared to 2,671 as of 12/17/96 (last year). Additional efforts to reach a higher percentage are on-going. The 92% is comparable to last year and is close to the basis for budgeting. The number of new freshmen, new transfers and former students returning is also comparable to last spring.

Fall 1998 Admissions Activity

The enhanced admissions marketing program which began last February has yielded more prospects, more visitors, and higher numbers of students seen on recruitment visits in key geographical areas. The prospect pool is up 30%. An intensive personalized follow-up by academic departments is underway during December. The fall 98 freshmen are receiving higher quality communication with increased frequency. Student telecounselors have made thousands of phone contacts with prospective students. The impact on applications will be measurable by January 1998.

BOARD OF VISITORS
ITEM 5
INFORMATION ITEM

GIFT REVENUE REPORT

REVENUE

The College via the Foundation, received over \$647,000 in gift revenue through November of the 1998 fiscal year, which represents a 131% increase from the \$279,000 received during the corresponding 5 months of Fiscal 97 (see attached chart). The largest factor accounting for this increase is the \$260,000 Lush bequest received in fiscal 98.

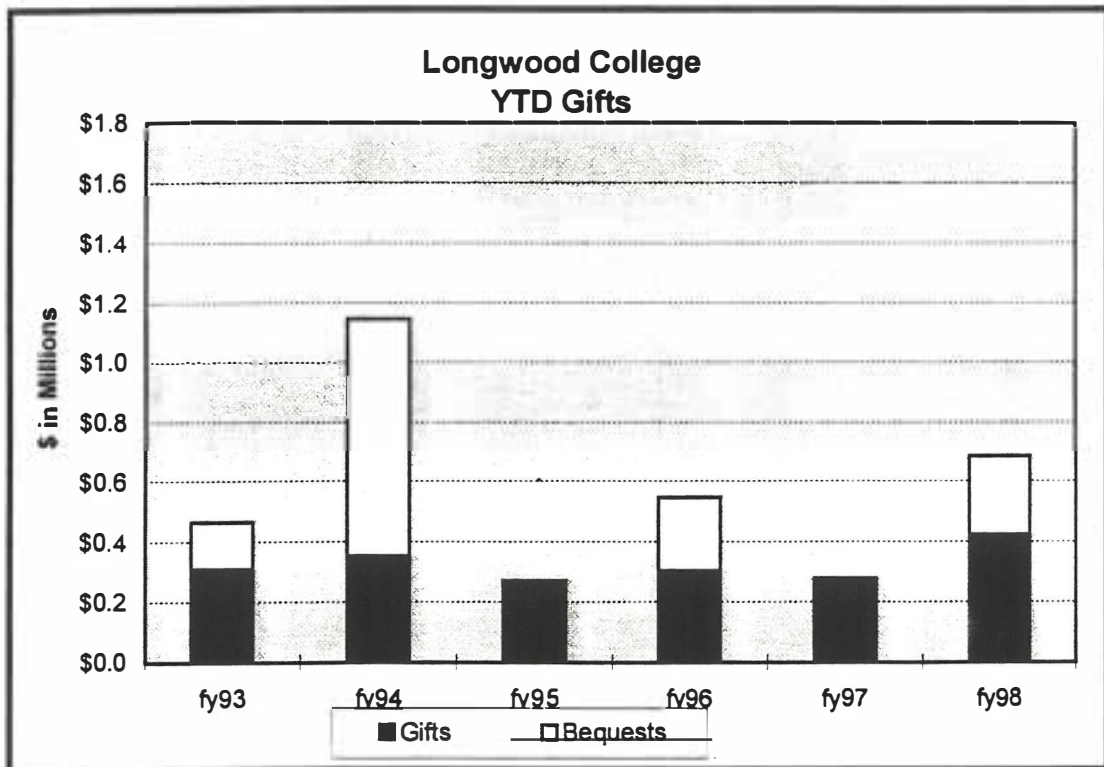
Living Donors Excluding bequests, total gifts for FY98 increased 83% over the previous year. A total of 2404 living individuals and business entities donated to Longwood during this period, down from 2818 in FY97; however, the average gift (barring bequests) rose from \$99 in FY97 to \$176 in FY98.

Annual Giving Annual Giving increased 12.26% over FY97 totaling \$243,750. Annual Giving by Longwood alumni, the College's most important constituency, totaled 1784, averaging \$62 per gift. (Note: "annual giving" consists of gifts that may be renewed on an annual basis; it excludes one-time major gifts and gifts to special projects). Gifts to the Longwood Fund (unrestricted) totaled \$91,147 down 3.5% from the previous corresponding period.

Special Gifts Special gifts, (gifts to special projects and/or one-time major gifts), total \$159,513 year to date, an increase of \$147,000 over the previous fiscal year. The Longwood Center for the Visual Arts received a \$102,459 gift toward its program endowment in October, which was donated by Mrs. Harriet Butterworth Miller.

LONGWOOD COLLEGE
YTD Report of Gift Revenues
 November 30, 1997 1997-98, 1996-97
 (\$000)

	FY98	FY97	chg	% chg
Individuals	617.9	195.4	422.5	216.3
Gifts	357.7	195.4	162.4	83.1
Bequests	260.1	0.0	260.1	
Corporations	23.0	41.0	(17.9)	(43.8)
Foundations and Private Agencies	6.5	43.0	(36.5)	(84.8)
TOTAL	647.5	279.3	368.1	131.8



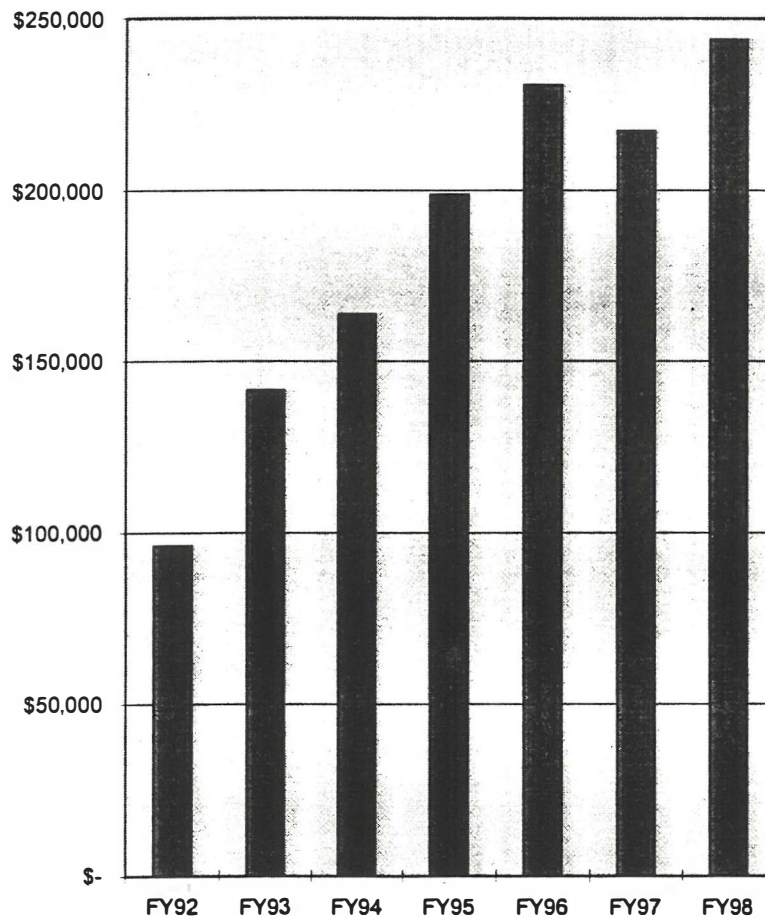
LONGWOOD COLLEGE FOUNDATION, INC.

YTD Report of Annual Giving

July 1 - November 30 1997-98, 1996-97

(\$000)

	FY98	FY97	chg	% chg
Individuals	182.58	149.22	33.36	22.36
Corporations	22.75	35.10	(12.35)	(35.17)
Foundations and Private Agencies	38.43	32.82	5.60	17.06
TOTAL	243.75	217.14	26.61	12.26



Meeting Date: December 17, 1997

CERTIFICATION OF EXECUTIVE SESSION

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

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

only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the meeting to which this certification applies, and

only such public business matters as were identified in the motion convening the executive meeting were heard, discussed, or considered by the Board.

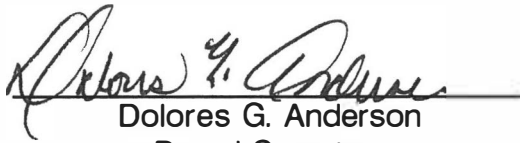
Would all those recording an affirmative vote please do so by saying "AYE"; those opposed, "NAY".

VOTE

AYES: 10

NAYS: 0

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


Dolores G. Anderson
Board Secretary