LONGWOOD UNIVERSITY

BOARD OF VISITORS' MEETING

APRIL 1-2, 2016

LONGWOOD
UNIVERSITY

BOARD OF VISITORS

APRIL 1-2, 2016

BOARD OF VISITORS
April 2016

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BOARD OF VISITORS
April 2016

Schedule of Events and Public Meeting Agenda
Lancaster Hall
Stallard Board Room
(unless otherwise noted)

Thursday, March 31

2:30pm – 4:00pm	Executive Committee Meeting, *Longwood House*
4:00pm – 4:30pm	Audit Committee Meeting, *Longwood House*
7:00pm – 8:30pm	Reception and Dinner, *Longwood House*

Friday, April 1

8:30am – 9:00am	Continental Breakfast
9:00am – 9:30am	Rector's Welcome and Consent Agenda
9:30am – 11:00am	President's Report and Discussion
11:00am – 11:30am	Reports of Representatives to the Board
11:30am – 1:00pm	Task Force Meetings and Lunch
1:00pm – 2:00pm	Review of Task Force Meetings
2:00pm – 3:30pm	Graduate Studies Discussion
3:30pm – 4:30pm	Executive Session
6:00pm – 7:00pm	Dinner with Cormier Honors College Students, *Dorrill Dining Hall*
7:00pm – 8:00pm	Downtown Farmville Partnership SOUP Event, *LCVA*

Saturday, April 2

8:30am – 9:00am	Continental Breakfast, *Willett Hall*
9:00am – 10:00am	Executive Session, *Willett Hall*
10:00am – 11:30am	Discussion and Deliberation, *Willett Hall*

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Overview Message from the President

copy follows in this tab, as distributed March 24, 2016

From: Reveley IV, Taylor
Sent: Thursday, March 24, 2016 10:55 AM
To: BOV
Subject: Longwood BOV Meeting

Friends,

We are looking forward to seeing you next week, and your briefing materials will arrive by overnight delivery tomorrow and in electronic copy this afternoon.

As we gather, around the country and the world there is a spirit of unease, as has been true for some time. In light of that, we should take a special measure of pride that at Longwood there is a spirit of progress and momentum. Enrollment is robust, applications especially so. Our faculty are energetically engaged in the careful work of planning a new curriculum. Campus is preparing for 50,000,000 people to turn their eyes to Longwood for the Debate. The University, the Town, and the broader region have a powerful and growing sense of joint enterprise, as befits America's first two-college community. Alumni are supporting the alma mater in increasing numbers and in increasing ways, with their financial contributions as well as their volunteer devotion and participation. And we have been able to hold true to the crucial and continuing effort to improve compensation across the University.

We have likewise been able to be a leader in Virginia and nationally with regards to college costs for students and families. As we have done each of the past two years, we will look to set tuition and fees at the upcoming meeting rather than waiting until the summer --- so that our students can plan better for the coming year.

Next week will also be a good juncture to think about the farther future for the University with regards to a specific area with significant potential: our graduate programs. The campus task force which Joan Neff and I appointed earlier this academic year to review Longwood's graduate studies has been at work through this semester, and plans to make recommendations in the months ahead. We will devote a meaningful portion of next week's board meeting to deliberation on this front.

The unease that prevails in the country and the world is certainly and of course felt across higher education too, quite deeply. Times of stress, when old orders and verities show fissures, are also times when ingenuity, moxie, and grit can result in tremendous advancement. I hope that's what we are achieving for Longwood.

Thanks, as always,

Taylor

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LONGWOOD UNIVERSITY
BOARD OF VISITORS
December 4, 2015
Minutes

*******DRAFT*******

Call to Order

The Longwood University Board of Visitors met on Friday, December 4, 2015 in the Blackwell Ballroom in Ruffner Hall. The meeting was called to order shortly after 9 a.m. by Rector Colleen Margiloff.

Members present:

Mr. Stephen Mobley
Mrs. Shelby Jones Walker
Mr. David Hallock
Mrs. Katherine Busser
Mrs. Marianne M. Radcliff
Mrs. Eileen Anderson
Mrs. Colleen McCrink Margiloff
The Hon. Robert S. Wertz, Jr.
Mr. Eric Hansen
Mr. Michael Evans
Ms. Pia Trigiani
Mr. Lacy Ward
[Mr.Brad Schwartz was absent.]

Also present:

President W. Taylor Reveley IV
Dr. Joan Neff, Provost and Vice President for Academic Affairs
Mr. Kenneth Copeland, Vice President for Administration and Finance
Ms. Victoria Kindon, Vice President for Strategic Operations
Dr. Tim Pierson, Vice President for Student Affairs
Mr. Troy Austin, Director of Athletics
Ms. Courtney Hodges, Vice President for Institutional Advancement
Mr. Justin Pope, Chief of Staff
Mrs. Kay Stokes, Executive Assistant
Dr. Lissa Power-deFur, Faculty Representative
Ms. Constance Garner, Student Representative
Mrs. Parker Nixon, Staff Advisory Committee Representative
Mr. Bart Mitchell, Longwood University Foundation
Mr. Cameron O'Brion, Office of the Attorney General

Rector's Welcome and Approval of Minutes and Consent Agenda

Mrs. Margiloff welcomed the Board and introduced a motion to approve the minutes of the September meeting and the Consent Agenda, specifically regular updates and standard approvals as follows: the FY2016 Annual SWaM Procurement Plan, a motion to approve the acquisition of property from the Longwood University Foundation, naming resolutions for a room at the Speech, Hearing and Learning Services Center and the Jerome Kersey Basketball Court, and proposed housing and dining fees for 2016-17. Prof. Power-deFur shared with the Board the story behind "Jack's Room" at the SHELS Center and the memorial donation in honor of Jack Leeper, and that every family visiting the room will be given a copy of his favorite book, "Guess How Much I Love You." She thanked Mrs. Hodges for the support of the University Advancement Office.

Mrs. Busser so moved, Mr. Mobley seconded and the motion was approved unanimously.

President's Report and Discussion

President Reveley noted that at a tumultuous time across higher education, it is a source of great pride to be moving forward with strong applications, a bold new master plan, hosting the Vice Presidential Debate, and general education revision. He noted the significance of the previous night's events with town leaders, including a reception for the new master plan and a holiday gathering with the town council, and the opportunity the debate presents to further this partnership. He noted it was the first time in memory the town leadership and Longwood Board of Visitors had gathered in such fashion. He emphasized the master plan process led to a vision that lays out campus development in a way that will draw support from the campus and community, while laying out priorities for the General Assembly.

The president led a discussion of recent national issues of race in higher education. He noted Longwood's student body is approximately 35 percent more diverse than in the fall of 2012, which he said is a point of pride but also highlights the need to do more in terms of faculty and staff diversity. He discussed the recently expanded remit of the University Planning Council to address through a committee structure issues of university-wide concern. The idea began with a vision of addressing compliance but it was a natural extension to consider a diversity committee, which would ensure the issue of diversity is addressed systematically by the on-campus body that will gather to address the most important community-wide issues. The reconfigured UPC will meet for the first time in January.

Vice President Pierson offered his perspective on student concerns, work underway with the SGA on a protocol for dealing with bias, and the process of addressing comprehensively any incidents of bias that emerge. More broadly, he discussed both the challenges and opportunities of a rapidly diversifying campus. Ms. Garner said the discussion of race and identity has been an important issue on campus.

Mr. Evans encouraged the administration and faculty to pay close attention not just to acts of overt bias but to more subtle inappropriate ones. He also urged that the broad issue of diversity be considered not as a "problem" to be quelled but a reflection of the world, and that real progress will be judged by actions, not words.

Vice President Neff reported on a meeting the day before between the student leader of the Black Students Association and faculty, in which faculty heard concerns about students who felt singled out for their color. She said the conversation had been constructive.

President Reveley commended the provost on a number of practical steps recently undertaken in terms of recruiting to better signal Longwood's interest and commitment to recruiting a more diverse pool of candidates. Ms. Garner reported that the SGA has been working to draft a diversity code that would, in the manner of the Honor Code, serve as a collective statement of student values.

Mrs. Radcliff said she was encouraged by the robust conversation, and that the more issues of diversity are discussed openly across Longwood, the better. Mrs. Busser expressed the view that tracking the growing numbers of, for instance, minority students is ultimately an insufficient measurement of whether there is an inclusive culture on campus, and there should be consideration of how that should be measured. President Reveley said that survey instruments such as the National Survey of Student Engagement could be helpful, along with other steps.

Mr. Austin reported on successful fall results for Longwood athletics teams, noting in particular that field hockey had the most players of any school represented on the MAC Conference All-Academic team, and both men's and women's soccer had their largest-ever number of students on the Big South All-Academic team. He reported on discussions about diversity within the Big South, and commented on the Master Plan, noting he has begun working with others in the community and reaching out to minor league representatives about the possibility of bringing professional baseball to Farmville. Mrs. Busser asked about possible financial relationships and Vice President Copeland addressed her questions, adding that a prospective team would be a tenant in such a facility. President Reveley added a stadium would have the appeal as a hub for year-round activity.

Vice President Neff said that after near completion of her first semester she has found the faculty and staff to be very dedicated and the students fabulous; she awaits opportunities for more interaction with students but recently she observed Louise Waller's class, attended the student art show and poster presentation, where she found the students to be very responsive, articulate and well-prepared from their research efforts.

She added that faculty have a tremendous workload, and that Virginia Kinman has prepared a model to be reviewed first by deans then by the President as part of an effort to get a better picture of the workload challenge and address it.

Dr. Neff reported that 79 applications have been received for the Cook-Cole deanship. They will be reviewed and narrowed down for initial Skype interviews; on-campus interviews will take place in January for eight candidates.

Dean of the College of Education and Human Services Paul Chapman provided an overview of the Early Childhood Development Initiative, introducing Prof. Sarah Miller, who discussed three-pronged plans to provide some child care on campus, to provide "upskill" training to local child-care providers and parents, and eventually to roll out a comprehensive early childhood education program.

Dr. Neff expressed her support in particular for the cultural aspects of the campus master plan. She noted she is working to reactive the minority faculty hiring committee and working with a consultant about inclusion. President Reveley commented that the leadership of the provost office had traversed from "strength to strength" in the transition from Ken Perkins' to Joan Neff's leadership.

In response to a question from Mrs. Busser, Vice President Neff gave an overview of her vision for the international program.

Vice President Copeland provided an update on finance, budgetary and construction matters, including the recent bond issue.

Vice President Hodges provided an update on the annual fund, which is approaching its end-of-calendar-year peak and running ahead of pace from a year ago, and efforts to educate donors about the annual fund.

Vice President Kindon provided an update on the search process for admissions director. She reported applications are up 29 percent year over year, and 25 percent for out-of-state applications. Over two years out of state applications have risen from approximately 180 to 500. She credited marketing efforts aided by Royall and Co., counselors focusing on out-of-state students earlier, and generalized efforts to reach prospective students sooner in the process. She noted this year there has also been a substantial increase in admitted students with a GPA of 3.75 or higher.

She and Vice President Copeland discussed a change to expand and improve the PLUS program available and cease charging an additional fee for it. The Student Success Center will, upon completion, play a transformative role in helping students stay on track to graduation.

She provided a summary of media and social media strategy and results related to the debate announcement. On Facebook more than a half-million people saw something forwarded or shared in their feed about the announcement. The debate website debuted and performed well, and there was extensive earned media across Virginia and nationally. Mrs. Margiloff said alumni

excitement and engagement was substantial and that Ryan Catherwood is off to an outstanding start leading efforts in that area.

Reports of Representatives to the Board

Constance Garner provided an update on SGA leadership, said senior class will be selling Vice Presidential Debate buttons and mugs to the student body, and working on plans to finalize senior class gift.

Faculty representative Lissa Power-deFur spoke further on the recent faculty senate discussion on race. She said faculty had unanimous and genuine desire to move forward in the right direction. Regarding core curriculum revision, she said faculty are impressed with the committee that was as assembled. Many are excited by the ideas, and questions are related to issues related to caring for students – for instance how transfer students will be affected.

She discussed graduate programs, noting 109 Longwood faculty are considered graduate faculty in seven different graduate programs. Faculty would welcome an expansion in the small number of graduate assistantships – a key issue in persuading graduate students to select Longwood. Longwood graduate faculty teach all across Virginia, and have made important contributions to numerous professional associations.

Kendall Lee of the Alumni Association reported there had been great energy and excitement at the opening of Maugans Alumni Center. He provided an overview of Longwoodnetwork.com, a new network to foster connections between alumni and other students. The platform is open to the public and will be formally launched after the holiday. He provided an update on upcoming events, and noted the significant growth in events with lifelong learning themes. He expressed praise and appreciation for work of the Office of Alumni Affairs.

Parker Nixon of Staff Advisory Committee provided an update on events such as silent auction to benefit staff book fund, and efforts to remind staff they have a voice and important role on campus.

Mr. Wertz provided a brief update on behalf of the University Foundation.

Members of the Board and vice-presidents then broke for lunch and meetings of the strategic priorities groupings, as follows:

Retention and Graduation: Anderson [and Schwartz] (with VPs Kindon, Neff and Pierson)

National Marketing: Radcliff and Wertz (with Austin, Hodges and Kindon)

Foot Traffic by Alumni and Friends: Mobley and Hallock (with Austin and Hodges)

Prosperity of One of America's Oldest Two-College Communities: Walker and Ward (with Pierson and Pope)

Strengthening the University Community: Busser and Evans (with Copeland and Neff)

Organization, Structuring, and Governance: Hansen and Trigiani (with Copeland and Pope)

Afternoon Sessions:

The meetings reconvened at 1:40 p.m. and heard brief reports form the strategic priorities groups on their meetings.

Discussion of the Presidential Debate:

President Reveley outlined three challenges to the debate: 1) how will we use the debate to advance our strategic priorities 2) the events around and leading up to the debate and 3) the event itself. He introduced debate coordinator Jeff Chidester, describing their previous work together and his substantial experience with similar events, whom he said will be helpful with all three categories but especially the third. The president reported on a visit last month to Washington to meet with the Commission on Presidential Debates, and on connections with Centre College.

Mr. Chidester provided an update on the organizational process and the current state of planning. He provided a summary of findings from his recent trip to Centre. He emphasized the chief goal of the debate is not just to pull off even but to translate it into success on Longwood's strategic goals. He praised the quality of the team with whom he has begun working.

Mrs. Margiloff asked why Centre has been held up as a model for debate hosting. Mr. Chidester responded the answer stemmed from Centre's focus on customer service, and making sure the event was a positive experience. President Reveley said he believes CPD was impressed by Centre's team, responsiveness, and general approach to the debate as a civic responsibility and not just a way to get free publicity.

There was a general discussion of what will be required from local officials and others, and President Reveley emphasized that the lion's share of planning and organizing will fall to Longwood. However, coordination with local officials will be important, and could potentially open the door to better coordinated efforts even after the debate. Mr. Chidester discussed guidance he had received from Centre on how to maintain a strong partnership with the local community throughout.

Prof. Lara Fergeson provided update on General Education Revision from the Academic Core Curriculum Committee. She began with a procedural review, emphasizing that while a general framework has emerged, much works remains to clarify how all students would move through such a program. There is also close attention to faculty needs and staffing issues.

Prof. Fergeson further emphasized the goal of the revised curriculum is to better help students to become citizen-leaders. The revisions reinforce Longwood's liberal arts and sciences core. The

program also aligns strongly with the core competencies the Commonwealth will require Longwood assess, and the kinds of skills and competencies employers are looking for – first and foremost communication skills, writing and information literacy skills, flexibility and creativity, and ability to engage in civil discourse and work together in a team-based setting. Another key goal is not merely to introduce students to disciplines, but to help them make connections among them.

She outlined the reform process, and its continual focus on Longwood's core mission. She discussed the prospective role of more integrated courses, which explore connections between fields and encourage faculty and students to connect academic study to life beyond the classroom.

She gave a general overview of the multi-tier model that is beginning to take shape, which is envisioned to include a foundation level (which could include a seminar on citizenship and seminar on writing and rhetoric); Pillar courses that would cultivate intellectual practices and foster success in later academic coursework; Perspectives courses in which students would develop and articulate informed perspectives essential to participation in civil and global life by integrating knowledge and skills across disciplines, and a capstone symposium on the common good.

Vice President Pierson reported that the Student Affairs division had connected strongly with the curriculum committee and believes, based on the initial ideas under consideration, that the new curriculum with Longwood's mission and its students. Dr. Fergeson noted there will be opportunities for faculty to work together with student affairs professionals to work together, weaving this type of learning in and out of the curriculum. In response to a question about physical education, she emphasized the curriculum is designed for every department to be able to make a contribution to the core.

Mrs. Busser initiated a discussion about transfer credits and what types of credits might or might not qualify for LU credit. Prof. Fergeson responded the committee is working to address such concerns.

President Reveley noted that "the current gen ed requirements feel like a sequence of hurdles to overcome. The hope here is to turn this into something that alumni of the future feel like was among the most distinctive aspects of their time here."

There was broad discussion of the importance of articulating, branding, marketing and communicating the new curriculum clearly so that parents and students will understand it.

Prof. Fergeson reviewed the timeline for implementation: moving toward board approval in June, so the pilots that will be set in January will most likely occur around the debate in the fall. She emphasized Longwood is not starting from scratch –faculty already teach integrative courses,

and there are versions of many current Longwood courses that could, with some adjustments, fit into the new general education model.

Mrs. Margiloff expressed her appreciation for the committee's work and thoroughness.

Executive Session:

Mrs. Margiloff requested a motion to go into closed session pursuant to Virginia Code Section 2.2-3711(A)(2), A(3), and A(8) to discuss disciplinary matters, acquisition of real property for a public purpose, and matters relating to gifts, bequests and fund-raising activities.

Mrs. Busser so moved, Mr. Hallock seconded and the motion was approved unanimously.

Mrs. Margiloff requested a motion to exit closed session. Mr. Wertz so moved, Mrs. Busser seconded and the motion was unanimously approved. By unanimous roll call vote, the Board voted to certify compliance with the Virginia Freedom of Information Act and return to open session.

There being no further business, the meeting was adjourned 4:50 p.m.

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Edits, Updates, and Amendments Regarding Policy, Procedure and Planning

These items concern regular updates and standard approvals including: discontinuance of two graduate degree programs pursuant to SACSCOC and SCHEV standards; revisions to the Athletics Department Drug Policy; the Annual Crime and Sexual Misconduct Training Policy; the Educational Benefit Program policy; a PCI Project Team Charter; the Payment Card Security Policy; a resolution to name two new residence halls; and the Emergency Operations Plan.

BOARD OF VISITORS
ACADEMIC AFFAIRS

ACTION ITEM

Motion to discontinue the Master of Arts in English degree program.

ACTION REQUESTED: On behalf of the President, I move the Board of Visitors approve the closure of the Master of Arts in English degree program.

RATIONALE:
The Department of English and Modern Languages voted on October 10, 2014, to begin the process of discontinuing the MA in English due to decreasing enrollment, competition from online programs, and faculty workload. No new students were admitted to the program after that date. The program was submitted to storage per Longwood's educational programs policy following Faculty Senate approval in February 2015. Both SACSCOC and SCHEV consider degree programs closed at the point when students are no longer admitted to the program. If the department decides in the future to develop a master's program, it will likely differ from the existing program and will require approval from SCHEV as a new degree program.

BACKGROUND:
At the time when admissions were suspended in October 2014, there were 16 students enrolled in the program. These students were notified by email and informed that the University was committed to offering the degree program to its full completion for all currently enrolled students. As of March 1, 2016, five students are still enrolled in the program; four are scheduled to graduate in May 2016 and one will complete coursework in 2016 and have until Summer 2019 to complete and defend a thesis under continuous enrollment in keeping with the five-year time limit.

The lack of distinction between storage and closure of entire degree programs makes it difficult to comply with SACSCOC and SCHEV substantive change policies. SACSCOC substantive change policy requires institutions to submit a teach-out plan and notification of intent to close a program as soon as the decision is made to close. SCHEV policy requires submission of intent to discontinue a degree program to include BOV approval to close the program. The degree will remain in the SCHEV degree inventory until the intent to discontinue is submitted even though the program will not appear in Longwood's catalog or website, leading to potential confusion for prospective students. Longwood submitted notification to SACSCOC in November 2015.

BOARD OF VISITORS
ACADEMIC AFFAIRS

ACTION ITEM

Motion to discontinue the Master of Science in Sociology degree program.

ACTION REQUESTED: On behalf of the President, I move the Board of Visitors approve the closure of the Master of Science in Sociology degree program.

RATIONALE:
The Department of Sociology, Anthropology and Criminal Justice Studies voted on March 10, 2015, to move the MS in Sociology to storage due to inadequate faculty to support both the graduate program and increasing undergraduate enrollment. No new students were admitted to the program after that date. The program was submitted to storage per Longwood's educational programs policy following Faculty Senate approval in October 2015. Both SACSCOC and SCHEV consider degree programs closed at the point when students are no longer admitted to the program. If the department decides in the future to develop a master's program, it will likely differ from the existing program and will require approval from SCHEV as a new degree program.

BACKGROUND:
At the time when admissions were suspended in March 2015, there were 10 students enrolled in or admitted to the program. These students were notified by email and informed that the University was committed to offering the degree program to its full completion to them. As of March 1, 2016, seven students are still enrolled in the program; five are scheduled to graduate in May 2016 and two will have until Fall 2018 and Summer 2019 to complete and defend a thesis under continuous enrollment in keeping with the five-year time limit.

The lack of distinction between storage and closure of entire degree programs makes it difficult to comply with SACSCOC and SCHEV substantive change policies. SACSCOC substantive change policy requires institutions to submit a teach-out plan and notification of intent to close a program as soon as the decision is made to close. SCHEV policy requires submission of intent to discontinue a degree program to include BOV approval to close the program. The degree will remain in the SCHEV degree inventory until the intent to discontinue is submitted even though the program will not appear in Longwood's catalog or website, leading to potential confusion for prospective students. Longwood submitted notification to SACSCOC in November 2015.

BOARD OF VISITORS

ACTION ITEM

Approval of Revisions to Athletics Department Drug Policy

ACTION REQUESTED: On Behalf of the President, I move that the Board of Visitors approve revisions to the Longwood Athletics Drug Policy.

RATIONALE: In August of 2014, the NCAA reduced sanctions in the instance that a student-athlete fails a drug test for street drugs. In the light of that modification, the Department of Athletics began a review of drug policies of the institutions in the Big South Conference, and the Division I schools within the Commonwealth of Virginia. After assessing the various policies it was determined the Longwood Athletics Drug Testing Policy was significantly more punitive than most or all of the comparison departments, particularly with respect to street drugs. Longwood Athletics has made adjustments to its drug testing policy and accountability measures fall in line with peers. The adjustments are below for consideration.

Longwood Athletics Drug Policy

Introduction
The Athletics Departments promotes and upholds a year-round drug free environment within the Longwood and NCAA sanctioned athletics program> The priority of the Longwood University athletic program is the student-athlete's health, safety, and welfare> We provide this by emphasizing prevention, diagnosis, treatment, and rehabilitation of all student-athletes participating in the intercollegiate athletic programs> It has been proven that non-prescribed and/or illegal substances interfere negatively with the performance of a student-athlete and ultimately that student-athlete's overall experience>

Substance abuse is a very real and growing issue in our society> It is unfortunate that our student-athletes could be exposed to situations where drugs may be present but the fact remains that theses substances are readily accessible to young people> Student-athletes are in the public eye and their behavior can bring negative attention to themselves, teammates, the Athletics Department, and Longwood University> Given this reality, the Athletics Department will implement a Drug Testing Program that is mandatory for our student-athletes to promote education, discourage use, and help with the treatment of any dependencies appropriately and promptly.

Purpose of the Program
The ultimate purpose of this program is to have healthy and high moral-character student-athletes that do not rely on recreational drugs or performance-enhancing substances> By have a policy, we are more prepared to help, inform and educate the student-athletes at Longwood University on the topic of substance abuse> The program is based on the Athletic Department's strong belief that the use of drugs and other substances are disadvantageous to the student-athletes experience with Longwood University Athletics>

By providing guidelines and a testing program, we hope to discourage substance abuse among our student-athletes and establish accountability for these individuals who break the rules> Drug testing will help to build a stronger relationship between the student-athletes and Athletics Department by demonstrating the commitment by the coaches, student-athletes, support staff and athletic administration to compete in a substance free environment.

Implementation of the Program

The Athletic Trainer will serve as the coordinator of the Drug Testing Program and will implement the testing program reporting to the Director of Athletics regarding substance abuse violations> At the beginning of the academic year, there will be a presentation made to all student-athletes at Longwood University that will outline and review the NCAA Drug Testing Program and Policy as well as the Longwood University Drug Testing Program and Policy> During this time, the purpose of the testing and education will be explained, and the procedures for the NCAA and Longwood University Drug Testing will be explained as well> Upon completion of the presentation each student-athlete will sign a form that acknowledges the receipt of the information and understanding of the drug policy and procedures for testing; consenting of urinalysis testing, and release of the individual's substance abuse testing information to a limited, defined group of individuals, which may include the Director of Athletics, the Coordinator of the Drug Testing program/Head Athletic Trainer and the head coach of the student-athlete's specific sport.

Protocol for Testing

During the annual health assessment, student-athletes will be educated as describe above> All prescribed medications must be reported to the Athletics Training Department> By signing the form, the student-athletes will be subject to testing throughout the calendar year for NCAA banned or prohibited substances (including illegal substances), which may include, but not limited to: amphetamines, anabolic steroids/agents, barbiturates, cocaine, codeine, any illegal substance, diuretics, drugs banned by the NCAA, heroin, marijuana (TCH level above 15 ng/ml) including second hand smoke, masking agents, morphine, opiates, PCP (Angel Dust) and analogues.

By NCAA standards, there is no complete list of banned drugs> Random selections will be made by a designated certified testing company after the Coordinator of Drug Testing program/Head Athletic Trainer submits the current rosters for each of the teams> Random testing may be performed on an individual or team at any time.

Due to a reasonable suspicion of substance abuse, a student-athlete may be tested independent of the random sampling> A reasonable suspicion regarding the use of the drugs may come from any source including Sport Supervisors, Associate Directors of Athletics, Head Coaches, Team Physicians, the Residence Staff Advisory, the University Faculty, and the Athletics Training Department> This suspicion will be reported to the Director of Athletics who will make the determination to independently test or not.

Those who test positive at any time may expect frequent screening thereafter during the remainder of their athletic eligibility> This is to provide safety and to help rebuild the trust in the

student-athlete with their team> In order to return to a team, the student-athlete would have to retest negatively and be medically cleared by the Team Physicians and the Head Athletic Trainer.

All members of teams participating in NCAA sanctioned competition or individual team members participating in such competition will be tested prior to that competition> Student-athletes will be notified of their selection for substance abuse testing by their respective athletics trainer prior to the day of testing, in writing.

The substance abuse test shall consist of a urine specimen provided by the student-athlete under the supervision of the designated certified testing company crewmember> The designated certified testing company will transport specimens to a SAMHSA (Substance Abuse and Mental Health Services Administration) and WADA (World Anti-Doping Agency)-accredited laboratories to screen for the above listed substances> Each student-athlete's sample will be identified by the number it was cataloged at the time of collection> These numbers and all record related to testing will be kept in a secure and confidential filing system in the Athletic Training Office.

Urine Toxicology Screening
SAMHSA and WADA-accredited laboratories will report to the designated certified testing company the results of the testing> The designated certified testing company will then inform the Coordinator of Drug Testing program/Head Athletic Trainer of the results> Upon request, the designated certified testing company will issues reports on the number of student-athletes tested and results information> The designated certified testing company will maintain databases sufficient to satisfy selection protocol and reporting requirements> All the above databases are maintained under strict confidentiality policies.

For the purposes of this policy, a positive test result is one that indicates by the accredited laboratories the presence of one or more banned drugs in the student-athlete's urine> If a student-athlete is tested outside of the Longwood University Athletics Drug Testing agency, he or she will be required to notify the Longwood University Coordinator of Drug Testing Program/Head Athletic Trainer> He or she is required to test negative and be medically cleated by the Team Physicians and Head Athletic Trainer prior to return participation and/or competition>

Those student-athletes who have completed their eligibility will not be included in the random drug-testing program.

Amnesty Admission Program
The Athletics Department encourages its student-athletes to voluntarily seek help if they feel that they have a problem with substance abuse> If a student-athlete voluntarily approaches the medical coordinator, sport administrator, or Director of Athletics prior to testing notification the Director of Athletics has the discretion to allow the student-athletes to return to participation immediately following a medical risk assessment by a third party medical professional licensed (e.g. medical doctor, certified drug counselor) for such examinations to determine the severity of any substance related issues. A student-athlete is not eligible to enter the Amnesty Admission

Program: (1) More that one time; (2) After he/she has been informed of substance testing; (3) After documentation of a positive drug test.

Self-Disclosure
Self-disclosure prior to substance abuse testing will be seen as a request for help> If self-disclosure does take place prior to testing, and the student-athlete has no prior positive tests, the Director of Athletics has the discretion to reduce the games suspension to five (5) percent of the championship season, including preseason and post-seasons. If self-disclosure does take place prior to testing and the athlete only tests positive for the substance disclosed, it is again under the Director of Athletics discretion> The student-athlete will be referred to the Longwood University Counseling Center and attend Longwood University's Alcohol and Drug Education Program "Last Call". The student-athlete will be tested periodically to insure that he/she remains substance free> The student-athlete must remain substance free to avoid imposed sanctions.

If the student-athlete tests positive for a substance other than the disclosed substance, the positive result will be treated in accordance with a positive test.

Failure to Test
Student-athletes will be notified prior to test date and get a receipt that states the date, time and location of the testing> A conflict with testing time may be rescheduled with the Coordinator of Drug Testing Program/Head Athletic Trainer prior to the time of testing> Failure of the student-athlete to report at the specific testing time will result in a positive test result> Failure of a student-athlete to report to the specific testing time following a positive test will result in an additional positive drug test result> The Coordinator of the Drug Testing Program/Head Athletic Trainer will notify student-athletes and coaches of sanctions after a failure to report> The student-athlete must test prior to participating in team functions.

Other Circumstances
The Coordinator of Drug Testing Program/Head Athletic Trainer will be in communication with the Health and Wellness Counseling Center to determine the status of a student-athlete's counseling and treatment.

If a positive test is the result of a prescribed medication, or of questionable nature, the Coordinator of Drug Testing Program/Head Athletic Trainer will determine if the presence of the prescribed medication or of another substance constitutes a positive test result> The student-athlete is required to provide all documentation of prescribed medications prior to the specimen collection.

Outcome of Positive Test Results for all drugs other than Marijuana
At the discretion of the Director of Athletics or athletic staff member, an offending student-athlete may be referred to the Judicial Board and/or Honor Board.

A positive drug test is a violation of Athletics Department rules> The positive drug test will have the following consequences:

1. First positive during the student-athlete's NCAA eligibility.

a. The student-athlete will be required to attend Longwood's Alcohol and Drug Education Program "Last Call" within two weeks of the notification of the positive drug test.
b. Suspension from competition during championship season including preseasons and postseason for a time period of thirty-three **(33) percent of the team's season** – to begin immediately (EXCLUDES practice).
c. If the student-athlete is a minor, parents or legal guardians will be notified.
d. Failure to comply or refusal to participate in the "Last Call" program will result in immediate disqualification from all athletic participation until the above guidelines are met.

2. Second positive during the student-athlete's NCAA eligibility.
    a. The student-athlete will be required to attend Longwood's Alcohol and Drug Education Program "Last Call" within two weeks of the notification of the positive drug test.
    b. Suspension from competition during the entire championship season including preseasons and postseason – to begin immediately (EXCLUDES practice).
    c. The student-athlete will be enrolled in Longwood University Counseling Center.
    d. If the student-athlete is a minor, parents or legal guardians will be notified.
    e. Failure to comply or refusal to participate in the "Last Call" program will result in immediate disqualification from all athletic participation until the above guidelines are met.
3. Third positive during the student-athlete's NCAA eligibility.
    a. The Director of Athletics will notify the student-athlete in writing that he/she will be immediately removed from all further athletics participation at Longwood University.
    b. In addition, any financial assistance provided by the Athletics Department will cease for the same time period and is effective immediately.
    c. The student-athlete will be enrolled in Longwood University Counseling Center.

In the event that the student-athlete has completed his/her eligibility, a loss of any remaining financial aid may occur.

If a student-athletes tests positive, the student-athlete will be re-tested more frequently to promote substance free health.

A summary copy of the test results will be forwarded to the IAC and Faculty Athletics Representative.

Outcome of Positive Test results for marijuana

At the discretion of the Director of Athletics or athletic staff member, an offending student-athlete may be referred to the Judicial Board and/or Honor Board.

A positive drug test is a violation of Athletics Department rules> The positive drug test will have the following consequences:

1. First positive during the student-athlete's NCAA eligibility.
    a. The student-athlete will be required to attend Longwood's Alcohol and Drug Education Program "Last Call" within two weeks of the notification of the positive drug test.
    b. Suspension from competition during championship season including preseasons and postseason for a time period of fifteen **(15) percent of the team's season** – to begin immediately (EXCLUDES practice).
    c. If the student-athlete is a minor, parents or legal guardians will be notified.
    d. Failure to comply or refusal to participate in the "Last Call" program will result in immediate disqualification from all athletic participation until the above guidelines are met.
2. Second positive during the student-athlete's NCAA eligibility.
    a. The student-athlete will be required to attend Longwood's Alcohol and Drug Education Program "Last Call" within two weeks of the notification of the positive drug test.
    b. Suspension from competition during the entire championship season including preseasons and postseason for a period of fifty (33) percent – to begin immediately (EXCLUDES practice).
    c. The student-athlete will be enrolled in Longwood University Counseling Center.
    d. If the student-athlete is a minor, parents or legal guardians will be notified.
    e. Failure to comply or refusal to participate in the "Last Call" program will result in immediate disqualification from all athletic participation until the above guidelines are met.
3. Third positive during the student-athlete's NCAA eligibility.
    a. The Director of Athletics will notify the student-athlete in writing that he/she will be immediately removed from all further athletics participation at Longwood University.
    b. In addition, any financial assistance provided by the Athletics Department will cease for the same time period and is effective immediately.
    c. The student-athlete will be enrolled in Longwood University Counseling Center.

In the event that the student-athlete has completed his/her eligibility, a loss of any remaining financial aid may occur.

If a student-athletes tests positive, the student-athlete will be re-tested more frequently to promote substance free health.

NCAA Testing/Sanctions
The NCAA will test at championship events and random on-sites tests> Positive tests will result in a one-year suspension from NCAA competition per NCAA policy>

SPECIAL NOTE: Effective August 1, 2014 - For a student-athlete who is found to have used a substance in the banned drug class "street drugs" shall be charged with the loss of competition during a minimum of 50 percent of a season in all sports (at least the first 50 percent of all contests or dates of competition in the season following the positive test).

For further information, go to www.drugfreesport.com> A positive NCAA test result will be considered a positive test result under Longwood University's Drug Policy.

Appeals Process
Within ***48 hours*** of an imposed suspension by the Athletic Department, the student-athlete may appeal ***in writing*** to the appropriate sport supervisor> An appeal should include ***NEW*** information that illustrates extenuating circumstances not previously available when the suspension was originally imposed in order to be considered> The sport supervisor, in consultation with the Director of Athletics, will make a final determination and notify the student in writing within two business days.
Upon a decision by the sports supervisor, the student-athlete has ***24 hours*** to submit a written appeal to the Faculty Athletics Representative> The Faculty Athletics Representative will form a committee to also include one Intercollegiate Athletic Council representative and one Compliance Review Committee representative to review the appeal> The committee will make a determination within 10 business days which will be deemed final.

Longwood University
Chief Administration and Finance Officer:
Human Resources
201 High Street, Lancaster 335, Farmville, VA 23909
Phone: 434.395.2074 Fax: 434.395.2666

Policy 5211
~~EDUCATIONAL BENEFITS FOR~~ EMPLOYEES *EDUCATIONAL BENEFIT PROGRAM*

I. PURPOSE

Professional growth is important to Longwood University. This policy seeks to assist its employees and their families in gaining increased, affordable access to Longwood University's course offerings.

II. APPLICABILITY

The following Longwood University employees are eligible for the Educational Benefit:

A. ***Full-time, salaried Longwood University faculty and staff***;

B. ~~Part-time non-instructional~~ *Funded Wage and Miscellaneous* employees working at least twenty (20) hours a week regularly;

C. Part-time instructional faculty teaching at least three courses in the semester the benefit is used.

D. *Longwood University Retirees*

E. Legally married spouses of eligible Longwood University employees;

F. Unmarried dependent children (claimed on Federal Tax Return) under the age of twenty-five (25) of eligible Longwood University employees or retired Longwood University employees;

G. Exclusions: Temporary employees, part-time seasonal employees, employees occupying any grant funded positions (includes any portion of the position being grant-funded), and employees on leave without pay are not eligible for the Educational Benefit.

III. POLICY

Eligible employees must have been continuously employed by Longwood University for a minimum of one year prior to being eligible to receive benefits under the Educational Benefits For Employees, and remain employed during the term of the course.

Tuition Assistance for Courses Taken at Longwood University

A. Employees/*Retirees*: Tuition, student activity, comprehensive and registration fees are waived for one four (4) credit course or one non-credit course per semester. Summer school is considered one semester for the purpose of this policy. Eligible employees shall be exempt from paying the comprehensive fee when taking classes full-time or part-time at the University. Employees remain responsible for any lab, technology or other course-associated fees.

Enrollment in credit courses is contingent upon having vacant seats in the class subsequent to regular student registration. Enrollment in non-credit courses is contingent upon having sufficient paying students to cover costs. The institution presently does not have any agreements with other institutions, which would permit Tuition or Comprehensive Fee Waiver at institutions other than Longwood.

PLEASE NOTE: Employees are registered only on the last business day prior to the beginning of the semester/first official day of classes.

1. Auditing Courses: Auditing a course involves taking the course but receiving no course credit. Employees normally audit courses if they have an interest in the subject matter but they are not interested in receiving credit toward a degree. The Educational Benefit courses may be audited or taken for credit.

2. Time Accounting Alternatives: Attending class during work hours is at the discretion of the supervisor. If the employee has obtained supervisory approval to attend class during work hours, the time missed from work to attend a class will not be considered time worked and the employee will not be compensated. The employee must either make up the time lost to attend the class or must use personal leave balances for time used during the work hours.

3. Supervisor's Approval: The supervisor has the discretion to approve or not approve classes. If an employee wishes to take a class during normal work hour, the employee must receive the approval of his or her department head prior to enrolling in the course.

4. Tax Implications: The Economic Growth and Tax Relief Reconciliation Act of 2001, made a permanent exclusion for job-related, graduate level courses previously included under IRC Section 127. Fees waived will not be included in the employee's taxable income. This exclusion applies to courses taken after December 31, 2001.

Eligible employees may have tuition waived up to the amount of the In-State Tuition Rate, set by Longwood University. If an eligible employee does not qualify for an In-State Tuition Rate due to domicile, the eligible employee will be responsible to pay in advance the difference between the In-State Tuition Rate and Out-of-State Tuition Rate.

~~The Educational Benefit applies only to Longwood University courses. The University does not offer tuition assistance for courses offered by other institutions.~~

B. Spouses and Children: Spouses and unmarried dependent children (claimed on Federal Tax Return) under the age of twenty-five (25) of eligible Longwood University employees shall be exempt from paying the comprehensive fee when taking classes at the University. Spouses and dependent children of Longwood University employees must pay in full all other charges and associated fees, e.g., tuition, graduation fee, internship fee, lab or technology fees, room and board, etc.

C. Dependent Children of Retired Employees: Unmarried dependent children (claimed on Federal Tax Return) under the age of twenty-five (25) years of retired Longwood University faculty or staff shall be exempt from paying the comprehensive fee when taking classes, full-time or part-time at the University.

D. Separation of employment: If an employee involuntarily separates from employment, the employee will be required to withdraw from any course he/she is currently enrolled in for which tuition and/or fee were initially waived. The employee will not be responsible to repay Longwood University for waived fees.

If an employee voluntarily separates from employment, the employee will be required to reimburse the University for the tuition, student activity, comprehensive and registration fees for any course taken within the current semester. Furthermore, if the employee's spouse or eligible dependents benefited from any fee waivers within the current semester, the employee will be required to reimburse the University for those waived fees.

Tuition Reimbursement for Graduate-Level Courses Taken at Other Institutions

Eligible full-time, salaried University faculty and staff employed for three or more consecutive years at Longwood University may receive Tuition Reimbursement for graduate-level courses at other four-year Virginia public colleges or universities, provided that the courses are not offered at Longwood University. The employee must meet the performance expectations of his or her current position. The maximum number of credit hours is limited to the maximum of twelve (12) credit hours including a combination of Tuition Assistance and Reimbursement during a calendar year.

It will be the employee's responsibility to pay for the cost of tuition and other fees in advance. Courses authorized by this policy must be unavailable at Longwood University. The employee must complete the Request for Tuition Reimbursement form with all appropriate signatory approvals and proof of enrollment prior to classes beginning with the other institution. The first phase of approval is subject to a review by the Longwood University Executive Steering Council. The second approval phase is based upon successful completion of the course with grade of "B" or better, copy of the tuition bill and proof of payment.

The reimbursement expenses for courses taken will be limited to $250 per course and not to exceed $1,000 per calendar year.

Exceptions to this policy must be approved by the Executive Steering Council in advance.

IV. PROCEDURE

Tuition Assistance for Course Taken at Longwood University ~~Educational Benefits~~ procedures for Employee and Supervisors: (Link to be provided)

Tuition Reimbursement for Graduate-Level Courses Taken at Other Institutions ~~Educational Benefits~~ procedures for Employee and Supervisors: (Link to be provided)

Approved by the Board of Visitors December 1, 2001.
Revised and approved by the Board of Visitors, September 7, 2002.
Revised and approved by the Board of Visitors,

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Longwood University
PCI Project Team Charter

Background

The Payment Card Industry Data Security Standard (PCI DSS) is an information security standard for organizations that store, process or transmit cardholder data (CHD) in any format (e.g. electronic, paper-based, etc). This standard was created to better assist entities increase overall security of CHD and reduce credit card fraud via its exposure. The PCI DSS is comprised of 12 requirements that specify the framework for secure payment environments.

Longwood University will undertake steps to ensure the University is compliant with the PCI DSS by developing and implementing a service offering that includes the technology, training, policies, procedures, processes and support to achieve compliance and mitigate risks, as outlined in the PCI DSS Compliance Roadmap Report.

The PCI Project Team is a cross-organizational working group of representatives from the University that have interaction with the handling of CHD. This team will discuss findings and develop strategies that will ensure PCI DSS requirements are met.

Purpose

The PCI Project Team will assist the University in getting compliant with the PCI DSS and reduce the scope of items that will need to be compliant with the PCI DSS by implementing the changes set forth by the strategic direction of the University.

Functions

- Meet monthly to address issues and findings.
- Develop strategies for remediation of non-compliant items.
- Monitor, support and follow up with merchant areas to ensure any and all corrective actions are applied.
- Report any feedback, concerns and proposals from the merchant areas to the project team.
- Assist merchants in completing their annual Self-Assessment Questionnaires (SAQ).
- Champion PCI DSS compliance across the University.

Structure

- Edward Ko, Security Advisor – CampusGuard
- Cat Mobley, Director of Financial Operations & Materiel Management (Chair)
- Tracy Nelson, Financial Operations – Special Projects
- Bob Smith, Information Security Officer
- Bruce Jenkins, Director - Cashiering & Student Accounts
- Crissy Sampier, LancerCard Office Manager
- Aneicia Stimpson, Director of Application Services
- David Overstreet, Internal Auditor (non-voting member)

Operation

The PCI Project Team will meet at least monthly to discuss and act upon areas of non-compliance at the University. The direction will be based on a consensus, incorporating the requirement to be compliant with the PCI DSS. If consensus cannot be reached, the Chair will seek resolution with the PCI DSS Compliance Project Sponsor (Vice President for Administration and Finance).

The PCI Project Team will remain in place for the duration of the PCI DSS Compliance Project.

This policy is being updated to add information regarding the newly formed PCI Project Team. A new PCI Project Team Charter has been developed and has been linked to the PCI Project Team in the policy.

Policy 1015

Payment Card Security Policy

I. Purpose

Longwood University accepts credit/debit cards as payment for various goods and services. The purpose of this policy is to establish appropriate procedures to ensure that all applicable University units conduct business in accordance with Payment Card Industry Data Security Standards (PCI DSS). This policy applies to all academic and administrative units and employees of Longwood University who accept credit/debit card payments and all external entities contracted by Longwood to provide outsourced services for credit/debit card processing for University business.

II. Policy

The PCI requirements apply to all systems that store, process or transmit cardholder data. Longwood University will review annually its card processing services to determine the extent to which cardholder data is being collected, processed, transmitted, stored and disposed. The University will support unit compliance with card processing procedures and industry standards governing credit card transaction processing, specifically Payment Card Industry Data Security Standards (PCI DSS). ***The University's PCI Project Team is responsible for developing strategies to ensure PCI DSS requirements are met. This Team has been granted the authority to govern PCI decisions and approve credit card acceptance practices.***

The approval process for all credit/debit card processing activities will be as follows:

1. An "Application to Process Payment Cards" must be completed and submitted to the Director of Cashiering and Student Accounts.
2. The Vice President for Administration and Finance must approve all credit/debit card processing activities, regardless of transaction method used (e-commerce, POS device, e-commerce outsourced to a third party, etc.) Any agreements/contracts made with third parties relative to credit/debit card transaction processing must be approved by the Vice President for Administration and Finance; departments are prohibited from negotiating third-party credit/debit card activities.
3. All technology implementation associated with credit/debit card processing must be approved by the University's Information Security Officer, to include the purchase of software and/or equipment (excluding verifone devices).

Units approved for debit/credit card processing activities must adhere to procedures established to promote compliance with standards governing credit/debit card transaction processing. Such procedures are applicable to payments deposited with the State Treasurer, in local accounts or with the Longwood University Foundation. The Vice President for Administration and Finance may terminate credit/debit card collection privileges for noncompliance with established procedures.

Departments are responsible for ensuring all individuals involved with credit/debit card transactions are aware of the importance of cardholder data security. Specific responsibilities include (1) documenting departmental procedures, (2) ensuring that credit/debit card activities are in compliance with established University procedures, (3) annual validation of PCI compliance with their acquirer, and (4) ensuring that appropriate individuals complete annual credit card security awareness training. Any confirmed or suspected breach will be reported immediately to the Information Security Office.

Financial Operations is responsible for ensuring the annual validation of PCI compliance with the University's acquiring bank is completed, the annual review of departmental procedures and practices in connection with credit/debit card transactions, and consulting with Information Technology prior to implementing any new credit/debit card transaction process.

Information Technology is responsible for verifying appropriate technical system security controls in accordance with PCI Data Security Standards and regular monitoring and testing of the Longwood University network. The Information Security Office is responsible for establishing and initiating security incident response and escalation procedures and initiating such procedures when necessary to ensure timely and efficient handling of all incidents.

LONGWOOD UNIVERSITY
RESOLUTION NAMING
WILMA REGISTER SHARP '66 HALL & MARC BOYD SHARP HALL

WHEREAS, Wilma Register Sharp earned a Bachelor of Science in Education from Longwood University in 1966; and

WHEREAS, she was an engaged member of the Longwood community as an Orientation Leader, a Sophomore Assistant, a member of the Baptist Student Union, and a member of the Student Education Association; and

WHEREAS, she earned a Master of Education in Gifted Education, Curriculum and Instruction from The College of William and Mary in 2004; and

WHEREAS, she was a successful teacher of gifted children for many years; and

WHEREAS, she has also served her alma mater as a member of the Alumni Association Board, the Longwood Center for the Visual Arts Advisory Board, and Chair of the Class of 1966 Reunion Giving Committee; and

WHEREAS, Marc Boyd Sharp, is a successful businessman and the retired president of Greensprings Plantation Inc., part of the Busch Companies; and

WHEREAS, he earned both a Bachelor of Science in Commerce in 1973 and a Master of Science in Accounting from the University of Virginia; and

WHEREAS, he served in the U.S. Army; including service in Vietnam as a pilot in an attack helicopter unit; and

WHEREAS, Wilma and Marc met on Longwood's campus more than 50 years ago; and

WHEREAS, Marc is a devoted and loving husband who supported his wife's Longwood endeavors; and

WHEREAS, the Sharps expressed their commitment to Longwood's residential college experience with a $2 million gift to endow the deanship of the Cormier Honors College and support its work; and

WHEREAS, Jennie Sharp Davidson '98, the Sharps' daughter, is an alumna of the Cormier Honors College; and

WHEREAS, the Sharps have worked tirelessly to make a meaningful difference in the lives of others through their lifelong dedication to liberal arts education, Longwood University, and the Cormier Honors College; and

WHEREAS, the Sharps are firmly committed to the principles and practices of citizen leadership, the Sharps champion education, civic engagement, youth outreach, and community development.

NOW THEREFORE LET IT BE RESOLVED by the Board of Visitors of Longwood University that the new residence halls located beside Greenwood Library be named and forever known as REGISTER HALL and SHARP HALL on this 1st day of April in the year Two Thousand and Sixteen in the one hundred and seventy-seventh year of Longwood University.

Longwood University

EMERGENCY OPERATIONS PLAN

W. Taylor Reveley IV, President
December, 2015- Version 1.0

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INTRODUCTORY ITEMS

Approval and Implementation

Pursuant to §23-9.2:9 of the Code of Virginia, requires that each state institution shall prepare and maintain a current emergency operations plan. Every four years, each state institution of higher education is required to conduct a comprehensive review and revision of its emergency operations plan to ensure that the plan remains current, and the revised plan shall be formally adopted by the board of visitors or other governing body of the institution. Documentation of this adoption must be certified in writing to VDEM.

Promulgation of the Longwood University Emergency Operations Plan

By virtue of the authority vested in me by the Code of Virginia Title 44 and Executive Order 41 as President of Longwood University and as the administrator ultimately responsible for emergency management on campus, I hereby promulgate and issue the Longwood University Emergency Operations Plan ("the Plan") dated December 18, 2015. The Plan provides that Longwood University will respond to emergencies and disasters in order to save lives; to protect public health, safety, and property; to restore essential services; and to enable and assist with the University's economic recovery.

The Plan complies with Code of Virginia Title 23 and Title 44, Executive Order 41 and is consistent with the National Incident Management System as implemented in the National Response Framework of the Department of Homeland Security adopted January 2008. See Annex 1 Regulatory.

The Longwood University Chief of Police, and his/her designee on behalf of the President, is hereby authorized to activate the Longwood University Emergency Operations Plan and its Emergency Operations Center ("EOC") in order to direct and control emergencies at Longwood University and where necessary to assist the community.

The Coordinator of Emergency Management, on behalf of the this office, is hereby charged to develop, review annually and provide the appropriate information and changes to the Plan and to those who are required to have such information to sustain such emergencies. When changes are made to the Plan a review by the Emergency Operations Team and submittal to the University Cabinet for approval will be applied.

Furthermore, the Emergency Management Coordinator is hereby authorized, in coordination with this Office, to amend this Plan as necessary to ensure the continued safety of the students, faculty, and staff, and property of the University. The Vice President of Student Affairs shall submit to the Board of Visitors initially and every four years following the amendments (if any) of the plan to ensure compliance. Once the Plan is approved and signed by the Longwood University Rector of the Board of Visitors the Plan is returned to the Emergency Management Coordinator for submittal to the Virginia Department of Emergency Management.

The Emergency Management Coordinator shall provide the necessary strategies to effectively exercise this plan as required by Executive Order 41. Members of the Executive Steering Council and their departments shall assist the Emergency Management Office to ensure compliance of this Plan and ensure the University meets the exercise requirements.

This Plan, when approved, rescinds all other Emergency Operations Plans for this University and shall become an annex to the Emergency Management Policy for Longwood University. This Plan shall remain in full force and effect until amended or rescinded. In addition to the duties and responsibilities assigned

in the Plan, each division or department of the university shall have a representative to fulfill the following responsibilities within their respective division or departments:

1. Coordinate with the University's Office of Emergency Management regarding this Plan and any emergency preparedness, response, and recovery issue;

2. Prepare and maintain designated divisional/department parts of the Plan for which the department is responsible;

3. Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the Plan;

4. Maintain an emergency roster of department faculty and staff to assist in disaster operations and ensure that persons on the roster are accessible and available for training, exercises, and activations of the Plan;

5. Coordinate appropriate training for department personnel through the University's Office of Emergency Management regarding disaster operations.

The Emergency Management Coordinator shall be responsible for the development, training, implementation and audit of the Plan.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by further promulgation.

Given under my hand and under the Seal of Longwood University, this 1st day of April, 2016.

President Longwood University

W. Taylor Reveley IV
President

Provost and Vice President for Academic Affairs

Dr. Joan L. Neff

Vice President for Student Services

Dr. Tim J. Pierson

Resolution of Adoption

WHEREAS, the Board of Visitors of Longwood University is concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency services be available to them; and, the **President** is concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the §23-9.2:9 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by the Longwood University Office of Emergency Management in coordination with the Virginia Department of Emergency Management and rescinds all other Emergency Operations Plans it complies with the Commonwealth of Virginia Executive Order 41.

NOW **THEREFORE BE IT RESOLVED** that the **Longwood University Board of Visitors** on this**18th day of March, 2016**, does hereby officially adopt the Central Virginia Community College Emergency Operations Plan, to include plans and procedures for both natural and human caused disasters.

I, Colleen McCrink Margiloff, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Longwood University Board of Visitors at a meeting held on the **1st day of April, 2016.**

SIGNED

_____

Colleen McCrink Margiloff '97
Rector, Longwood University Board of Visitors

RECORD OF CHANGES

Change Number	Date of Change	Page or Section Changed	Summary of Change	Name of Person Authorizing Change
1	Dec., 2015	Basic Plan revised to VDEM required format	Contents updated and revised to new template	Lucy Carter Smith LU Emergency Management Coordinator
2				
3				
4				
5				
6				
7				

RECORD OF DISTRIBUTION

This plan is intended for distribution to the members of the Longwood community. Any sensitive or personal information has been omitted. Such information is available through the Longwood Office of Emergency Management or the Longwood Police Department.

Group	Office	Title of Recipient	How Distributed (electronic or hard-copy)
LU President's Council	VP of Student Affairs	Dr. Tim J. Pierson	Electronic and hard-copy
LU Board of Visitors	Office of the President	Kay L. Stokes	Electronic and hard-copy

PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS

Purpose

The purpose of this Emergency Operations Plan (EOP) is to provide policies, procedures and guidance for actions in the event of an emergency affecting the operations of the University. The Plan establishes an emergency organization to direct and control operations during an emergency situation by assigning roles and responsibilities to specific individuals and departments. Additionally, it establishes an emergency organization to integrate with the local jurisdiction, the Town of Farmville. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or human caused emergency.

Scope

An emergency is defined as an event that disrupts the standard operations of the College, its students, employees, affiliates, visitors, or vendors. Such emergencies may include, but are not limited to: fires, floods, storms, earthquakes, criminal attacks, pandemic outbreaks and or hazardous materials incidents. At times such an event may have the potential to cause injury or loss of life to faculty, staff, students or the public. Emergencies may vary in impact and nature and will be managed on a case by case basis. The potential for emergencies has been identified through a risk assessment process.

An emergency is defined within this Plan is *any event or condition that presents an imminent risk of death, serious injury or illness to persons, suspension or significant disruption of LU operations, significant physical or environmental damage, or significantly threatens the University's financial well-being.*

This Plan and all its contents apply to all University personnel and properties owned or leased by Longwood University. It is consistent with established practices related to the coordination of emergency response actions. Personnel or partners who have a role must have access to and be knowledgeable of the EOP. Major emergencies may impact the surrounding community as well as the campus. If this occurs, Longwood University will make every effort to cooperate with local, state, and federal officials in their delivery of emergency services.

This Emergency Operations Plan (EOP):

- Describes the organizational structures, roles and responsibilities, policies and protocols for providing emergency support.
- Facilitates response and short-term recovery activities.
- Provides flexibility for use in all emergencies and disasters.
- Pre-designates functional area representatives to the Incident Command, Unified Command and the Emergency Operations Center (EOC), whenever possible, to facilitate responsive and collaborative incident management.

The University will respond to University emergency situations in a safe, effective and timely manner. University personnel and equipment will be utilized to accomplish the following priorities:

Priority 1: Protection of Human Life
Priority 2: Support of Health, Safety, and Basic Care Services
Priority 3: Protection of University Assets
Priority 4: Maintaining of University Services
Priority 5: Protecting and Maintaining the Institutional Image
Priority 6: Assessment of Damages

Priority 7: Counseling or other necessary steps to restore wellbeing on campus
Priority 8: Restoring General Campus Operations
Priority 9: Evaluating the Crisis and Revision of Procedures.

Situation

Longwood University is located in the rural town of Farmville, Virginia. Within the County of Prince Edward, the Town is approximately 65 miles southwest of Richmond, the capital. Lynchburg, Virginia is 49 miles to the southwest. The population of Farmville is 8,216 as of the census recorded in 2010. Founded in 1839, the institution provides educational programs to approximately 4, 900 students. The campus spans 60 acres and houses both undergraduate and graduate students.

The main campus of the University can be divided into two parts based on architecture, the historic "North Core" and the more recently constructed south end. Through the years, expansion has occurred across route 15 (Main Street) which runs through the Town. A mixed use facility just east of Main Street houses students in apartments above commercial properties.

The University provides for off campus housing in areas designated as Longwood Village, The Landings and Lancer Park. Access to all areas of the University is open to the public and is not a walled community. Security is provided by a dedicated 24/7 accredited Police Department.

The following situations impact Longwood University's EOP:

- The Town of Farmville covers land in both Prince Edward and Cumberland Counties.
- The campus is within close proximity to US 460. Daily hazardous materials are transported along this east west corridor. Should an accident occur causing leakage of materials, it is likely that it would affect at a minimum traffic around campus.
- Approximately seven miles to the south is another institution of higher education, Hampden Sydney College. Established in 1776, Hampden Sydney is an all-male college historically known to have Longwood students visit on campus. Students from there spend time at Longwood as well.
- Both fire and emergency medical services provided in the area are staffed by volunteers.
- Due to the proximity to Washington DC, the Norfolk Naval Station in Norfolk, Virginia, Fort Lee in Petersburg, Virginia and Fort Pickett in Blackstone, Virginia, Longwood is at risk for terrorism, both domestic and international.
- Willett Hall, on the Longwood Campus is listed on the Commonwealth's list of facilities to be used as a State Managed Shelter by the Department of Social Services (DSS). Activation of the shelter is dependent upon a declaration of emergency by the Governor. In the case of activation, the University may receive up to 620 evacuees into the shelter on campus.

Based on a hazard identification and risk assessment for Longwood the hazards that were determined as most likely to impact the University are:

Hazard	Significance Ranking
Natural	
Hurricane	Limited
Tornado	Moderate
Severe Weather	Moderate
Fire	Moderate
Conflagration	Moderate
Resource Shortage	Likely
Earthquake	Limited
Flood	Limited
Human Caused	
Terrorism	Moderate
Criminal Activity	Moderate
Internal Threat Assessment	Moderate
Pandemic	Moderate
Mass Casualty	Limited
Civil Unrest	Moderate
Chemical Incident	Limited
Radiological Incident	Limited
Biological Incident	Limited
Explosive Incident	Moderate
Nuclear Incident	Limited
Communication Failure	Moderate
Infrastructure Failure	Moderate
Accidents	Moderate
Injury and Illness	Moderate
Power Outages	Moderate
Psychological Crisis	Moderate
Workplace Violence	Moderate

Capability Assessment

Capability assessments indicate the strength and knowledge of the faculty and staff in emergency procedures, the importance of the installed and tested emergency alert system throughout the campus, and reinforce the need to continue efforts to integrate campus response with the locality's response plans. The Office of Emergency Management is responsible for conducting capability assessments. These assessments are scheduled throughout the year by the Emergency Management Coordinator in coordination with other University staff through a series of exercises and debriefings. The documentation and records pertaining to assessments can be obtained from the Office of Emergency Management within the Longwood University Police Department.

Assumptions

The Longwood University EOP has been devised under the following basic assumptions:

- The Chief of Police or the Emergency Management Coordinator will mobilize resources and personnel as required by the situation.
- Cooperation between faculty, staff, emergency response personnel, and students will occur.
- An adequate number of personnel identified within this plan will be available and able to reach the incident scene, emergency operations center (EOC), or designated work location as appropriate to their function.

- All incidents will be managed initially by the University and when necessary jointly with local, state or federal agencies.
- University executives or their designees will be available to review and approve response strategies, changes to operations or schedules, and to coordinate the dissemination of information critical to emergency response strategies.
- Senior management, e.g. directors, deans and managers have been involved in developing and reviewing contingency plans related specifically to their areas, as well as university-wide scenarios. Area Coordinators, designated for all buildings, have been trained on a variety of topics such as handling bomb threats and the evacuation of facilities.
- When properly implemented, this Plan will reduce or prevent disaster-related losses.
- Longwood University will provide operational capability within 12 hours of the event and be able to continue essential operations for 30 days or until termination of the event, whichever is earlier as outlined in the Continuity of Operation Plan (COOP.)
- Recovery for anything less than complete destruction will be achievable by using the COOP plan.
- The succession of events in an emergency or disaster is not predictable, therefore, published operations plans, such as this one, only serve as a guide and may require modifications to meet the requirements of an emergency.
- Resource management, including mission assignment, deployment, and demobilization is coordinated from the Longwood Emergency Operations Center (EOC) during emergency and/or disaster situations.
- Incidents or emergencies may affect the local community, the region or the entire state. As such Longwood must be prepared to respond to a disaster and perform recovery operations for the short term without assistance as assistance may take up to 72 hours to arrive.

In the event that these assumptions are not met, it is expected that alternate arrangements will be pursued to satisfy the objectives of this plan.

CONCEPT OF OPERATIONS (CONOPS)

Institution emergency operations plans (EOPs) are based on the idea that emergency operations will begin with the institution and that outside assistance from the locality in which the institution resides will be requested when an emergency or disaster exceeds institutional capabilities. Requests for assistance will be submitted to the VEOC by the local Emergency Manager **only when the institution's and the jurisdiction's capabilities are exceeded**. Situations in which several localities are threatened or impacted concurrently usually involve the state from the onset. If the state is overwhelmed, the Governor may request federal assistance. At each level, the government should officially declare an emergency in order to request assistance.

A primary goal of Longwood University is to provide a safe environment for its students, faculty and staff members. This EOP will be activated when an emergency arises. The Emergency Communication Center (ECC), immediately upon learning of an emergency, will notify the Chief of Police and the Emergency Management Coordinator (EMC) who will make the determination to activate the "Alert System" campus wide and place the University into a level of emergency in accordance with this Plan.

Although the President of Longwood University is ultimately responsible for emergency operations within the University, the direction and control is provided by the selected and designated individuals trained to respond, mitigate and recover from the emergency. The Chief of Police (or designee) upon determining the level of the emergency shall activate the Emergency Operations Center (EOC) through the ECC who will immediately contact each member of the Incident Management Team to request that they report to the EOC or other specified location.

All units, departments, and divisions shall, when requested, contribute to the emergency response and assist each other in responding to an emergency or disaster under the authority of the Incident Commander and Emergency Management Coordinator.

Longwood University will activate and operate from its own EOC, however, when the Town of Farmville activates its EOC in conjunction with the emergency the Town's EOC will become the Command EOC and the EOC at LU will only be used for internal purposes, campus direction and control.

The operations of the University during an emergency will be conducted in a coordinated fashion. The purpose of a coordinated response to critical incidents is to provide:

- A rapid response;
- A systematic management approach to critical incidents;
- A venue for promptly identifying and supporting Longwood decision makers;
- A system for evaluating all critical incidents with the goal of providing improved plans to protect lives and property as well as reduce exposure to liability and;
- Improved management of public information.

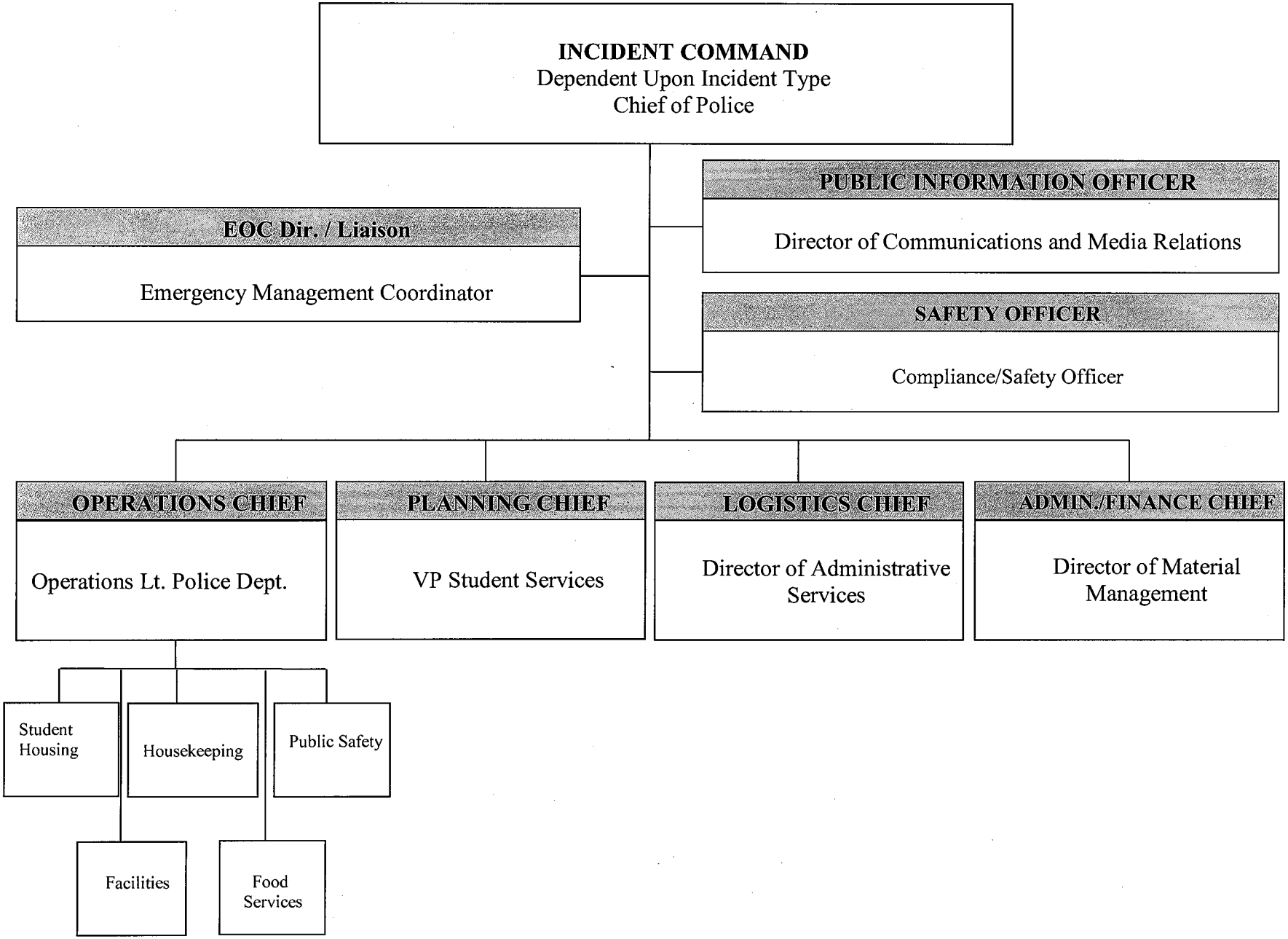
NIMS Compliance

As required for the Federal Emergency Management Agency (FEMA) and the Virginia Department of Emergency Management (VDEM), the LU EOP uses the concept of the National Incident Management System (NIMS). This system provides a template used nationwide enabling federal, state, local, and tribal governments to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless to cause, size, or complexity. The use of NIMS facilitates the institution's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies.

Management

Under NIMS, the University responds to emergencies using the Incident Command System (ICS). ICS is the model for command, control, and coordination of a response and provides a means to coordinate the efforts of individual departments and agencies. It is a standardized, on scene, all-hazards incident management approach. ICS is flexible and can be used for incidents of any type, scope, and complexity and implemented at all levels. This increases efficiency and effectiveness as agencies work together to stabilize an incident, protect life, property and the environment.

The span of control of any individual with incident management supervisory responsibility should range from 3 to 7 subordinates, with 5 being optimal. Noted below is a sample Incident Command Structure.


INCIDENT COMMAND
Dependent Upon Incident Type
Chief of Police
PUBLIC INFORMATION OFFICER
Director of Communications and Media Relations
EOC Dir. / Liaison
Emergency Management Coordinator
SAFETY OFFICER
Compliance/Safety Officer
OPERATIONS CHIEF
Operations Lt. Police Dept.
PLANNING CHIEF
VP Student Services
LOGISTICS CHIEF
Director of Administrative Services
ADMIN./FINANCE CHIEF
Director of Material Management
Student Housing
Housekeeping
Public Safety
Facilities
Food Services

Phases of an Incident

Non-Emergency/Normal Operations

During normal operations of Longwood University the following activities will occur:

- Public information, educational materials, and incident-specific procedures will be provided to professors, students, workers, etc. via email, institution newspaper/newsletters, brochures, institution website and other media.
- Development, testing, and maintenance of the University's Emergency Notification System.
- Maintenance of emergency contact lists, resource lists, and emergency contracts.
- Current contact information for Virginia Criminal Injury Compensation Fund and Virginia Department of Criminal Justice will be available through the LU Emergency Management Coordinator as well as the LU Police Department.
- Registries of individuals with special needs will be maintained by the LU ADA Coordinator.

Notification/Activation Stage

In the event of an emergency, the President, their designee, University Police, the Incident Commander, or Emergency Management Coordinator may activate this EOP. Potential causes for activation include:

- An imminent hazard or threat that has or had the potential to impact the University's, students, faculty, staff, or visitors.
- A state of emergency is declared within the Town of Farmville.
- An incident occurs on the campus of Longwood that requires coordination or support from any local, state or federal agencies.
- An imminent threat to public safety or health exists.
- An extended response and coordination is required to prepare for, respond to, or recover from an emergency or disaster event.
- An emergency or disaster impacts surrounding jurisdictions which may require the support of Longwood response resources.
- The EOP structure is necessary to control a planned major event.

Mobilization Stage

The mobilization phase is defined as the initial actions taken to bring the necessary individuals and resources to bear upon an emergency. During the initial phases of emergency response the following will occur:

- The Incident Commander (as established by the President, LUPD, the LU Emergency Management Coordinator or local emergency response official) will organize the individuals under their command in accordance with ICS guidance.
- Notification of additional university officials, using the LU Emergency Contact List and regulatory agencies are made as necessary.
- The LU Emergency Management Coordinator will oversee the activation of the EOP and opening of the EOC, if necessary, and provide an initial briefing of the situation and guidance.
- Additional resources will be acquired, distributed, and utilized as necessary to assist in mobilizing individuals in accordance with response procedures.

Emergency Operations/Response Stage

The emergency operations/response stage is the period during which response efforts are ongoing and actions are taken to eliminate, mitigate, or attempt to control the impact of an emergency. This stage may span from hours to days depending upon the severity of the incident. During this stage, LU personnel will:

- Use Incident Command to follow ICS protocols and develop Incident Action Plans for each operational period as necessary.
- Redirect efforts and resources to accomplish emergency tasks.
- Staff the EOC continuously or meet periodically to support the Incident Commander.
- Meet as necessary to review response strategies and make adjustments to the university activities or the operating schedule as deemed appropriate.
- The President or his designee will oversee the creation and distribution of emergency statements and communications in accordance with University policy.
- Maintain records of response actions throughout the response phase.
- Contact the Virginia Department of Criminal Justice Services and the Criminal Injury Compensation Fund to deploy if the event involves victims of crime as pursuant to §19.2-11.01.
- During this stage, Longwood may:
- Suspend daily functions of the institution that do not contribute directly to the emergency operation.
- Implement evacuation orders as needed.
- Open and staff emergency shelters as needed.

Recovery Stage

The recovery phase is the period the follows shortly after the response state is initiated and encompasses the actions taken to resume normal operations. During the recovery phase the University will:

- Complete an Initial Damage Assessment and submit to the VEOC within 72 hours of impact.
- Assess infrastructure and determine viability for re-entry of on-campus residents.
- Begin immediate repairs to infrastructure.
- Use Incident Command to continue to support response and recovery operations in accordance with ISC guidance.
- Maintain the EOC as operational to provide support to Incident Command, individuals, or community members that are impacted by the emergency.
- Ensure that activities are conducted as necessary to maintain the health and safety of the institution community. These may include but are not limited to victim's assistance centers and activation of the University's Continuity of Operations Plan.
- Modify activities and academic schedules as necessary as directed by the President.
- Inform the public of response actions taken, modifications to activities and schedules and request assistance from volunteer organizations if necessary.

Demobilization Stage

The demobilization stage is the period during which assets, individuals, and facilities return to normal operations. Once incident objectives are completed, the Emergency Management Coordinator and Incident Command work together in the effort to demobilize resources. Longwood administration, faculty and staff will be notified of demobilization activities affecting their activities as necessary.

After Action

All situational reports, financial documents related to emergency response related expenditures, and after action reviews will be submitted to the Emergency Management Coordinator. These reports and documents will be used to create the After Action Report (AAR) and archived for federal and state public assistance reimbursement programs. The After Action Report will be submitted to the Vice President of Student Services for review. Modifications to University facilities, plans, procedures, policies, and activities will be made as necessary according to the recommendations of the President, the Vice President Student Services and the Vice President Administration and Finance.

Mitigation Actions
In order to reduce or eliminate long-term risk from hazards, the University will perform the following activities:

- Work with the Virginia Department of Emergency Management Mitigation Program to develop mitigation grant projects to assist in areas most at risk.
- Ensure early documentation of losses.
- Educate all community members about the importance of preparedness.
- Participate in grant programs designed to mitigate losses.
- Coordinate mitigation activities with local agencies.

ROLES AND RESPONSIBILITIES

A successful institutional emergency management program involves a solid team of institution and emergency preparedness officials.

Longwood University Board of Visitors

- Protect the lives of students, faculty, staff and the property and assets of the institution;
- Establish the institution emergency management program;
- Designate the administrator ultimately responsible for emergency management **(President)**;
- Identify individuals to serve on the threat assessment committee, pursuant to § 23-9.2:10 of the Code of Virginia, Designate the administrator ultimately responsible for emergency management **(President)**; and
- Adopt the EOP.

President (Designee)

- Work with local, state or federal responders in the management of any phase of an incident to ensure objectives of life safety and property protection are met;
- Work with law enforcement, other emergency responders and the Emergency Management Coordinator to determine the need to evacuate an endangered area;
- Work with officials in considering the need to alter the normal business or class schedule of the institution;
- Exercise direction and control from the EOC during disaster operations;
- Support the on campus emergency management program and the Emergency Management Coordinator;
- Maintain, exercise, and update the EOP and COOP;
- Ensure that the EOP is reviewed, revised and adopted every four years;
- Ensure that the University adheres to requirements of agencies having oversight authority for emergency management.

Emergency Management Coordinator/Emergency Coordination Officer (ECO)
The responsibilities and the duties of this position as well as the Alternate ECO are stated in Executive Order (EO) Number 41 (2011). Each ECO, the alternate ECO, and any other appropriate personnel designated by the department head must complete FEMA independent study training courses 100, 200, 700, and 800.

- Maintain the EOC, if applicable, in a constant state of readiness;
- Develop and maintain the EOP;
- Assume relevant duties as directed by the president or their designee;
- Develop and implement a test, training, exercise and drill schedule to assure all parties involved in emergency response and recovery are fully prepared to fulfill their tasks. An exercise should be held at least annually; and

- Work directly with the local Emergency Manager through their EOC during an incident or emergency.

Refer to EO 41 for a complete list of ECO's duties as they relate to emergency planning.

Campus Community Involvement
Longwood University will, through informational pamphlets, procedures, drills, tabletop and functional exercises prepare its faculty, staff and students to respond to an emergency to ensure life safety before, during and after an emergency. These mechanisms will be initiated through the Office of Emergency Management with emphasis from the President and Cabinet.

Longwood University has a campus Community Emergency Response Team (CERT) with volunteers available to assist with emergency preparedness, response and recovery activities. This team is trained in basic first aid and emergency response skills. The LU CERT may be deployed when needed to assist in response activities as requested by the Emergency Management Coordinator.

Members of the Longwood faculty and staff who participate in response and recovery activities shall complete National Incident Management System training as required by VDEM. Copies of certificates documenting completed ICS training shall be maintained by the Emergency Management Coordinator. Certificates earned by Officers of the Campus Police Department shall be maintained by the Campus Police Chief.

External Partners
When needed, the University may reach out to partners in the private sector as well as nongovernmental and volunteer organizations. These may include, but are not limited to:

Town of Farmville
Prince Edward County
Hampden-Sydney College
Virginia Department of Emergency Management (VDEM)
Virginia State Police (VSP)
American Red Cross
Local Media
Federal Emergency Management Agency (FEMA)
Farmville Fire Department
Farmville Volunteer Rescue Squad

Administration, Finance and Logistics
All assets of the University including but not limited to human resources and facility and equipment will become available to the President or his/her designee for activities related to the response to or recovery from an emergency. The Finance Section of the Incident Management Team will be responsible for maintaining financial records as well as the reporting and tracking of resources. As deemed necessary by the University administration, Longwood may enter into mutual aid agreements with community partners to ensure resource availability during emergencies.

PLAN MAINTENANCE

§23-9.2:9 of the Code of Virginia requires each state institution to conduct a comprehensive review and revision of its emergency operations plan to ensure that the plan remains current. Longwood shall coordinate with the Town of Farmville Emergency Manager, as defined by § 44-146.16, to ensure integration into the local emergency operations plan.

The LU Emergency Management Coordinator maintains the EOP including making recommendations to the Chief of Police as needed after major events during which the plan is activated. The revised plan shall be formally adopted by governing body of the institution every four years. Recommendations for changes may be made after drills or exercises. The revised plan shall be formally adopted by the Board of Visitors. Documentation of this adoption must be certified in writing to VDEM. In addition, annually, the President and Vice President of Student Services must comprehensively review the EOP, certify in writing that the plan has been reviewed, and recommend changes to the institution based on the review. This does not preempt the requirement to comprehensively review and revise the EOP and certify to VDEM every four years.

TRAINING AND EXERCISES

§ 23-9.2:9 of the Code of Virginia, requires each public institution of higher education to annually conduct a functional exercise in accordance with the protocols established by the institution's crisis and emergency management plan. The Emergency Management Coordinator is responsible for developing and implementing the institution's training and exercise plan. At least one functional exercise will be conducted annually. Whenever possible, the functional exercise will be coordinated with the local emergency response agencies.

In addition, The U.S. Department of Education's (ED) Office of Safe and Healthy Students (OSHS) provide a NIMS training guide for all institutions to incorporate into their program. This document includes information regarding training for Executive Leaders, General Personnel, Command Staff, and Incident Managers. The chart containing the training guide can be found here.

AUTHORITIES AND REFERENCES

Federal

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
2. The Homeland Security Act of 2002
3. National Response Framework
4. Comprehensive Preparedness Guide 101, V.2 – November 2010

State

1. Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
2. The Code of Virginia, Title 1 Chapter 19, 23, and 44.
3. The Commonwealth of Virginia Emergency Operations Plan (COVEOP)
4. Executive Order 41, September 2011

APPENDIX A: ACRONYM LIST

ARC - American Red Cross
CMT - Crisis Management Team
CONOPS - Concept of Operations
CONPLAN - Concept of Operations Plan
COOP - Continuity of Operations Plan
D-CMT - Director - Crisis Management Team
EAS - Emergency Alert System
EHS&EM - Environmental, Occupational Health, Safety and Emergency Management
ECO - Emergency Coordinating Officer
EOC - Emergency Operations Center
EMS - Emergency Medical Services
EOP- Emergency Operations Plan
EOS - Emergency Operations Staff
ESF - Emergency Support Function
EPZ - Emergency Planning Zone (Radiological term)
HAZMAT - Hazardous Material(s)
IAP - Incident Action Plan
IC - Incident Commander
ICS - Incident Command System
ICP - Integrated Communications Plan
IDA - Initial Damage Assessment
IDAR - Initial Damage Assessment Report
JFO - Joint Field Office
JIC - Joint Information Center
MAA - Mutual Aid Agreement
MACC - Multi-Agency Coordination Center
MACS - Multi-Agency Coordination System
MOU - Memorandum of Understanding
NGO - Nongovernmental Organization
NIMS - National Incident Management System
NRF - National Response Framework
NWS - National Weather Service
OSHA - Occupational Safety and Health Administration
PDA - Preliminary Damage Assessment
RACES - Radio Amateur Civil Emergency Services
SAR - Search and Rescue
SOP - Standard Operating Procedure
UC - Unified Command
VDEM - Virginia Department of Emergency Management

APPENDIX B: DECLARATION OF EMERGENCY

Consent to Longwood University President's

Declaration of Emergency

Whereas, The President of Longwood University (or designee with written authority) does hereby find:

That due to_____, Longwood University is facing a threat to the safety of persons and property on campus. This condition of peril to life and property warrants the necessity for and declaration of a Campus State of Emergency on _____ (date) at the time of _____.

The conditions are unable to be fully responded to with available University resources. The Commonwealth of Virginia Code, Longwood University Emergency Operations Plan and other University policies empower the President to declare a Campus State Emergency when the campus has been affected by an emergency or disaster.

A declaration of emergency is made to protect lives and property of Longwood University and to comply with laws and regulations for requesting assistance from local, state, and federal agencies. During these emergency conditions the powers, functions, and duties of the emergency management of Longwood University shall be those prescribed by the Longwood University Emergency Operations Plan. The Campus State of Emergency shall be deemed to continue to exist until its termination is declared by the President of Longwood University. A copy of this declaration will be forwarded to the Town of Farmville, and the Governor of Virginia Office of Emergency Preparedness, the Virginia Department of Emergency Management, and the Board of Visitors for Longwood University.

Signed the day _____ of _____ 20___ as President (or Designee) of Longwood University, 201 High Street, Farmville, Virginia 23909

President of Longwood University

_____

W. Taylor Reveley IV
President

APPENDIX C: PHONE BOOK FOR KEY EMPLOYEES

This rapid recall list includes contact and telework information for key personnel tasked with responsibilities during a disruption to agency operations or services. Agency staff not included on this list should follow instructions provided by The Continuity Coordinator during an activation of the Continuity Plan.

Executive Council

Employee Name	Title / Department	Email Address	Work Telephone	Cellular or Pager	Home Telephone
Victoria Kindon	Vice President of Information & Instructional Technology Services, and Chief Information Officer	kindonv@longwood.edu	434-395-2034	301-512-9035	N/A
Ken Copeland	Vice President Administration and Finance	copelandpk@longwood.edu	434-395-2016	434-390-4603	434-392-4765
Tim J. Pierson	Vice President of Student Affairs	piersontj@longwood.edu	434-395-2039	434-390-1301	434-392-5544
Courtney Hodges	Interim VP for Commonwealth Relations & Associate VP for University Advancement	hodgesmc@longwood.edu	434-395-2823	434-808-2694 804-363-8121	N/A
Sabrina Brown	VP of Marketing & Communication	hodgesmc@longwood.edu	434-395-2020	434-414-6241 540-621-1890	N/A
Chief Robert Beach	Chief of Police	beachrr@longwood.edu	434-395-2092	434-414-4751 434-808-4928	N/A
Joan L. Neff	Vice President and Provost	neffjl@longwood.edu	434-395-2010	804-248-2522	434-392-4392

Note: Longwood University does not require employees to have a telework agreement on file.

Table A-1
Key Personnel Phone Book

Employee Name	Title / Division	Email Address	Work Telephone	Cellular or Pager	Home Telephone
Michael Lonon (Primary)	Director of Environmental Health and Safety	lononrc@longwood.edu	*2809	434-607-2729	N/A
Bob Beach (Primary)	Director of Public Safety and Chief of Police	beachrr@longwood.edu	*2092	434-414-4751 434-808-4928	N/A
John Johnson (Alternate)	Operations Lieutenant	johnsonjp@longwood.edu	*4837	434-547-7511	N/A
Ray Ostrander (Alternate)	Administrative Lieutenant	ostranderr@longwood.edu	*2848	434-603-1770	N/A
Brenda Ferguson (Primary)	Special Assistant to the President & Director of Academic Ceremonies	fergusonbw@longwood.edu	*4806	434-603-1010	434-392-6066
Kay L. Stokes (Alternate)	Executive Assistant	stokeskl@longwood.edu	*2001	804-690-8846	804-378-3302
Dr. Jennifer Apperson (Primary)	Interim Dean, College of Arts and Sciences	appersonjm@longwood.edu	*2054	434-547-7792	434-392-6990
Teresa Irish (Alternate)	Executive Assistant to Vice President of Academic Affairs	irishtr@longwood.edu	*2256	404-285-0025	N/A
Jen Fraley (Primary)	Director of Student Conduct and Integrity	fraleyjl@longwood.edu	*2490	518-588-6673	N/A
Matt McGregor (Alternate)	Associate Dean of Wellness and Director of Campus Recreation	mcgregormc@longwood.edu	*2356	434-315-1658	N/A
Matt McWilliams (Primary)	Director of Communications and Media Relations	mcwillimasmj@longwood.edu	*2026	434-808-2350	434-736-2380
Justin Pope (Alternate)	Chief of Staff	popejn@longwood.edu	*4805	617-462-7922	N/A
Victoria Kindon (Alternate)	VP for Strategic Operations	kindonv@longwood.edu	*2034	301-512-9035	N/A
Cat Mobley (Primary)	Director of Materials Management	mobleycb@longwood.edu	*2759	434-660-1982	434-352-7293

Employee Name	Title / Division	Email Address	Work Telephone	Cellular or Pager	Home Telephone
Shelly Farley (Alternate)	Procurement Officer	farleyss@longwood.edu	*2306	434-390-9057	434-392-3846
Dawn Schwartz (Primary)	Senior Manager of General Accounting and Financial Reporting	schwartzdm@longwood.edu	*2892	434-391-4062	N/A
Kelly Anderson (Alternate)	Senior Accountant	andersonke@longwood.edu	*2651	434-390-6289	434-392-5120
Angela Stimpson (Primary)	Manage, Facilities Administrative Services	stimpsonar@longwood.edu	*2836	434-660-6954	N/A
Ben Myers (Alternate)	Director of Physical Plant	myersab@longwood.edu	*2740	434-808-2094	N/A
Robert Smith (Primary)	Assistant Vice President of Information Technology Services and Information Security Officer	smithrj@longwood.edu	*2034	434-390-2756	N/A
John Carroll (Alternate)	Information Security Analyst	carrolljw@longwood.edu	*2034	N/A	N/A

Note: The * represents (434) 395.

APPENDIX D: ORDERS OF SUCCESSION

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the agency leader when the agency leader is capable of resuming essential duties or a permanent replacement has been identified in accordance with agency policy. Longwood University's orders of succession and method of notification to personnel are:

Orders of Succession

Position	Notification Method	Successor #1	Successor #2	Successor #3
President	Email/Cell Phone	VP for Academic Affairs	VP for Administration & Finance	VP for Student Affairs
VP for Academic Affairs	Email/Cell Phone	Associate Vice President for Academic Affairs	Dean of Cook-Cole College of Arts & Sciences	Vice President for Administrations & Finance
VP Administration & Finance	Email/Cell Phone	Director of Finance Operations & Materiel Management	VP for Student Affairs	Executive Director for Facilities Management
VP Strategic for Operations	Email/Cell Phone	Director of Communications and Media Relations	AVP Digital Marketing and Content Strategy	AVP for Athletics Communications
VP for Commonwealth Relations	Email/Cell Phone	Director of University Engagement	Director of Advancement Services	Executive Assistant to the VP for Commonwealth Relations
VP Student Affairs	Email/Cell Phone	Dean of Students	Associate Dean of Wellness	Assistant VP for Student Affairs

APPENDIX E: DELEGATION OF AUTHORITY

Generally, pre-determined delegations of authority will take effect when normal operations are disrupted and terminate when these have resumed. Longwood University has identified the following delegations of authority:

Delegations of Authority

Authority (Function)	Type of Authority	Position Holding Authority	Delegation to Position	Triggering Conditions	Limitations
Provide University wide authority and leadership	Authority and Signature	President	Vice President Academic Affairs VP Admin & Finance	Incapacitated or unavailable	Upon return of incumbent
Provide Signature for Management of Facilities, Real Property & Air	Signature Authority	VP Admin & Finance	Executive Directo for Facilities Management	Incapacitated or unavailable	Upon return of incumbent
Provide Financial Authority	Signature Authority	VP Admin & Finance	Director of Financ Operations and Materiel Management	Incapacitated or unavailable	Upon return of incumbent
Provide Housing Authority	Signature and Administration Authority	VP Student Affairs	Dean of Students	Incapacitated or unavailable	Upon return of incumbent
Provide Education Management Authority	Signature and Direction	VP Academic Affairs	Associate Vice President for Academic Affairs	Incapacitated or unavailable	Upon return of incumbent
Provide Direction and Control of Continuity Operations	Signature and Direction	VP Student Affairs – Director of Crisis Management Team	Chief of Police	Incapacitated or unavailable	Upon return of incumbent
Issue Contracts	Signature Authority	VP Admin & Finance	Chief of Staff	Incapacitated or unavailable	Upon return of incumbent

APPENDIX F: LIST OF FACILITIES WITH GENERATORS

- ARC
- Bedford
- Blackwell
- Brocks Common
- Chichester
- Communications / Theater
- Cox / Wheeler
- Coyner / Boiler Plant
- Dining Hall
- Fitness Center
- Frazer
- French
- Grainger
- Greenwood
- Heating Plant
- Lancaster
- Lancer Park
- Willett

APPENDIX G: LIST OF DEFINITIONS

Amateur Radio Emergency Services
A public service organization of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed.

Command Section
One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

Command Post
That location at which primary command functions are executed; usually co-located with the Incident Base, also referred to as the Incident Command Post.

Continuity of Operations
The effort to ensure an organization can continue its mission essential functions across a wide range of potential events

Continuity Plan
A set of documented procedures developed to provide for the continuance of mission essential functions during an emergency

Decontamination
The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

Emergency
Any occurrence, or threat, whether natural or human-caused, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the Commonwealth or clearly defined portion or portions thereof.

Emergency Alert System
A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

Emergency/Disaster/Incident
An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

Emergency Management
The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include fire-fighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

Emergency Operations Center
A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

Evacuation
Assisting people to move from the path or threat of a disaster to an area of relative safety.

Exercise
An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

Federal Disaster Assistance
Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

Geographic Information System
A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.

Hazardous Materials
Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

Hazardous Materials Emergency Response Plan
The plan was developed in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorization Act of 1986. It is intended to be a tool for our community's use in recognizing the risks of a hazardous materials release, in evaluating our preparedness for such an event, and in planning our response and recovery actions. This plan is separate from the county's Emergency Operations Plan.

Incident Command System
A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

Incident Commander
The individual responsible for the management of all incident operations.

Initial Damage Assessment Report
A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

Integrated Communications Plan
This plan coordinates the use of available communications means and establishes frequency assignments for certain functions.

Joint Field Office
The central coordination point among federal, state and local agencies and voluntary organizations for delivering recovery assistance programs.

Local Emergency
The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

Local Emergency Planning Committee
Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring compliance with the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III).

Mitigation
Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

Mobile Crisis Unit
A field response team staffed and operated by mental health professionals specially trained in crisis intervention. The Mobile Crisis Unit is available to provide on-scene crisis intervention to incident victims and to follow up work with victims and formal critical incident stress debriefings for service providers after the incident has been brought under control.

Mutual Aid Agreement
A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and/or equipment in an emergency situation.

National Response Framework
A guide to how the nation conducts all-hazard response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the nation.

National Weather Service
The federal agency which provides localized weather information to the population and, during a weather-related emergency, to state and local emergency management officials.

Preparedness
The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond

appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including weapons of mass destruction incidents.

Presidential Declaration
A presidential declaration frees up various sources of assistance from the federal government based on the nature of the request from the governor.

Situation Report
A form which, when completed at the end of each day of local Emergency Operations Center operations, will provide the jurisdiction with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the VEOC via fax or submitted through the Virginia Department of Emergency Management website.

Span of Control
As defined in the Incident Command System, span of control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

Special Needs Populations
Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who are older adults, who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation dependent

State of Emergency
The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the state is of sufficient severity and magnitude to warrant disaster assistance by the state to supplement local efforts to prevent or alleviate loss of life and property damage.

Superfund Amendments and Reauthorization Act of 1986
Established federal regulations for the handling of hazardous materials.

Unified Command
Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

Victim
A person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony, assault and battery, stalking in violation, sexual battery, attempted sexual battery, maiming or driving while intoxicated (Source §19.2-11.01B).

Weapons of Mass Destruction
Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921).

APPENDIX H: SUPPORTING AGENCIES

Agency Name	Contact Name/Telephone Number
American Electric Power Company	Tony Woodall office (434)522-4336 cell (434)382-7606
Columbia Gas of Virginia	(800) 544-5606; David Wright (434) 660-2690
Criminal Injuries Compensation Fund (CICF)	(800) 552-4007
Farmville Area Bus	(434) 392-7433
Town of Farmville Emergency Management	Gerry Spates- 911 cell (434) 603-2000
Town of Farmville Water and Sewer Department	(434)392-3333 or 911
Prince Edward County Emergency Management	Sarah Puckett cell (434) 547-2050
Centra Southside Community Hospital	(434) 392-8811
Red Cross Emergency Services	Ginger Weaver office (434) 476-5148 cell (434) 470-7332
State Fire Marshall	David Brown office (540) 561.7033 cell (540) 598.8076
State Police	(804) 674-2000
Virginia Department of Transportation VDOT	(800) 367-7623
Virginia Department of Emergency Management	(804) 674-2400
VDEM Regional Coordinator	Gene Stewart cell (540) 383-5126 VEOC (800) 468-8892
Virginia Dept. of Health- Piedmont Health District	David Martin – Work (434) 392-3984 Home (434) 981-1227
Veterans Crisis Line	(800) 273-8255

EMERGENCY SUPPORT FUNCTIONS

Emergency Support Functions (ESF's) have been developed to support the basic plan. They identify key University departments and strategies that are necessary to conduct critical operations in responding to or recovering from an emergency. Annexes will be added to the LU EOP as deemed necessary by Longwood officials.

As Longwood is physically located within the jurisdiction of the Town of Farmville, all activities relating to emergencies will be coordinated with appropriate local responding agencies. To that end, Longwood personnel will assist local authorities with activities necessary to ensure prompt and effective response to any emergency.

ESF	Title	Lead Department
#1	Transportation	LU Facilities Management
#2	Communications-Internal	Police Department & LU Communications
#3	Facilities Management	LU Facilities Management
#4	Fire Fighting	Farmville Fire Department
#5	Emergency Management	LU Police Department-OEM
#6	Mass Care, Housing & Human Services	LU Dean of Students
#7	Resource Support	LU Materials Management
#8	Public Health and Medical Services	LU Student Health and Wellness & VDH
#9	Search and Rescue	Farmville Fire Department
#10	Hazardous Materials Response	Environmental Health & Safety
#11	Agriculture and Natural Resources	N/A
#12	Energy	LU Facilities Management
#13	Public Safety & Security	LU Police Department
#14	Long Term Recovery	LU Facilities Management
#15	External Affairs	LU Marketing and Communications

#1 Transportation
Primary Agency

- Longwood University Office of Facilities Services
- Longwood University Police Department

Secondary/Support Agencies

- Longwood University Office of Emergency Management
- Prince Edward County Public Schools
- Private Contractors
- Town of Farmville Department of Public Works
- Virginia Department of Transportation
- Virginia State, Prince Edward County, and Town of Farmville Police Departments

Introduction
Purpose:
Emergency Support Function (ESF) #1 serves as the guidance for the identification and management of critical/vital assets/ necessary to restore transportation services to the University community. This support function will also provide guidance for response operations and restoration of the transportation infrastructure.

Scope:
ESF #1 will assist with the coordination of transportation activities and resources during the response phase immediately following an emergency or disaster. It will also facilitate damage assessments to establish priorities and determine needs of available transportation resources followed by prioritization and/or allocation of all government transportation resources. It shall help process all transportation requests from University departments and emergency support functions. Finally it will facilitate movement on the campus in coordination with other transportation agencies.

Policies:

- This ESF will coordinate evacuation transportation as its first priority.
- When necessary, the University response and recovery efforts will be coordinated with local, state, or federal supporting agencies.
- Enforcement of any traffic plan developed by the University or other agencies will be applicable to all community members.
- Communication to the public about issues affecting traffic and parking will be provided by the Longwood University PIO in coordination with Longwood University Police Department.

Concept of Operations
General:
The Emergency Operations Plan provides guidance for managing the use of transportation services and deployment of relief and recovery resources. A disaster may severely damage the transportation infrastructure and interrupt transportation services. The damage to the transportation infrastructure may influence the means and accessibility level for relief services and supplies. Disaster responses will be difficult to coordinate effectively during the immediate post disaster period due to unusable transportation routes. One of the major focuses will be the clearing of access routes. All requests for transportation support will be submitted to the EOC for coordination, validation, and/or action in accordance with this Emergency Support Function.

Organization:
Longwood University, in conjunction with the Town of Farmville, is responsible for coordinating resources needed to restore and maintain transportation routes necessary to protect lives and property during an emergency or disaster. The Longwood University Police Department will serve as the lead in coordinating all decisions regarding transportation activities during the response and recovery phases of an emergency.

The Town of Farmville will provide a liaison and provide information on road closures, alternate routes, and infrastructure damage and debris removal, bus transit, and restoration activities.

The Town of Farmville in conjunction with support agencies will assess the condition of roadways, bridges, signals, bus transit, and other components of the transportation infrastructure and where appropriate:

- Close infrastructure determined to be unsafe;
- Post signing and barricades; and
- Maintain and restore critical transportation routes, facilities, and services.

Actions:
- ESF #1 will develop, maintain, and update plans and procedures for use during an emergency;
- Alert local primary agency representative of possible incident, and begin preparations for mobilization of resources;
- If necessary contact state or federal agencies and alert Secondary Agencies. Assess initial damage and work to decide on the priorities for reconstruction and restoration of critical transportation facilities;
- Keep record of all expenses, and continue through the duration of the emergency;
- Prepare appropriate facilities for possible use;
- ESF #1 staff coordinates the use of transportation resources to fulfill University mission assignments and follow established practices and procedures;
- Continue to provide support where needed; and
- The locality will communicate and inform the State EOC of actions and intentions.

Responsibilities
Primary Agency:
- Assess damage and impact on transportation and campus infrastructure;
- Coordinates and implements, response and recovery functions.
- Assists with determining the most viable transportation networks to, from, and within the emergency or disaster area and regulates the use of these transportation networks; and
- Identifies resource requirements for transportation and coordinates their allocation.

#2 Communications
Primary Departments

- Longwood University Office of Emergency Management
- Longwood University Police Department
- Longwood University Office of Communications & Media Relations
- Longwood University Office of Information Technology Services

Secondary/Support Agencies

- Longwood University Office of Facilities Management & Real Property Management
- Town of Farmville Police Department
- Town of Farmville Volunteer Fire Department
- Town of Farmville Volunteer Emergency Medical Services

Introduction
Purpose:
ESF #2 will enable Longwood University to use available communication resources to respond to an incident. It will allow the University to alert and warn the campus community of a threatened or actual emergency and will continue to communicate with the Longwood University community through a variety of media. During events impacting the Town of Farmville or Virginia Department of Emergency Management, ESF #2 will allow LU to coordinate with local and regional partners.

Scope:
Ensure that the institution has the ability to notify the campus community of a disaster or emergency situation through the emergency notification and warning system.

Support the institution with the restoration and reconstruction of telecommunications equipment, computers, and other technical resources.

Communication includes transmission, emission, or reception of signs, signals writing, images, and sounds or intelligence of any natures by wire, radio, optical, or other electromagnetic systems.

Policies:
During activation of the Longwood University (LU) Emergency Operations Center (EOC):

- The Longwood University Emergency Communications Center (LUECC) will initiate notification and warning of appropriate personnel through use of standard procedure.
- The LUECC is accessible to authorized personnel only.
- The LUECC operates 24 hours a day, seven days a week.
- Notification and warnings will be provided through all communications means available including: e2Campus text alerts, email messages, alert banners on University web page and social media sites. As technology changes, additional means of messaging the public may be added.
- LU Police Officers and other field emergency service personnel will use LU issued public safety radios and will follow standard procedures during all communications.
- Additional LU Emergency Communications Center policies and procedures may be found in the LUPD Communications Policy and Procedure Manual in the LUECC.
- When necessary, existing communications and assets may be augmented by those provided by the Virginia Department of Emergency Management or other outside agencies.

Concept of Operations
General:
The Emergency Operations Plan provides guidance for managing emergency communications resources while the LU Communications Center is the point of contact for receipt of all warnings and notification of actual or impending emergencies or disasters. The dispatcher on duty will notify the LU Chief of Police, other key personnel, and department heads as required by standard operating procedures (SOP). For Longwood University, the ECC is most often the first point of contact for the general public. When contacting the general public during an emergency, common terminology will be used.

Organization:
The LUPD is responsible for ensuring the ability to provide continuous services as the center of communications during emergencies.

As such, the LUPD will develop and maintain primary and alternate communication systems for contact with local jurisdictions, state agencies, private sector agencies and community members as required for mission support. Costs incurred in performing ESF #2 will be tracked by the LUPD in coordination with LU Information Technology Services.

The LU Department of Information Technology Services (ITS) will secure technology equipment/resources when needed. Additionally, LUITS will provide technology support as needed.

All activities related to messages disseminated to the public during an emergency will be performed using the most up to date LU Crisis Communication Plan. The LU Office of Communications and Media Relations is responsible for the development and maintenance of this plan. (See ESF#15)

Under the Operations Section -Information and Instructional Technology Services

1. Director of Communication and Technology Services
2. Senior Network Engineer
3. Network Computer Systems Administrator
   - Coordinates all computing and network technologies on-campus during disaster or emergency operations, including application, data and telecommunication systems, and A/V media services. Additionally IT:
   - Maintains the telecommunications utility service for the campus and serves as liaison with telecommunications support functions for telephone and mass communication services.
   - Assists the Emergency Management Coordinator with coordinating the set up and dismantling of the EOC.
   - Assists Facilities Services with damage assessment of telecommunications services.
   - Serves as the lead department for ESF #2 – Communications.

Public Information Officer (PIO)

1. Director of Communications & Media Relations
2. Chief of Staff and Advisor to the President
3. AVP Digital Marketing and Content Strategy
   - Coordinates emergency public information activities in the EOC and maintains liaison with any and all media. Responsible for development of news releases and statements for dissemination to Longwood personnel, the media, and the public. Additionally the PIO will:
   - Serve as the **only** authorized representative to release information to the media.

- Obtain Incident Commander's approval of media releases.
- Determine from the Incident Commander if there are any limits on information release.
- Develop material for use in media briefings.
- Coordinate and validate information with Information Officers at agency EOCs when activated, to ensure consistency.
- Enlist assistance from experts as needed and appropriate.
- Coordinate media relations and acts as the sole official link between Longwood University and the public.
- Inform media and conduct media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- Maintain Unit Log.

EMERGENCY NOTIFICATION PROCEDURES

Until the EOC is activated, the LU Emergency Communications Center (LUECC) will notify the following officials upon receipt of notification of an emergency. In some cases it may be appropriate for the Incident Commander to direct LU officials to contact the LUEC for information or instructions.

Official
Longwood University President
Police Chief
Emergency Management Coordinator
Public Information Officer
Town of Farmville Emergency Manager

#3 Facilities Management
Primary Agencies

- Longwood University Facilities Management
- Longwood University Office of Environmental Health and Safety

Secondary/Support Agencies

- American Red Cross
- Farmville Volunteer Fire Department
- Longwood University Office of Emergency Management
- Longwood University Police Department
- Prince Edward County Fire Department
- Town of Farmville Public Works
- Virginia Department of Environmental Quality
- Virginia Department of Transportation

Introduction
Purpose:
Emergency Support Function (ESF) #3 will conduct necessary inspections to ensure the integrity of buildings, assist with debris removal and ensure that any rebuilding complies with existing zoning and land-use regulations. It will provide for the identification and management of critical facilities.

Scope:
ESF #3 is structured to provide facilities management, public works, and engineering-related support of incident management. Activities within the scope of this function include:

- Conducting pre-and post-incident assessments of university infrastructure;
- Providing emergency repair of damaged infrastructure and critical facilities.
- Executing emergency contract support;
- Providing technical assistance to include engineering expertise, construction management, and contracting and real estate services.

Policies:
Activities associated with ESF #3 will be coordinated with the Town of Farmville whenever necessary. Activities associated with rebuilding will be coordinated through use of the Longwood University COOP.

- Personnel will stay up to date with procedures through training and education.
- The primary agencies will develop work priorities in conjunction with other agencies when necessary.
- Local authorities will obtain required waivers and clearances related to ESF #3 support.
- The condition of raw water sources will be a top priority.
- Adequate staffing levels will be maintained to ensure adherence to all regulatory requirements.

Concept of Operations
General:
Access to the disaster areas may be dependent upon debris clearance and roadway repairs. Debris clearance and emergency road repairs will be given top priority to support immediate lifesaving emergency response activities. In a disaster, buildings and structures may be destroyed or severely damaged. Residences, public buildings, bridges, and other facilities may need to be reinforced or demolished to ensure safety. Public utilities may be damaged and be partially or fully inoperable.

Prompt assessment of the disaster area is required to determine critical response times and resource requirements. Early damage assessment must be general in nature. Following an incident, a multitude of

independent damage assessment activities will be conducted by a variety of organizations including the locality damage assessment teams, insurance companies, Virginia Department of Emergency Management, utility companies and federal agencies.

Organization:
The Emergency Management Coordinator will be responsible for deploying damage assessment teams, consolidating damage data, and compiling reports. At the Incident Commander's request, the Damage Assessment Teams' first priority will be to assess structural damage.

Local Damage Assessment Teams will assess damage to the extent of their resources and in their areas of expertise. The Health Department and the Office of Environmental Health and Safety may assist Facilities Management Department with damage assessments related to health and safety hazards.

An Initial Damage Assessment Report will be completed by LU Facilities Management and Real Property in coordination with the LU Emergency Management Coordinator and submitted to the Virginia Department of Emergency Management within 72 hours of the event. This report will outline the severity of the problems and the determination of need for further assistance. Federal/State supported damage assessment precedes delivery of a Presidential Disaster Declaration and defines the specific needs for a long-term recovery.

To minimize threats to public health, the Town of Farmville Department of Public Works will serve as liaison with the Virginia Department of Environmental Quality (DEQ) and the County/Town Attorney to secure the necessary emergency environmental waivers and legal clearances that would be needed to dispose of emergency debris and materials from demolition activities. The Facilities Management Department will coordinate with DEQ to monitor disposal of debris materials.

The university departments mentioned will inspect all buildings for structural, electrical, gas, plumbing and mechanical damage following a disaster situation. Such departments will ensure that in addition to compliance with regulatory requirements; will also make certain that any repairs or rebuilding complies with the Longwood University comprehensive plan.

The Local Building Official is responsible for determining the state of a building and placing notification on the facility. The building owner retains responsibility for deciding whether to demolish or restore the structure. During the recovery phase the Building Official is responsible for the facilitation of the building permit issuance process and for the review and approval of the site-related and construction plans submitted for the rebuilding/restoration of residential and commercial buildings.

Estimated logistic requirements such as personnel, supplies, equipment, facilities, and communication needs will be developed during normal planning processes and exercises.

Actions:
- ESF #3 will prepare Facilities Services to make an initial damage assessment;
- Alert personnel to report to the EOC;
- Review plans;
- Begin keeping record of expenses and continue for the duration of the emergency;
- Activate the necessary equipment and resources to address the emergency; and
- Coordinate response with local, state, federal departments and agencies.

Responsibilities:
- Assist in conducting initial damage assessment;

- Submit initial damage assessment to EOC;
- Assist in coordinating response and recovery;
- Prioritize debris removal;
- Inspect buildings for structural damage; and
- Ensure all repairs comply with local building codes, zoning, land-use regulations and comprehensive plan.

#4 Fire Fighting and Emergency Medical Services
Primary Agency

- Farmville Fire Department
- Prince Edward County Fire Departments
- Farmville Volunteer Rescue Squad

Secondary/Support Agencies

- Longwood University Office of Emergency Management
- Longwood University Police Department
- Virginia Department of Emergency Management
- Virginia Department of Forestry
- Private Ambulance Services
- Longwood University Office of Environmental Health & Safety

Introduction
Purpose:
Emergency Support Function (ESF) #4 provides for the coordination of fire rescue and emergency medical activities to ensure safety of life and property during emergencies.

Scope:
ESF #4 directs and controls operations involving fire prevention, fire detection, fire suppression, rescue, and hazardous materials incidents. It also assists with warning and alerting, communications, evacuation, and other duties as required during an emergency.

Policies:

- Priority is given to protection of life and safety for the public and responders and then property
- For efficient and effective fire suppression and/or treatment and transport of the injured, mutual aid may be required from various local response agencies.
- The Incident Command System will be used in planning, response and recovery activities.
- Personnel will stay up to date with procedures through education and training.
- When additional or specialized support is required, assistance can be obtained from the Town of Farmville, Price Edward County or neighboring jurisdictions.

Concept of Operations
General:
The Prince Edward County Fire Department, Farmville Fire Department and Prince Edward Volunteer Rescue Services are prepared to assume primary operational control in fire prevention strategies, fire suppression, patient management, and hazardous material incidents (See ESF #10). Fire department and rescue personnel who are not otherwise engaged in emergency response operations will assist as necessary and appropriate during any emergency situation.

When Emergency Support Function # 4 is activated, requests for firefighting and emergency medical support will, in most cases, be submitted to the 9-1-1 Center for coordination, validation, and/or action.

The Longwood Chief of Police or their designee in coordination with the Emergency Management Coordinator will determine the need to evacuate large areas and will issue orders for evacuation or other protective action as needed. However, the Incident Commander may order an immediate evacuation prior to requesting or obtaining approval, if in his/her judgment this action is necessary to safeguard lives and property. Should an evacuation become necessary the warning and instructions will be communicated

through all means (See ESF #2). In addition, LUPD and Residential & Commuter Life personnel will use mobile loudspeakers or bullhorns, or go door to door to ensure that all affected residents have received the warning.

Organization:
A Fire and EMS representative will be assigned to the EOC in order to coordinate fire and rescue response. These representatives will be a part of the EOC staff and will assist with the overall direction and control of emergency operations.

The Fire and EMS Departments will implement evacuations and law enforcement will assist and provide security for the evacuated area. In the event of a hazardous materials incident, the Incident Commander should implement immediate protective actions to include evacuation as appropriate.

Actions

- Develop and maintain plans and procedures to provide fire and rescue services in time of emergency;
- Document expenses and continue for the duration of the emergency;
- Fire and EMS Service representatives should report to the Local Emergency Operations Center to assist with operations;
- Fire and EMS department personnel may be asked to assist with warning and alerting, evacuating, communications, and emergency medical transport; and
- Follow established procedures in responding to fires and hazardous materials incidents and in providing rescue services; and;

Responsibilities

- Fire prevention and suppression;
- Emergency medical treatment;
- Hazardous materials incident response and training;
- Radiological monitoring and decontamination;
- Assist with evacuation;
- Search and rescue;
- Temporary shelter for evacuees at each fire station;
- Assist in initial warning and alerting;
- Provide qualified representative to assist in the Local EOC;
- Requests assistance from supporting agencies when needed;
- Arranges direct liaison with fire chiefs in the area;
- Implements Mutual Aid.

#5 Emergency Management
Primary Agency

- Longwood University Office of Emergency Management
- Longwood University Police Department
- Town of Farmville Emergency Management

Secondary/Support Agencies

- Farmville Fire Department
- Prince Edward Volunteer Fire Department
- Farmville Emergency Medical Services
- Longwood University Information and Technology Services
- Longwood University Facilities Management
- American Red Cross
- Virginia Department of Emergency Management
- Longwood University Environmental Health and Safety

Introduction
Purpose:
ESF #5 provides guidance for coordination and support of emergency operations from the Longwood Emergency Operations Center using principles of the National Incident Management System.

Scope:
ESF #5 serves as the support for all University departments across the spectrum of incident management from prevention to response and recovery. ESF #5 facilitates information flow in the pre-incident prevention phase in order to place assets on alert or to pre-position assets for quick response. During the post-incident response phase, ESF #5 activities include those functions that are critical to support and facilitate multi-agency planning and coordination. This includes alert and notification, deployment and staffing of emergency response teams, incident action planning, coordination of operations, logistics and material, direction and control, information management, facilitation of requests for assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.

Policies:

- The EOP will provide guidance for planning response and recovery activities.
- The Incident Command System will be used in planning, response, and recovery functions.
- ESF #5 staff supports the implementation of mutual aid agreements to ensure seamless resource response.
- The University will provide representatives to staff key positions on Incident Management Teams.
- Longwood departments and outside agencies when necessary will participate in the emergency planning process, which is coordinated by ESF #5.
- When University resources are taxed, request for support will be made to the Town of Farmville.

Concept of Operations
General:
The Emergency Coordinator will assist in the development and maintenance of emergency operations procedures on the part of each major emergency support service. Each service should maintain current notification rosters, designate and staff an official emergency operations center, designate an EOC representative, establish procedures for reporting appropriate emergency information, and provide ongoing training to maintain emergency response capabilities. Emergency Preparedness officials and departments

assigned responsibilities by this plan should be aware of the hazards that have the greatest potential for a local disaster and are most likely to occur.

The EOC support staff will include a recorder, message clerk, and other support personnel as required by ICS in order to relieve the decision-making group of handling messages, maintaining logs, placing maps, and other administrative duties. Procedures for support operations will be established and maintained. An EOC wall map will be prepared and be readily accessible.

The Planning Section, when activated, will produce situation reports which will be distributed to the EOC staff, on-scene incident command staff, and the VEOC. The staff of the EOC will support short term and long term planning activities. Plans will be short and concise. The EOC staff will record the activities planned and track their progress. The response priorities for the next operational period will be addressed in the Incident Action Plan (IAP).

Organization:
Emergency operations will be directed and controlled from the Longwood Emergency Operations Center (EOC). Depending upon the nature and scale of the emergency, the EOC will be comprised of the following:

- Incident Commander
- EOC Director
- Liaison Officer
- Safety Officer
- Public Information Office (PIO)
- Planning Section Chief
- Operations Section Chief
- Finance/Administrative Section Chief
- Logistics Section Chief

The EOP section titled Annexes includes:

- Sample charts for EOC organization
- Longwood University Orders of Succession
- Longwood University Delegation of Authority
- Key essential employees' contact information

As allowed by the Incident Command Structure, the Longwood EOC will be staffed to the extent necessary based on the emergency. EOC support personnel to assist with communications, internal logistics, finance, external affairs and administration will be designated at the departmental level by leadership. The Directors university offices or their designee of will be available for decision-making.

The regulatory agencies and governing bodies play an important role as they must pass and implement the rules, regulations, codes, and ordinances, which would reduce the impact of a disaster. Local government agencies and volunteer emergency response organizations assigned disaster response duties are responsible for maintaining plans and procedures. These agencies are also responsible for ensuring that they are capable of performing these duties in the time of an emergency. In addition, these will address areas where new/revised codes, regulations, and ordinances may mitigate a particular hazard to the attention of Longwood, in coordination with the Emergency Coordinator.

The Emergency Coordinator will assist in the development and maintenance of established procedures on the part of each major emergency support function. Generally, each department should maintain current notification rosters, designate staffing as appropriate for an official agency operation center, if applicable,

designate EOC representatives, establish procedures for reporting appropriate emergency information, and provide ongoing training to maintain emergency response capabilities.
The Emergency Coordinator will assure that all actions are completed as scheduled. The President or his or her delegate may close facilities, programs, and activities in order that employees who are not designated "emergency service personnel" are not unnecessarily placed in harm's way.

The Emergency Coordinator will coordinate training for this emergency support function and conduct exercises involving the EOC.

Actions
Develop and maintain a capability for emergency operations and reflect it in the Emergency Operations Plan.

- Make individual assignments of duties and responsibilities to staff the EOC and implement emergency operations;
- Maintain a notification roster of EOC personnel and their alternates;
- Establish a system and procedure for notifying EOC personnel;
- Identify adequate facilities and resources to conduct emergency operations at the EOC;
- Coordinate Emergency Management mutual aid agreements dealing with adjunct jurisdictions and relief organizations, such as the American Red Cross;
- Develop plans and procedures for providing timely information and guidance to the campus in times of emergency through ESF #2;
- Identify and maintain a list of essential services and facilities, which must continue to operate and may need to be protected;
- Test and exercise plans and procedures; and
- Conduct campus outreach/mitigation programs.
- Ensure compatibility between this plan and the emergency plans and procedures of the Town of Farmville;
- Develop accounting and record keeping procedures for expenses incurred during an emergency;
- Define and encourage hazard mitigation activities, which will reduce the probability of the occurrence of disaster and/or reduce its effects
- Provide periodic staff briefings as required;
- Prepare to provide emergency information to the public in coordination with ESF #2;
- Provide logistical support to on scene emergency response personnel;
- Maintain essential emergency communications through the established communications network;
- Provide reports and requests for assistance to the Virginia EOC;
- Compile an initial damage assessment report and send to the Virginia EOC; and
- Coordinate requests for non-mutual aid assistance.

Responsibilities

- Activates and convenes local emergency assets and capabilities;
- Coordinates with law enforcement and emergency management organizations;
- Coordinates short and long term planning activities;
- Maintains continuity of operations;
- Directs and controls emergency operations;
- Submits state required reports and records;
- Coordinates initial warning and alerting; and
- Provides emergency public information in coordination with ESF #2.

#6 Mass Care, Housing, and Human Services
Primary Agencies

- Longwood University Dean of Students
- Longwood University Residential & Commuter Life
- Virginia Department of Social Services

Secondary/Support Agencies

- Longwood University Office of Emergency Management
- Longwood University Office of Environmental Health and Safety
- Longwood University Police Department
- Longwood University Office of Disability Resources
- American Red Cross
- Prince Edward County Public Schools
- Virginia Department of Health – Local Health Department
- Town of Farmville
- Farmville Emergency Medical Services
- Prince Edward County Volunteer Rescue Squad
- Virginia Department of Emergency Management

Introduction
Purpose:
ESF #6 provides direction for shelter, food, and emergency first aid following an emergency.

Scope:
ESF #6 promotes the delivery of services and the implementation of programs to assist university operations impacted by an incident. This service delivery includes immediate relief, short-term office space and housing for residential students.

Policies:

- Potential hazards may require an evacuation. The actual situation will determine the scope of the evacuation and the number of evacuees who will require a shelter.
- The Office of Emergency Management and/or Residential & Commuter Life will determine if a shelter is to be opened and will also select the shelter site(s) in coordination with the affected department(s).
- As needed, sheltering, feeding and emergency first aid activities will begin immediately after the incident. Staging of facilities may occur before the incident when the incident is anticipated.
- Information about persons identified on shelter lists, casualty lists, hospital admission, etc., will be made available to family members to the extent allowable under confidentiality regulations.
- Efforts will be made to coordinate among agencies providing information to minimize the number of inquiry points for families.

Concept of Operations
This ESF will coordinate the provision of sheltering, feeding, emergency first aid, emergency relief supplies and other basic human services. During shelter operations VDSS will support local DSS planning efforts to develop and maintain capabilities. The four primary functions of ESF #6, Mass Care, Emergency Assistance, Housing, and Human Services, are outlined below.

- Mass Care involves the coordination of nonmedical mass care services to include sheltering of victims, organizing feeding operations, providing emergency first aid at designated sites,

collecting and providing information on victims to family members, and coordinating bulk distribution of emergency relief items.

- Emergency Assistance addresses immediate needs beyond the scope of the traditional mass care provided at the local level.
- Housing involves the provision of assistance for short- and long-term housing needs of victims.
- Human Services include providing victim related recovery efforts such as counseling, identifying support for persons with special needs, expediting processing of new benefits claims, assisting in collecting crime victim compensation for acts of terrorism, and expediting mail services in affected areas.

Organization:
The University will ensure that handicapped and other special needs populations are provided for in the time of an emergency. Current roster and resource lists are maintained by Longwood Residential Life.

Should crisis-counseling services be required, trained mental health professionals will be provided by local Community Services Boards, in conjunction with the Department of Mental Health, Mental Retardation and Substance Abuses Services (DMHMRSAS), and Longwood University Counseling Services.

Daily situation reports will be provided to the Local Emergency Operations Center (EOC) about the status of evacuees and of operations at the shelter center(s).

Actions:

- Identify shelter facilities and implement MOA and other agreements;
- Develop plans and procedures to transport, receive, and care for an indeterminate number of evacuees;
- Determine the maximum capacities for each potential shelter;
- Designate managers and other key staff personnel;
- Develop plans and procedures to receive and care for persons with disabilities evacuated from residential dorms;
- Develop plans and procedures to receive and care for the animals of the evacuees;
- Provide mass transportation as required;
- Provide mass feeding as required; and
- Document expenses.

Responsibilities:

- Activates support agencies.
- Coordinates logistical and fiscal activities for ESF #5.
- Plans and supports meetings with university departments, and ensures all are informed and involved.
- Coordinates and integrates overall efforts.
- Provides registration and record keeping.
- Coordinates crisis-counseling services as required.
- Coordinates emergency welfare for displaced persons.
- Coordinates with PIO for release of information.
- Provides assistance for special needs population.
- Assists in provisional medical supplies and services.

Tab 3 to Emergency Support Function #6
Shelter Locations and Address

Shelter locations and all related detailed information are maintained in the Office of Residential Life.

#7 Resource Support

Primary Agencies

- Longwood University Materials Management
- Longwood University Facilities Management

Secondary/Support Agencies

- Longwood University Budget Office
- American Red Cross
- Longwood University Office of Emergency Management
- Virginia Department of Social Services
- Virginia Department of Emergency Management

Introduction

Purpose:

ESF #7 provides for the procurement and management of resources needed during the response to or recovery from an emergency.

Scope:

Resource support may continue until the disposition of excess and surplus property is completed. The University will determine what resources are needed and then ESF #7 will collect and distribute those goods by means of a distribution center. Several categories of resources that have been identified are: personnel, equipment, facilities, information and commodities.

Policies:

- The initial emergency response will be dependent upon local public and private resources;
- Adequate university resources do not exist to cope with a catastrophic incident;
- University departments and agencies will use their own resources and equipment during incidents and will have control over the management of the resources as needed to respond to the situation;
- If university resources are depleted, request will be made in writing through email as well as telephone to 911 for additional resources to the Town of Farmville;
- The Emergency Coordinator will initiate the commitment of resources from outside government with operational control being exercised by the on-site commander of the service requiring that resource; and
- All resource expenditures will be recorded by the Finance Section of the IMT.

Concept of Operations

General:

Material Management will identify sites and facilities that will be used to receive, process, and distribute equipment, supplies and other properties that will be sent to the disaster area. The Office of Public Relations will coordinate all food items received or required for the immediate disaster. The necessary equipment, staff, communications, and security support to these facilities and sites will be provided by Longwood to the extent possible. This process must be closely coordinated with LU departments and outside agencies when called upon for support.

Material Management will be responsible for securing and providing the necessary resource material and expertise in their respective areas, through public as well as private means. Resource lists will be developed and maintained that detail the type, location, contact arrangements, and acquisition procedures for critical resources. Mutual aid agreements will be developed and maintained with adjacent jurisdictions, private industry, quasi-public groups, and volunteer groups, as appropriate, to facilitate the acquisition of emergency resources and assistance.

The Longwood University Emergency Management Coordinator, in coordination with the Director of Materials Management and Vice President of Administration and Finance, will assist Longwood departments in the procurement of the necessary resources, to include the contracting of specialized services and the hiring of additional personnel, to effectively respond to and recover from the emergency at hand. Records of all expenditures relating to the emergency/disaster will be maintained in a separate budget code assigned by the Budget and Financial Manager.

Potential sites for local and regional resource distribution centers will be identified, if necessary, and strategically located to facilitate recovery efforts. Priorities will be set regarding the allocation and use of available resources.

Organization:
All departments will be responsible for identifying essential resources in their functional area to successfully carry out their mission of mitigating against, responding to, and recovering from the devastating effects of disasters All departments will coordinate their resource needs with the representative of the Department of Administration and Finance.

The Director Residential & Commuter Life or his/her designee, assisted by public relief organizations, will be in charge of coordinating the relief effort to meet the immediate needs of the student population in terms of food, water, housing, medical, and clothing (See ESF #6 and #11).

Actions:

- Identify essential resources to carry out mission in each functional area and to support operation of critical facilities during the disaster;
- Designate University department(s) responsible for resource management;
- Develop contingency plans to provide emergency lighting, procure and distribute emergency water and provide sewage disposal, if necessary;
- Identify personnel requirements and training needs to effectively carry out mission;
- Develop resource lists that detail type, location, contact arrangements, and acquisition procedures for critical resources;
- Prepare mutual aid agreements with surrounding jurisdictions to augment local resources;
- Review compatibility of equipment of local departments and surrounding jurisdictions and identify specialized training or knowledge required to operate equipment;
- Develop operational procedures to manage the processing, use, inspection, and return of resources coming into the area;
- Identify actual or potential staging facilities and ensure they are ready and available to receive, store, and distribute resources (government, private, donated);
- Develop training/exercises to test plan, and to ensure maximum use of available resources;
- Coordinate and develop prescript announcements with Public Information Office regarding potential resource issues and instructions (e.g., types of resources required, status of critical resource reserves, recommended contingency actions, etc.).

Responsibilities:

- Locate, procure, and issue resources to other agencies to support the emergency response or to promote public safety;
- Locate and coordinate the use of available space for incident management activities;
- Coordinate and determine the availability and provision of consumable supplies;
- Participate in planning and training for exercises to test plans for security reasons.

#8 Public Health and Medical Services:
Primary Agency

- Longwood University Student Health and Wellness
- Longwood University Counseling Center
- Virginia Department of Health (VDH)

Secondary/Support Agencies

- American Red Cross
- Centra Southside Community Hospital
- Community Services Board
- Longwood University Facility Management and Real Property
- Prince Edward EMS
- Prince Edward Fire Department
- Town of Farmville EMS
- Town of Farmville Fire Department
- Virginia Department of Agriculture and Consumer Services
- Virginia Department of Environmental Quality
- Virginia Department of Health

Introduction
Purpose:
Emergency Support Function (ESF) #8 provides for coordinated medical, public health, mental health, and emergency medical services to protect life in the time of an emergency.

Scope:
ESF #8 meets public health and medical needs of victims affected by an incident. This support is categorized by the following essential functions:

- Assessment of public health/medical needs.
- Maintenance of public health information.
- Acquisition and distribution of medical care personnel, medical equipment and supplies.
- Detect mental health issues and prevent harmful stress levels in the general public.

Policies:

- The LU Student Health and Wellness office and the local Health Department coordinate all ESF #8 response actions using its own internal policies and procedures.
- Each ESF #8 organization is responsible for managing its respective response assets after receiving coordinating instructions.
- The Joint Information Center (JIC) is authorized to release general medical and public health response information to the public after consultation with the Health Department.
- If Joint Information Center (JIC) is not employed, the Public Information Officer in coordination with the Incident Commander for the University is authorized to release general medical and public health response information to the public after consultation with the Health Department.
- The Health Department determines the appropriateness of all requests for the release of all public health and medical information; and
- The Health Department is responsible for consulting with and organizing public health and subject matter experts as needed.

Concept of Operations
General:
During a threatened or actual emergency, the Director of Student Health or his/her designated representative will direct coordinated health, medical, and rescue services from the Emergency Operations Center (EOC). Should a disaster substantially overwhelm local medical and rescue resources, support and assistance will be requested from medical institutions and emergency medical service (EMS) providers in neighboring jurisdictions.

The Longwood University Police Department, Town of Farmville Police Department, and the Prince Edward Country Sheriff's Department will provide security. The Health Department will monitor food and water safety, shelter sanitation and provide disease surveillance and 'contact' investigations if warranted. Upon coordination with the EOC public health advisories will be issued. The Community Services Board will provide mental health services.

In disasters involving a large number of casualties, the Office of the Chief Medical Examiner (OCME) may request assistance from local funeral directors. The OCME must identify the deceased before they are released to funeral homes. The Virginia Funeral Directors Association will provide equipment, supplies, larger facilities, and manpower as needed for such a localized disaster (See Tab 4).

Organization:
A rescue/emergency medical service representative will be assigned, as determined by the Emergency Management Coordinator or his/her designee, to the Emergency Operations Center (EOC) in order to coordinate rescue squad responses and to assist with the overall direction and control of emergency operations.

Local emergency medical service providers will transport patients. Local funeral homes will assist the Health Department and the Chief Medical Examiner's Office in disasters involving mass casualties.

Roles and Responsibilities
Emergency Support Function (ESF) #8 will:

- Develop and maintain procedures for activating a coordinated response;
- Maintain a roster of medical and health personnel;
- Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs for public health, preventative health, and mental health services during an incident.
- Maintain records and monitor the status of persons injured during the emergency through the facilitation of patient care.
- Establish communications with ESF # 5 to report and receive assessments and status information;
- Coordinate through the Public Information Officer dissemination of disaster related public health information to the public.
- Coordinate through the Public Information Officer the dissemination of public education on critical incident stress and stress management techniques.
- Provide investigation, surveillance, and take measures for containments of harmful health effects;
- Coordinate with ESF # 6 to identify shelter occupants that may require assistance.
- Coordinate transportation of the sick and injured with area hospitals or receiving facilities and other EMS agencies.
- Assess behavioral health needs following an incident, and provide outreach to serve identified behavioral health needs.
- Local law enforcement and the Virginia State Police will assist the Office of Chief Medical Examiner's in the identification and disposition of the deceased.

Emergency Medical Services Providers

Provider	Contact Information
Prince Edward Volunteer Rescue Squad	Phone – Non-Emergency 434-392-6973
Paladin Medical Transport	Phone – 434-315-5620 Address- 1201 W. Third Street Farmville, VA 23901
Delta Response Team	Phone – 434-392-4199 Address- 3987 Back Hampden Sydney Rd Farmville, VA 23901-5531

Mass Casualty Plan:

Virginia Funeral Directors Association, Inc.
Mortuary Disaster Plan Organization

Mission:
To develop an efficient and effective management response system in mass fatality disaster situations to facilitate the preparation, processing, and release of deceased human remains to the next of kin or family representative.

Concept of Operations:
In the event of a mass fatality disaster situation, the State EOC will contact the Office of the Chief Medical Examiner (OCME), who will notify the Virginia Funeral Directors Association (VFDA). Once contacted by the OCME, the VFDA will activate the Mortuary Response Plan and response teams. The VFDA Response Teams will operate under the direction of the District Medical Examiner of the district in which the incident occurred.

In order to ensure a prompt and professional response, the Virginia Funeral Directors Association maintains a resource manual of needed supplies, equipment, and vehicles. If additional resources are necessary to effectively respond to a disaster, the VFDA Executive Director has emergency purchasing authority up to a specified limit. The VFDA also has a specially equipped disaster trailer to assist the State Medical Examiner's Office and other funeral directors in the state with disaster field response.

Organization:
The Virginia Funeral Directors Association (VFDA) is responsible for the statewide coordination of the mortuary activities in the state. Each district has a response team comprised of members who have completed training in the VFDA-approved program that qualifies them as certified disaster coordinators. The VFDA response teams will provide support in recovery, evacuation, and identification of the remains.

The OCME is by law responsible for the deceased. Virginia is divided into four medical examiner districts that include the Northern Virginia District based in Fairfax, the Western District based in Roanoke, the Central District based in Richmond, and the Tidewater District based in Norfolk (See Attachment 1).

#9 Search and Rescue

Primary Agency

- Longwood University Police Department
- Prince Edward Fire Department
- Prince Edward Volunteer Rescue Squad
- Town of Farmville Fire Department

Secondary/Support Agencies

- Longwood University Office of EHS&EM
- Town of Farmville Police Department
- Virginia Department of Emergency Management
- Virginia Department of Health (VDH)
- Volunteer Search and Rescue Groups

Introduction

Purpose:

Emergency Support Function (ESF) #9 provides for the coordination and effective use of available resources for search and rescue activities to assist people in potential or actual distress.

Scope:

Search and Rescue resources respond with capabilities including, but not limited to locating, extricating, and providing for the immediate on site treatment to victims including those who may be trapped in collapsed structures.

Policies:

- All requests for Search and Rescue will be submitted to the Longwood University EOC for coordination, validation, and/or action in accordance with this ESF.
- Communications will be established and maintained with ESF #5 – Emergency Management to report and receive assessments and status information.
- Activities will be coordinated with local, state, and federal agencies when necessary.
- Search and rescue task forces are considered Federal assets under the Robert T. Stafford Act only when requested for a search and rescue for a collapsed structure.

Concept of Operations

General:

During a search and rescue operation after an emergency, the University will call upon the local fire and law enforcement departments to assist. The Emergency Medical Services (EMS) providers will also assist as set forth in the Virginia Association of Volunteer Rescue Squad's Operation Plan.

Organization:

The Fire Department will be the primary agency in any search and rescue operation. The local EMS, law enforcement, and Longwood University Facilities Operations will assist when required for structural evaluation of buildings and structures (ESF #3). Local Law Enforcement will be the primary agency in any ground searches. The local chapter of the American Red Cross will assist with support efforts during searches such as mass care feeding; sheltering; bulk distribution; logistics; and health and mental health services for rescue workers, support personnel, and the victims. VDH will advise search and rescue medical teams on industrial hygiene issues as they become apparent. Facilities Management will assist with any equipment, maps, staff, and vehicles. In a secondary role local law enforcement will assist with perimeter security, communications, and assistance as required. The local Fire Departments and EMS agencies will provide medical resources, equipment and expertise.

Communications will be established and maintained with ESF #5 – Emergency Management to report and receive assessments and status information.

Roles:

- Develop and maintain plans and procedures to implement search and rescue operations in time of emergency;
- Provide emergency medical treatment and pre-hospital care to the injured;
- Assist with the warning, evacuation and relocation of citizens during a disaster;
- Record disaster related expenses.

Responsibilities:

- Manages search and rescue task force deployment to, employment in, and redeployment from the affected area;
- Coordinates logistical support for search and rescue during field operations;
- Develops policies and procedures for effective use and coordination of search and rescue;
- Provides status reports on search and rescue operations throughout the affected area and request further assistance as needed.

#10 Oil and Hazardous Materials
Primary Departments and Organizations

- Longwood University Environmental Health and Safety
- Longwood University Office of Emergency Management
- Town of Farmville Fire Department

Secondary/Support Departments and Organizations

- Prince Edward Volunteer Rescue Squad
- Virginia Department of Health
- Virginia Department of Emergency Management
- Virginia Department of Environmental Quality

Introduction
Purpose:
Emergency Support Function (ESF) # 10 provides information for response to hazardous materials incident.

Scope:
The Longwood University Hazardous Materials Response Plan serves as the basis for all actions taken by ESF #10. The release of hazardous materials may have short and/or long-term health, environmental, and economic effects.

Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, corrosive materials, chemical and biological substances, and radioactive materials. This includes those substances or materials in a form or quantity which may pose an unreasonable risk to health, safety, or property when transported, and which the Secretary of Transportation of the United States has so designated by regulation or order.

Evacuation or sheltering in place may be required to protect portions of the University. If contamination occurs, victims may require special medical treatment requiring outside assistance from local and state resources.

Policies:

- All departments assigned responsibilities within this ESF will develop and maintain the necessary plans; standard operating procedures, and model contracts to successfully accomplish their tasks.
- The Longwood University Materials Response Plan serves as the basis for all actions taken by ESF #10. This annex requires that all oil and hazardous materials released under University jurisdiction be reported to the Longwood University Police Department by telephone at ext. 2091.
- When the incident has Commonwealth involvement, all actions will be guided by the Virginia Department of Emergency Management (VDEM). VDEM requires that all releases of oil and hazardous substances under federal jurisdiction be reported to the Department of Environmental Quality.
- The Longwood University Environmental Health and Safety Department and the Longwood University Police Department will maintain a close working relationship and mutually coordinate all reports of oil and hazardous materials/hazardous substances releases made to either entity.
- Response actions will be coordinated with and consistent with those described by the National Response System (NRS). The NRS is a network of agencies, programs, and resources with responsibilities in oil and hazardous materials response.

- When there is a VDEM presence at the scene of an actual or potential release of oil or hazardous material/hazardous substance the State On-Scene Coordinator (SOSC) will coordinate with any partnering agencies. All response activities will coordinate through ESF #10.

Concept of Operations
The EOP and the Hazardous Materials Response Plan provide the guidance for managing hazardous materials incidents. All requests for hazardous materials support will be submitted to the EOC for coordination, validation, and/or action in accordance with this ESF.

Appropriate response and recovery actions can include efforts to detect, identify, contain, clean-up or dispose of related oil and hazardous materials. Specific actions may include: stabilizing the release of berms, dikes, or impoundments; capping of contaminated soils or sludge; use of chemicals and other materials to contain or retard the spread of the release or to decontaminate or mitigate its effects; drainage controls; fences, warning signs, or other security or site-control precautions; removal of highly contaminated soils from drainage areas; removal of drums, barrels, tanks, or other containers that contain oil or hazardous materials; and other measures as deemed necessary.

In addition, ESF #10 may be used to respond to actual or threatened released of materials not typically considered hazardous under the National Contingency Plan (NCP) but that, as a result of an incident, pose a threat to public health or welfare or to the environment. Appropriate ESF #10 response activities to such incidents may include, but are not limited to, water quality monitoring, household and business hazardous waste collection, and the permitting and monitoring of debris collection and disposal related to the clean-up and recovery phase.

Organization:
The Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) requires the development of detailed procedures for identifying facilities with extremely hazardous materials and for assuring an adequate emergency response capability by these facilities and by local emergency services. A separately published Hazardous Material Emergency Response Annex has been developed for the university. This plan is considered to be a part of the University's Emergency Operations Plan (EOP).

The Fire Chief or designee will assume primary operational control of all hazardous materials incidents that are beyond the ability of LU staff to contain.

The Emergency Coordinator, in conjunction with the Fire Chief and VDEM Regional Hazardous Materials Officer, will determine the need to evacuate a large area. Evacuation orders or other protective actions will be issued as needed. However, the on-scene commander may order an immediate evacuation prior to requesting or obtaining approval, if this action is necessary to protect life and property. Residential & Commuter Life, Fire, EMS, and Law Enforcement will coordinate the evacuation of the area. Law Enforcement is responsible for providing security for the evacuated area.

Should an evacuation become necessary, warning and directions for evacuation and/or protect in place will be disseminated via all appropriate means. Responding agencies will use mobile loudspeakers, Longwood University Siren System, Mass Notification System, bull horns, and/or go door-to-door to ensure that residents in the threatened areas have received evacuation warning.

Actions:
- Respond to the incident
- Assess the situation

- Determine the need for immediate evacuation or sheltering in place
- Coordinate with the EOC
- Request assistance through the VEOC
- Implement Mutual Aid agreements.

Responsibilities:
Longwood University Office of Environmental Health and Safety (EHS)

- Coordinate and supports plans and procedures to address the full spectrum of technological hazards.
- Establish and maintain a comprehensive safety program.
- Provide manpower in the collection, analysis and assessment of spill response.
- Follow established procedures in responding to hazardous materials incidents

Longwood Office of Emergency Management

- Operate and maintain a public safety communications center to receive, prepare, and disseminate notifications, warnings, and associated protective actions to local, state and federal agencies involved in the response.
- Coordinate needs assessment and damage assessment operations.
- Coordinate control/mitigation efforts with other local, state, and federal agencies

Department of Environmental Quality

- Support the collection, analysis and assessment of air and water quality samples.
- Support collection, analysis and assessment of meteorological data.
- Provide technical assistance in development of protective strategies for risks posed by releases of hazardous materials or oil spills.
- Provide technical and regulatory assistance regarding the removal, storage, and disposal of debris/wastes.
- Provide technical advice on countermeasure strategies to address real or potential environmental impacts relating to an emergency/disaster.

Virginia Department of Health

- Provide advice/guidance regarding the threat to human health posed by the release of the hazardous materials and recommend protective action measures.

Longwood University Department of Environmental Health and Safety

- Develop and maintain the Hazardous Materials Emergency Response Annex
- Develop procedures aimed at minimizing the impact of an unplanned release of a hazardous material to protect life and property
- Conduct training for personnel in hazardous materials response and mitigation
- Provide technical information
- Record expenses
- Maintain and update the SPCC & ODC Plan for the University

Authorities & References
Authorities

- Virginia Emergency Services and Disaster Laws
- Federal Water Pollution Control Act and the Oil Pollution Control Act of 1990

References

- Emergency Management Accreditation Program (EMAP) 4.6.3: The emergency operations/response plan shall identify and assign specific areas of responsibility for performing essential functions in response to an emergency or disaster. Areas of responsibility to be addressed include: hazardous materials.

#11 Agriculture and Natural Resources (Non-Applicable)

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#12 Energy
Primary Agency

- Longwood University Facilities Management
- Longwood University Office of Emergency Management

Secondary/Support Agencies

- Department of Mines, Minerals, and Energy
- Dominion Virginia Power
- State Corporation Commission
- Town of Farmville
- Virginia Electric Cooperatives
- Virginia Department of Emergency Management

Introduction
Purpose:
Emergency Support Function (ESF) #12 provides for coordinating the restoration of public utility systems and components critical to saving lives, protecting health, safety, and property during an emergency.

Scope:
ESF #12 collects, evaluates, and shares information on damages energy systems and estimates the impact within the affected areas. According to the National Response Plan the term "energy" includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems and system components. Additionally ESF #12 provides information concerning the energy restoration process such as projected schedules, restoration timelines, and other information as appropriate.

Policies:

- Restoration of normal operations at critical facilities will be a priority;
- All agencies assigned responsibilities within this ESF will develop and maintain the necessary plans, standard operating procedures, mutual aid agreements, and model contracts to successfully accomplish their tasks;
- Restoration of normal operations at energy facilities is the responsibility of the facility owners
- University staff will work with utility providers for allocation of resources

Concept of Operations
General:
The supply of electric power to customers may be cut off due to either generation capacity shortages and/or transmission/distribution limitations. Generation capacity shortfalls are more likely to result from extreme hot weather conditions or disruptions to generation facilities.

ESF #12 will respond to the VEOC when an incident has or threatens to disrupt the routine energy production and distribution networks. ESF #12 will implement standard procedures and coordinate actions to assist local governments. While restoration of normal operations at energy production and distribution facilities is the primary responsibility of the owners of those facilities, ESF #12 provides the appropriate supplemental assistance and resources to enable restoration in a timely manner.

Organization:
In the wake of such a major disaster, Local Emergency Operations Centers (EOC) will be assisted by state-level resources to help in the emergency efforts to provide fuel and power. The priorities for allocation of these assets will be to:

- Provide for the health and safety of individuals and families affected by the event;
- Provide sufficient fuel supplies to local agencies, emergency response organizations, and service stations in critical areas;
- Help energy suppliers obtain information, equipment, specialized labor, fuel, and transportation to repair or restore energy systems;
- Recommend / comply with local and state actions to conserve fuel, if needed;
- Coordinate with local, state, and federal agencies in providing energy emergency information, education, and conservation guidance to the public;
- Coordinate information with local, state, and federal officials and energy suppliers about available energy supply recovery assistance.

The State Corporation Commission (SCC) is the designated commodity manager for natural gas and electric power. The Virginia Department of Mines, Minerals and Energy (DMME) is the commodity manager for petroleum products and for solid fuels.

Following a catastrophic disaster, the Virginia Emergency Operations Center (VEOC), with staff support from SCC and DMME, will coordinate the provision of emergency power and fuel to affected jurisdictions to support immediate response operations. As necessary they will work closely with federal energy officials (ESF 12), other Commonwealth support agencies, and energy suppliers and distributors. The University will identify the providers for each of their energy resources.

Actions:

- Identify, quantify, and prioritize the minimum essential supply of fuel and resources required to ensure continued operation of university facilities
- Monitor the status of all essential resources to anticipate shortages;
- Maintain liaison with fuel distributors and local utility representatives;
- Implement local conservation measures;
- Keep the university community informed;
- Implement procedures for determining need and for the distribution of aid;
- Allocate available resources to assure maintenance of essential services;
- Document expenses.

Responsibilities:

- Review plans and procedures. Review procedures for providing lodging and care for displaced persons (see ESF #6);
- In the event of a fuel shortage, establish procedures for local fuel suppliers/distributors to serve customers referred to them by local government;
- Keep the university informed and aware of the extent of the shortage, the need to conserve the resource in short supply, and the location and availability of emergency assistance;
- Provide emergency assistance to individuals as required;
- Enforce state and local government conservation programs; and
- Identify resources needed to restore energy systems.

#13 Public Safety and Security
Primary Agency

- Longwood University Police Department
- Town of Farmville Police Department
- Prince Edward County Sheriff Office

Secondary/Support Agencies

- Longwood University Office of Environmental Health and Safety
- Longwood University Office of Emergency Management
- Longwood University Facilities Management
- Longwood University Parking Services
- Farmville Fire Department
- Virginia State Police
- Virginia Department of Transportation

Purpose

Emergency Support Function (ESF) #13 integrates public safety and security capabilities and resources to support incident management activities associated with the prevention of, response to, or recovery from any hazard affecting the Longwood community.

Scope

ESF #13 provides a mechanism for coordination of resources to support a safe and secure environment during the management of emergency activities affecting the Longwood community. These resources include but are not limited to support for:

- Evacuations
- Access control
- Critical infrastructure protection
- Security planning and
- Law enforcement

Policies

- Longwood University Police will retain operational control.
- The Incident Commander will determine the need for security at the scene.
- University Police in coordination with the Emergency Coordinator will identify areas of potential evacuation.
- The concentration of large numbers of people in shelters during an evacuation may necessitate law enforcement presence to maintain orderly conduct.
- Law enforcement will be needed in evacuated areas to prevent looting and protect property.

Existing procedures in the form of department directives provide the basis for a law enforcement response in time of emergency. The mission of the Public Safety and Security function is to maintain law and order, protect life and property, provide traffic control and law enforcement support, guard essential facilities/supplies and coordinate mutual aid.

The Communications Center is the point of contact for the receipt of all warnings and notification of actual or impending emergencies or disasters.

In order to limit access to hazardous area, various personnel and devices will be required, such as the following:

- Personnel to direct traffic and staff control points;
- Signs to control or restrict traffic;
- Two-way radios to communicate to personnel within and outside the secured area;
- Control point(s);
- Adjacent highway markers indicating closure of area;
- Markers on surface roads leading into the secured areas;
- Patrols within and outside the secured areas; and
- Established pass system for entry and exit of secured areas.

Organization
The Longwood University Police Chief or his/her designee is responsible for coordinating operations pertaining to Emergency Support Function 13, including law enforcement. A chain-of-command will be established to cover staffing arrangements and contingencies. Law enforcement and support agencies involved with ESF 13 functions will utilize their regular radio communications equipment wherever possible. Mutual radio talk groups will be established whenever feasible to provide effective multi-agency communication capability.

Actions:
- Identify essential facilities and develop procedures to provide for their security and continued operation in the time of an emergency;
- Maintain police intelligence capability to alert government agencies and the university to potential threats;
- Develop procedures and provide training for the search and rescue of missing persons;
- Develop strategies to effectively address special emergency situations that may require distinct law enforcement procedures, such as civil disorders, hostage taking, weapons of mass destruction, terrorist situations, and bomb threats/detonations;
- Test primary communications systems and arrange for alternate systems, if necessary;
- Assist with the implementation of the evacuation procedures for the threatened areas, if necessary;
- Provide traffic and crowd control as required;
- Implement existing mutual aid agreements with other jurisdictions, if necessary; and
- Document expenses.

Responsibilities:
- Law enforcement
- Crowd control
- Conducts evaluation of operational readiness
- Resolves conflicting demands for public safety and security resources;
- Coordinates backup support from other areas;
- Initial warning and alerting;
- Security of emergency site, evacuated areas, shelter areas, vital facilities and supplies;
- Traffic control;
- Evacuation and access control of threatened areas; and
- Assist the Medical Examiner with identification of the dead.

Tab 1 to Emergency Support Function #13

Entry Permit to Enter Restricted Areas

1. Reason for entry (if scientific research, specify objectives, location, length of time needed for study, methodology, qualifications, and sponsoring party). If contractor/agent--include name of contractual resident party, attach evidence of right of interest in destination. Resident: Purpose.

_____

_____

2. Name, address, and telephone of applicant, organization, university, sponsor, or media group. Also contact person if questions should arise.

_____

_____

3. Travel (fill out applicable sections; if variable call information to dispatcher for each entry).

Method of Travel (vehicle, aircraft) _____

Description of Vehicle/Aircraft Registration _____

Route of Travel if by Vehicle _____

Destination by legal location or landmark/E911 address _____

_____

Alternate escape route if different from above _____

4. Type of 2-way radio system to be used and your base station telephone number we can contact in emergency (a CB radio or radio telephone will not be accepted). Resident: cellular or home number. _____

Entry granted into hazard area.

Authorizing Signature _____ Date _____

The conditions for entry are attached to and made a part of this permit. Any violation of the attached conditions for entry can result in revocation of this permit.

The Waiver of Liability is made a part of and attached to this permit. All persons entering the closed area under this permit must sign the Waiver of Liability before entry.

Tab 2 to Emergency Support Function #13

Waiver of Liability
(To be signed and returned with application form)

I, the undersigned, hereby understand and agree to the requirements stated in the application form and in the safety regulations and do further understand that I am entering a (high) hazard area with full knowledge that I do so at my own risk and I do hereby release and discharge the federal government, the Commonwealth of Virginia and all its political subdivisions, their officers, agents and employees from all liability for any damages or losses incurred while within the Closed Area.

I understand that the entry permit is conditioned upon this waiver. I understand that no public agency shall have any duty to attempt any search and rescue efforts on my behalf while I am in the Closed or Restricted Area.

Signatures of applicant and members of his field party — Date

Print full name first, then sign.

_____ _____

_____

I have read and understand the above waiver of liability.

_____ _____

_____

I have read and understand the above waiver of liability.

_____ _____

_____

I have read and understand the above waiver of liability.

_____ _____

_____

I have read and understand the above waiver of liability.

_____ _____

_____

I have read and understand the above waiver of liability.

#14 Long Term Community Recovery and Mitigation
Primary Agencies

- Longwood University Facilities Management and Real Property
- Longwood University Office of Emergency Management
- Longwood University Office of the President
- Town of Farmville

Secondary/Support Agencies

- American Red Cross
- Longwood University Academic Affairs
- Longwood University Administration and Finance
- Longwood University Office of Environment Health and Safety
- Longwood University Student Affairs
- Virginia Department of Health
- Virginia Voluntary Organizations Active in Disaster (VVOAD)
- Virginia Department of Emergency Management

Introduction
Purpose:
Emergency Support Function (ESF) #14 develops a comprehensive and coordinated recovery process that will bring about restoration of institutional facilities, services, and infrastructure while providing for the health, welfare and safety of Longwood Community members.

Scope:
ESF #14 will address significant long-term impacts in the affected area on Longwood University, community infrastructure, and student and community services. The long term recovery process will begin with a complete impact analysis of the incident. Based on available support, resources will be allocated to ensure recovery efforts are expended in coordination with University established priorities. The physical recovery and reconstruction of institutional infrastructure will be guided by Longwood leadership and possibly officials representing the Virginia Department of education or other agencies within the Commonwealth.

Policies:

- The recovery process for critical infrastructure will be coordinated with necessary external partners.
- Attention to the mitigation of future impacts of similar incidents will be a part of recovery and restoration efforts wherever feasible.
- The Continuity of Operations Plan will provide guidance for the recovery and reconstruction as needed. Site plan approval documents will guide reconstruction when possible.
- Routine operations may be disrupted or postponed to support recovery.

Concept of Operations
General:
The recovery phase is characterized by two components: the emergency response phase which deals primarily with lifesaving and emergency relief efforts (i.e., emergency food, medical, shelter, and security services); and the broader recovery and reconstruction component which deals with more permanent and long-term redevelopment issues.

Although all university departments are involved in components, the emphasis and focus changes among departments as they shift from one component to the other. In the emergency response and relief

recovery component, the primary local departments involved include fire and rescue, law enforcement, health, social services, education, and public works departments; whereas in the recovery and reconstruction component, the emphasis shifts to university departments dealing with housing and redevelopment, public works, economic development, land use, zoning, and government financing. The two components will be occurring simultaneously with the emergency relief component taking precedence in the initial stages of recovery, and the recovery and reconstruction component receiving greater attention as the recovery process matures.

The Office of Emergency Management will be the lead coordinating department in the life-saving and emergency relief component of the recovery process and the **Director of Planning and Construction** will take the coordinating lead during the reconstruction phase.

The recovery analysis process is comprised of the following phases: reentry, needs assessment, damage assessment, the formulation of short- and long-term priorities within the context of basic needs and available resources, and the identification and implementation of appropriate restoration and development strategies to fulfill priorities established, as well as bring about an effective recovery program.

The damage assessment process for the university is described in the Continuity of Operations (COOP) Annex of the EOP. Team leaders for the Damage Assessment Teams have been identified and the necessary forms included within this support annex. Although damage assessment is primarily a local government responsibility, assistance is provided by state and federal agencies, as well as private industry that have expertise in specific functional areas such as transportation, agriculture, forestry, water quality, housing, etc.

The process to request and receive federal assistance will be the same as all other natural or man-made disasters. The Virginia Department of Emergency Management will be the coordinating state agency in the recovery process, and FEMA will be the coordinating federal agency. Utilizing the preliminary damage assessment information collected, short-term and long-term priorities are established and recovery strategies developed in coordination with other state agencies, local governments, the federal government, and private industry.

Short-term recovery strategies would include:

- Emergency Services
- Communications and IT networks
- Transportation networks and services
- Potable water systems
- Sewer systems
- Oil and natural gas networks
- Electrical power systems
- Initial damage assessment
- Emergency debris removal
- Security of evacuated or destroyed area, and
- Establishing a disaster recovery center and joint field office

Organization:

The Office of Emergency Management in coordination with Facilities Management and Real Property will direct response, recovery, and reconstruction efforts in the disaster impacted areas of the university. When necessary, local government departments, state and federal agencies will serve as partners in recovery and mitigation efforts.

As potential applicants for Public Assistance, Longwood University must thoroughly document disaster-related expenses from the onset of an incident.

Mitigation has become increasingly important to local officials who must bear the agony of loss of life and property when disaster strikes. The Office of Emergency Management will lead in determining mitigation projects needed following a disaster and make applications for available mitigation grants.

Actions:

- Conduct initial damage assessment;
- In cooperation with other ESFs, as appropriate, use hazard predictive modeling and the university COOP Plan to ascertain vulnerable critical facilities as a basis for identifying recovery priorities;
- Gather information to assess the scope and magnitude of the social and economic impacts on the campus;
- Coordinate and conduct recovery operations;
- Coordinate assessment of accuracy and recalibration of existing hazard, risk, and evacuation modeling;
- Facilitate sharing of information and identification of issues among departments and ESFs

Responsibilities:

- Develop plans for post-incident assessment that can be scaled to incidents of varying types and magnitudes;
- Establish procedures for pre-incident planning and risk assessment with post incident recovery and mitigation efforts;
- Develop action plans identifying appropriate agency participation and resources available that take into account the differing technical needs for risk assessment
- Ensure participation from primary and support departments;
- Lead planning;
- Lead post-incident assistance efforts; and
- Identify areas of collaboration with support agencies and facilitate interagency integration.

#15 External Affairs
Primary Agency

- Longwood University Office of Communications

Secondary/Support Agencies

- Longwood University Police Department
- Longwood University Office of Emergency Management
- Town of Farmville Fire Department
- Virginia Department of Emergency Management
- Virginia Department of Health
- Virginia Department of Social Services

Introduction
Purpose:
ESF #15 will provide for the effective collection, control, and dissemination of information to inform the public of emergency conditions and available assistance. It will also manage rumor control/misinformation during an emergency. It shall quickly relay critical and potentially lifesaving information to those at risk while also providing timely and consistent information on the status of emergency operations and recovery activities. Finally it will ensure that a system is in place to provide information and guidance to city elected/appointed officials along with coordinating the release of public information from all responding agencies while assuring the public that the government is responding effectively to the emergency through credible and consistent information.

Scope:
Public information is an on-going responsibility prior to, during, and after a disaster occurs. A coordinated effort to communicate with the media and the public must be initiated and coordinated early in any emergency or disaster event.

Policies:
The LU Crisis Communication Plan provides the guidance for all information disseminated to the public.

Concept of Operations
General:
In an emergency or disaster it is important to provide timely and accurate information to the public and to the media outlets. News coverage must be monitored to ensure that any disseminated information is accurate. The University will be prepared to keep local legislators and other political figures informed.

Organization:
The Longwood University Office of Marketing and Communications is responsible for coordinating messages from the University and establishing a Joint Information Center when necessary. Longwood University marketing and Communications staff will handle appropriate special projects such as news conferences and press operations for incident area tours.

Legislative Affairs:
Will establish contact with the state legislative and congressional offices representing the affected areas to provide information on the incident. The locality should be prepared to arrange an incident site visit for legislators and their staffs. Legislative Affairs will also respond to legislative and congressional inquiries.

Actions:

- Evaluate the situation;
- Monitor national and state level news coverage of the situation (if applicable);
- After coordination with the University EOC, time permitting, the PIO will begin to disseminate emergency public information via news releases to the local news media;
- Establish JIC if necessary in coordination with outside agencies.
- Emphasize University response and protective action;
- Develop accurate and complete information regarding incident cause, size, current situation, and resources committed;
- Continue to keep the public informed concerning local recovery operations;
- Assist the Virginia Department of Health in disseminating public health notices, if necessary;
- Assist state and federal officials in disseminating information concerning relief assistance; and
- Document expenses.

Responsibilities:

- Establish a working arrangement between the Town PIO, the local EOC and local radio stations, television stations, and newspapers;
- Encourage local newspapers to periodically publish general information about those specific hazards, which are most likely to occur, such as flooding and industrial accidents;
- Designate a phone number and personnel to handle inquiries from parents, employees, and concerned individuals;
- Arrange regular press briefings;
- Coordinate the release of information through public broadcast channels, and written documents; and
- Maintain an up-to-date telephone and fax number list for all local news organizations.

5

Academic Affairs

Joan Neff, Vice President and Provost

Highlights

- Two associate provosts named
- Two dean searches initiated
- Work continuing on core curriculum revision
- Early childhood education initiative moving forward
- Hokule'a to visit Hull Springs Farm in May

Overview

Two associate provost positions were created in January to enhance the division's ability to focus on two key areas: 1) community outreach programs and 2) efforts to enhance student retention and success. Both positions have been filled through internal appointments of tenured faculty for three-year terms with the possibility of one additional term. Professor of History Lara Fergeson has accepted the position of Associate Provost for Outreach Programs and Initiatives and will work closely with the directors of LCVA, Hull Springs Farm, and Moton, and Associate Professor David Lehr has accepted the position of Associate Provost for Academic Innovation and Development. Dr. Lehr's position will focus on analyzing existing data as well as developing additional metrics to better understand factors related to student retention and academic success. By forging effective linkages among various units across campus dedicated to student learning and academic success, this new position will foster a holistic approach to student success and will play an integral role in enhancing retention and graduation rates.

The Academic Core Curriculum Committee is continuing to fine tune its proposal and has been engaging faculty in discussions of a model that connects foundational learning objectives with interdisciplinary perspectives that will lead ultimately to a capstone experience, all of which will create a holistic understanding of the liberal arts and citizen leadership while simultaneously enhancing students' critical thinking, reading, writing, and speaking abilities.

The faculty workload study has progressed to the point of incorporating reassigned time into the model to better reflect other aspects of faculty work, such as chairing departments and directing programs or courses of study within various majors.

A number of faculty are planning new course assignments and even entirely new courses that will focus on some aspect of the vice presidential debate or the presidential election in the fall. In addition, departments have been encouraged to apply for funding to engage faculty and students in events surrounding the debate, including inviting prominent speakers to campus or hosting roundtable or panel discussions including faculty, students, and perhaps community leaders.

Academic Core Curriculum Committee

The Academic Core Curriculum Committee held faculty workshops in January concerning the latest iteration of the model under consideration. Overall feedback was positive, but many faculty asked for more time to discuss the model with their departments and requested that the ACC collect data from departments concerning their potential contributions in the revised model. The committee is now aiming for approval of the new curriculum in the fall of 2016, with rollout to begin in fall 2018. This will allow more time to pilot courses and to move the new curriculum through the course approval process for the 2016-17 year. It will also assist supporting offices such as the Registrar, Office of First-Year Experience and Admissions as they prepare for and promote the changes. Meanwhile, the Committee has worked on refining the Core Curriculum and its proposed core courses, such as the Capstone Symposium; developing an implementation process; and projecting faculty needs and budget implications.

College of Business and Economics

The online MBA at Longwood was ranked in the Top 100 (#79) by US News and World Report for the third straight year, and the real estate faculty were ranked among the top 20 in the world for their research by the Journal of Real Estate Literature, the leading publication in the field. The Lancer Student Advisory Fund that manages a portfolio of actual investment dollars for the Longwood Foundation continued its streak of beating the S&P 500 Index every year. Finally, Dean Paul Barrett will be transitioning to a new role in January 2017 as he has decided to step down as dean and step up to a faculty position as a professor of business. In addition to his teaching responsibilities, he will assume the directorship of the SNVC Institute for Leadership and Innovation, a non-profit entity within the Longwood Foundation that recently endowed both an undergraduate and a graduate MBA scholarship at Longwood. The search process for the next dean has begun with the goal of having a new dean in place by January 2017 if possible. If the search has not been completed by that date, an interim dean will be named.

Cook-Cole College of Arts and Sciences

A grant proposal to NSF by faculty in the departments of Chemistry and Physics and Biological and Environmental Sciences has received positive reviews, although final word on funding has not yet been received. If funded, the grant will provide substantial funding for student scholarships in the sciences as well as program development and enrichment activities. The scholarships will be used to support academically strong students with financial need and will focus on underrepresented minorities and those from southside Virginia. In Nursing, the RN to BSN program is experimenting with a "Hy-Flex" model in which students have the option of physically attending classes or participating through live streaming or viewing a video of the class. It benefits nurses who work varying shifts by allowing them to take classes in whatever

way works best for their schedules. Since its inception the program has expanded from 5 students to 17. Students and faculty throughout Cook-Cole continue to collaborate on scholarly and artistic projects, and the wide range of activities and accomplishments across the College is evidence of a vibrant learning community. One example is the student-run Design Lab which recently celebrated its sixth year anniversary with a retrospective exhibition of its creations. The Lab has completed 372 jobs, providing an average of $9,300 worth of pro-bono work to clients per semester.

College of Education and Human Services

Memoranda of Understanding have been renewed for 61 of the 62 partnering Virginia placement school divisions, and 3 new school divisions will be added at the end of the semester. One hundred sixty-five student teacher candidates are currently in place in Virginia K-12 schools. Progress is continuing on efforts to establish an early childhood development center through examining examples of other programs, researching effective pedagogies, surveying faculty and staff needs for services, developing a business plan, beginning to secure temporary and permanent locations, and initiating a grant writing process to develop innovative ideas for the center. Speech, Hearing, and Learning Services (SHLS) has been serving a young woman from the former Soviet Republic who received scoliosis and cleft lip and palate surgery at St. Mary's Hospital in Richmond. In addition, SHLS conducted voice and hearing screenings for Longwood's music students and gave a presentation on hearing conservation for Prince Edward County Public Schools fourth grade students. The Institute for Teaching through Technology and Innovative Practices (ITTIP) held an open house/ribbon cutting on February 11, 2016 in its new offices in the Southern Virginia Higher Education Center and shared some of the technology tools and K-12 outreach it provides for southside school divisions.

College of Graduate and Professional Studies

The Graduate Strategic Task Force has been meeting regularly and should be ready to issue a report by the end of the spring semester. Two outside consultants from the Council of Graduate Schools spent two days on campus interviewing stakeholders and collecting data. Their report will provide an outside perspective for the task force. The Digital Education Collaborative (DEC) responded to 650 instructional technology support requests from faculty, staff and students in the fall term, and DEC Director, Jenny Quarles, represents Longwood on SCHEV's Open Virginia Advisory Committee working with other Virginia institutions to reduce students' cost of attendance through increased use of free open access academic resources. Professional Studies continues to operate BizVenture and upSTART entrepreneurship classes in high schools and communities throughout southside Virginia in partnership with Longwood's Small Business Development Center. A partnership between the Virginia Holocaust Museum and Longwood's History Department, facilitated by Professional Studies, will support the Summer Teacher Institutes offered at the museum this year.

Cormier Honors College

Honors Preview weekend was delayed by a snow storm, but nevertheless attracted 72 prospective students and 127 guests to our campus. Forty-five student volunteers who gave part

of their weekend to host this event made these families feel at home. Interest in the Cormier Honors College is very strong again this year. As of mid-February, 131 students had been accepted to the Honors College's Class of 2020, and all of them had a merit-based scholarship offer (average $4,700) included in their acceptance letters. Best known for a decade of successful student programs in Yellowstone National Park, the Transformational Learning Collaborative (TLC) will add a new pilot program in Alaska. Students will journey from Anchorage to our nation's largest national park (bigger than Switzerland!) and on to Valdez on Prince William Sound. A new special project, the Breakthrough Adventures program, is a student-managed effort to provide support for unique learning experiences. A student committee has developed a request for proposals and a review process. Honors students have been invited to apply for support for the summer and fall. The Breakthrough Adventures program honors the memory of Riley Cole, an Honors student who died during his senior year (December 2014).

Office of Student Research

OSR is on target with the University's Quality Enhancement Plan (QEP) timeline in successfully soliciting three new research-based Disciplinary Courses, which complement the existing Disciplinary Courses being offered this spring. In addition, OSR recruited 9 faculty to offer research-based Mentored Courses (four for Spring 2016, five for Fall 2016) in a variety of disciplines and sponsored faculty development workshops for both initiatives in December. The process of assessing QEP courses has begun, and a preliminary review of the data suggests that students report a positive experience with critical thinking, information literacy, and oral and written communication. OSR has also solicited faculty participation in a summer research pilot as well as a research apprenticeship program and has funded student travel and research-related expenses.

Longwood Center for the Visual Arts

Approximately 600 people attended the winter gala, Southern Gothic, in February, and the net receipts from sponsorships, ticket sales and silent auction sales totaled approximately $138,000. All proceeds support LCVA's community outreach programs. The event's success was a collaborative effort on the part of Longwood faculty and staff as well as approximately 80 volunteers and 90 sponsors from all segments of the community. The gala committee was comprised of the region's citizen leaders – attorneys, business people, philanthropists, educators, etc., and included a significant number of Hampden-Sydney faculty, staff and alumni. LCVA is also preparing for its annual Youth Art Month exhibition, which is the largest in the Commonwealth (and possibly the nation) with an anticipated 1,500 participants this year. Finally, the senior exhibition, Point of Departure, will showcase the work of the 2016 graduating class of the Department of Theatre, Art & Graphic & Animation Design.

Greenwood Library

The Library received a $6,000 American Democracy Project grant in December 2015, and is creating a panel-exhibition on the History of the Vice Presidency. Six student interns who are all history or political science majors are assisting with the project. In addition to the physical exhibition, which will "open" late summer 2016, the Library will create an online gallery of the

exhibition that will be maintained in the Digital Commons. Although not part of the grant, the Library is also developing a research guide for all things debate-related – http://libguides.longwood.edu/vpdebate – that will continue to be updated in the coming months. Jennifer Beach, formerly the Director of the Cumberland County Public Library, joined the Library in January as the Research & Instructional Services Librarian. Finally, on a bittersweet note, Suzy Szasz Palmer has announced that she will retire at the end of June 2016 after serving as Dean of the Library for five years, culminating a career in librarianship that began in 1979.

Office of Sponsored Programs

Sponsored Programs and Research has welcomed Jackie Wallace as the new Post Award Grant Administrator. Jackie transferred from the University's Budget Office where she gained extensive experience working in the Banner system and familiarity with general accounting procedures. Further support for grants accounting has been provided in the form of implementing the Research Accounting module in Banner. The module provides the ability to track grants from submission to closeout and improves efficiencies in accounting, reporting and billing after receipt of an award. Funding for implementation and training for this module was provided by the Vice President of Administration and Finance. The relationship with McAllister and Quinn (grant consultants) continues to augment Longwood's ability to apply for external funding. Representatives from the organization traveled to Longwood in early February to offer a workshop for faculty interested in learning more about the process of applying for and being successful in obtaining external funding for their scholarship.

Center for Faculty Enrichment (CAFÉ)

Café has been working with faculty to plan for the Vice Presidential Debate in October. Over 50 faculty (from a variety of disciplines) and student affairs staff gathered for two "Debate-ing your fall courses" workshops; this gathering enabled faculty and staff to consider ways to incorporate presidential elections/debates into Fall 2015 and Spring 2016 courses. CAFÉ will create a blog to include assignment ideas, course ideas, and other pedagogy related information. The Provost's Office is providing small grants for faculty to engage in developing such courses, and the Committee on General Education, in conjunction with CAFÉ, is reviewing the proposals. In addition, Dr. Mary Carver, Assistant Professor of Political Science, will offer a "Presidential Elections" short course for faculty and staff sometime in late spring/early summer. Finally, this year's Teaching and Learning Institute will focus on "Integrating Presidential Elections across the Curriculum." LU Faculty and staff will gather for a day of workshops and discussion about how to design a curriculum that provides learning opportunities for students to become engaged citizens.

International Affairs

International enrollment has tripled in four years with eight new international students joining the university in January. A recruitment trip to Vietnam last fall yielded three applications for Fall 2016, and one student who has accepted our offer of admission. The next stage of the recruitment strategy will focus on a few key areas (Vietnam, India, and Latin America). The ability to offer additional scholarships to international students would greatly enhance

recruitment efforts. International Affairs is working with the Virginia Department of Commerce and Trade to create an international recruitment consortium (StudyVA) similar to those in other states. Longwood will lead a group of 20 other Virginia universities in establishing a governing board, constitution, and initial recruitment strategy. Seven institutional representatives have committed to serving on the Board and will gather in April to initiate the process for becoming an official entity. This winter, two faculty-led programs to the U.K. and Costa Rica served 22 students, and this summer, five faculty-led programs to Croatia, Spain, the U.K., Belgium, the Netherlands, France, and Thailand will be serving 85 students. An additional twelve students have applied to study abroad through our affiliates in locations throughout Europe and Oceania. Three students have applied to study abroad in Fall 2016 in the U.K. and Ireland. The new Terra Dotta database will provide a more student friendly application process.

Hull Springs Farm

Hull Springs Farm has been selected as one of only three Virginia ports of call for the Hokule'a, a traditional Polynesian sailing vessel circumnavigating the world guided only by ancient methods of wayfinding—reading the stars, sun, moon, winds, waves, and behavior of birds and fish. Instead of modern navigational equipment, the crew of 11-13 persons, who rotate in and out every four to six weeks during the three-year voyage, determines the course for the 62-foot long, double-hulled, wooden boat using these ancient sailing techniques. The purpose of this three-year voyage is to "collect stories of hope from children around the world for how they are taking care of Island Earth." Longwood University faculty and students will be teaming with public schools (K-12) on Virginia's Northern Neck to celebrate the arrival of the Hokule'a and its crew May 11-13, 2016. Camp LUCEE, a summer day camp for rising 4th-6th graders will be held at Hull Springs this July for two weeks. Longwood students from Liberal Studies and Environmental Studies will join teachers from Westmoreland County Schools in leading this camp focused on "environmental exploration" and incorporating the Virginia Standards of Learning. Meetings have been ongoing at Hull Springs with key stakeholders from the Northern Neck region and State and Federal agencies focused on environmental education, including the Departments of Conservation and Recreation, Cooperative Extension, Rappahannock Community College, US Fish and Wildlife, Soil and Water Conservation Districts, and the Rappahannock National Wildlife Refuge.

Moton Museum

In 2015, the Moton Museum had 9,400 onsite visitors. The Museum reached an additional 4,400 people through off-site speaking engagements by its Director of Education and Public Programs, the University Liaison, and Storytellers, who are individuals who experienced the civil rights era here in Prince Edward County. This spring, Moton is strengthening its partnership with Prince Edward County Public Schools. Half of the 5th grade and all of the 6th grade have visited the museum; a program for 7th graders will be held at the Middle School at the end of March. Moton is also engaging in two collaborative projects. First, a second volume of the Storytellers magazine, which first appeared in 2014 under the title 10 Stories, 50 Years Later, will be published at the end of April. English 400 students and Photography students are again partnering with Storytellers to tell their experiences of the school closings era and its aftermath.

For the second project Moton is collaborating with Longwood and the Downtown Farmville Partnership to create a Civil Rights Walking Trail from Moton to downtown Farmville, which will be unveiled in time for the debate in October. Finally, the search for a new Executive Director is underway. We hope the new director will be in place by early summer.

6

Administration & Finance

Ken Copeland, Vice President

Highlights

- Successful "Go Live" with Cardinal Accounting System
- Capital Projects Update
- Update from Longwood Foundation
- Payroll and Related HR Updates
- Community and Economic Development

Cardinal/Student Accounts

There has been no shortage of activity within the Administration and Finance area the past several months. One goal that many of our employees have been working toward for some time is the new state accounting system (CARDINAL), which had a "GO LIVE" date of February 1. Both the cash receipts and accounts payable modules were successfully implemented and we are currently running both the old (CARS) and new systems through June 30th. Thus far we are quite pleased with our progress and while there are still some "kinks" to sort out, we should have no trouble having these taken care of by the end of the fiscal year.

Student Accounts has implemented a new international payment option for students and parents who wish to pay their student account, tuition deposits, transcript and diplomas fees in their home country currency. From initiation of payment by the student/parent, Longwood usually receives payment within 48 hours. The software (Flywire-formerly Peer Transfer) was written by an international student and is not only free to the University but much less expensive to the student than processing through their various home country financial institutions.

Other Student Accounts projects include:

- Efforts to create a holistic fee document that will include all fees that Longwood may assess to students and patrons. Student interns are assisting with this project.

- Implementation of the Commonwealth of Virginia DMV extranet to research unidentified parking tickets – particularly for out of state license plates.

Capital Projects

The University Master Plan was approved by the Board during their September 2015 meeting. Cooper Robertson and Longwood University are now compiling the final documentation, which will include a written report, technical appendices, a digital three-dimensional model, a short video, and other supporting material and graphics.

The plan was presented to the public during the evening of December 3, 2015 at the Longwood Center for the Visual Arts. This event included an exhibit summarizing the history of Farmville and the Longwood campus, illustrations of the 2025 master plan, a video fly-through of the plan, remarks by President Reveley, a presentation by Cooper Robertson, and a short question and answer session. Approximately 150 Longwood faculty, staff, and students, along with community and business leaders, attended. As part of the post-event information dissemination, the exhibit was open for public viewing until January 23, 2016. Longwood's digital media team created an interactive web site – *Place Matters: The Longwood University Master Plan 2025* – which may be viewed at **http://placematters.longwood.edu** .

Following are updates on Longwood's most significant capital projects.

Upchurch University Center
In the process required by state policy, documents were submitted to the Commonwealth of Virginia Bureau of Capital Outlay Management (BCOM) for review in mid-November 2015. BCOM has reviewed these documents, and the project's architect is refining the documents in response to BCOM's comments. Initial site work was conducted in fall and winter 2015 and next stages will begin as soon as BCOM grants approval.

Register and Sharp Residence Halls
Two new residential buildings with a total of 224 beds will be located on the hillside in front of ARC Residence Hall. Construction commenced in May 2015 and is proceeding on schedule. The target for occupancy is the start of the fall 2016 semester.

Student Success Center
BCOM approved the final construction documents in early January 2016. Construction bids were received on February 16, and a contract was awarded to Haley Builders Incorporated of Ashland, Virginia. Construction is scheduled to commence in late March.

Admissions Building and New Academic Building
The projects' design teams submitted the Preliminary Design documents to BCOM in early November 2015. BCOM has reviewed these documents, and the projects' architects are refining the documents in response to BCOM's comments. Longwood's Capital Budget Request for the 2016-2018 biennium includes requests to approve and fund both these projects for the Working Drawing and Construction phase.

High Street Gateway

This project will improve Longwood's High Street frontage and the northern end of Brock Commons. Work includes new brick sidewalks, new exterior lighting, landscape improvements, and the construction of a new north gateway structure to Brock Commons. The lead architecture and engineering firm for the project is Thompson and Litton, in collaboration with the design firm of Franck and Lohsen Architects. The design was approved by the Commonwealth of Virginia Art and Architecture Review Board on January 8, 2016. Construction drawings were completed and submitted to the Bureau of Capital Outlay Management in late February for their review. Construction will take place during summer 2016.

Willett Hall Façade Renovation

In anticipation of Longwood hosting the 2016 Vice Presidential Debate, the main entrance of Willett Hall will be renovated. This project includes a new west entrance façade, new entry doors, lobby renovation, rooftop equipment screening, and new exterior lighting. Construction drawings were approved by the Bureau of Capital Outlay Management in late January 2016. Construction bids were received on February 23, and a contract was awarded to Jamerson-Lewis Construction of Lynchburg, Virginia. Construction is anticipated to commence in late March.

Longwood Foundation Update

Unaudited Figures for the six months ended December 31, 2015 as compared to the six months ended December 31, 2014:

- Cash Contributions are even at $1.6 million.
- Investment Income and Earnings are down $1.8 million.
- Scholarship support increased 40% (or $275,000) and support to the University increased 35% (or $689,000)

Human Resources/Payroll

Among many unsung heroes on our campus, our Human Resources and Payroll staff continue to provide excellent service to our employees. Activities over the past several months include:

- W2's issued and distributed in January.

- Implementation of a new system to track employee leave. The Virginia Department of Accounts (DOA) has notified agencies that they will no longer process leave in CIPPS effective July 1, 2016. Longwood will be migrating leave balances to DHRM's TAL system (Time, Attendance, and Leave). HR starts the on-boarding process 2/29 and TAL should be live by June 25, 2016.
- Payroll and HR are exploring web-time entry for our wage employees and eventually student workers. This long overdue change is being vetted by our IT governance

committee and will replace manual time cards and thereby reduce manpower need and the possibility of errors and delays in payroll processing.

- HR continues to monitor the proposed FLSA changes that govern exemptions to overtime pay requirements for executive, administrative, professional, outside sales and computer employees (also known as "white collar" exemptions). For employees in positions properly classified as exempt, employers need not pay overtime for hours worked over 40 in a work week. One of the proposed regulations is to increase the salary threshold to $50,440 from its current threshold of $23,660. The salary component is only one part of the exemption criteria that must be met. Compliance with this new rule may be required as early as May 2016.

- HR also will implement a new online management system for tracking federal immigration forms I9 for new and existing employees. Training was completed on March 2nd for a go-live date of March 11th. Electronic I9's will help reduce errors and alleviate any compliance issues. And..... it's paperless!

- Also, the HRIS area of Human Resources is trained and now up and running on Cardinal. New employees are being added as HR is notified by our Accounts Payable staff.

- The Faculty/Staff Service Awards Program and Banquet was held on February 26, 2016. This year's theme was entitled "United We Stand" and Longwood honored 105 Faculty/Staff members and 18 retirees for their years of service to Longwood University and the Commonwealth of Virginia.

- Finally, several upcoming events are being planned for which include: Partnering with Virginia Credit Union to host several Financial Workshops, finalizing the ACA Employer Reporting, working with the Dean of Wellness to promote the First Wellness Challenge-Heart Healthy Dark Chocolate Bake-Off, and preparing for Open Enrollment later this spring.

SBDC/Office of Community and Economic Development

Our Small Business Development Center (SBDC) continues to provide excellent service to our region's small businesses. The Longwood SBDC provides services to clients in 26 localities across Southside Virginia from offices here in Farmville, Petersburg, South Boston, Danville and Martinsville. Results from the 2015 Calendar Year survey include:

599 clients consulted

71 training seminars

422 training event attendees

248 Jobs created and retained

$6,721,817 in new capital created

The SBDC is working on a renewed presence in the Danville/Martinsville area, using a cadre of experienced entrepreneurs and executives on an as needed basis to deliver in-depth business consulting to growth oriented small businesses. The SBDC was awarded a planning grant from Danville Regional Foundation to undertake this process and is an active participant in the entrepreneurial ecosystem.

Locally, conversations continue with many local leaders and stakeholders regarding Longwood's efforts in economic development and a joint town/county/university team is forming. A delegation of Longwood, town and Prince Edward County officials visited Louisiana in early March to observe and study a particularly successful economic development model in which McNeese State University plays a leading role.

Finally, kudos to our Director of Economic Development Sheri McGuire who has been accepted into Lead Virginia's 2016 class. She is a most worthy recipient of this honor and is excited to represent Longwood and the region.

LONGWOOD UNIVERSITY
Statement of Revenues and Expenditures
As of January 31, 2016

	BOARD APPROVED ORIGINAL BUDGET	YEAR TO DATE ADJUSTMENT	REVISED BUDGET FORECAST 2015-2016		ACTUAL TO DATE 2015-2016	ACTUAL AS PERCENT OF BUDGET	PRIOR YEAR COMPARATIVE ACTUAL TO DATE	PRIOR YEAR COMPARATIVE ACTUAL AS PERCENT OF BUDGET
EDUCATIONAL AND GENERAL								
REVENUES:								
Tuition	37,049,527	393,289	37,442,816		25,378,739	67.78%	27,700,731	77.90%
Fees	1,309,913	150	1,310,063	1	1,205,531	92.02%	1,492,412	117.80%
State General Fund Appropriation	26,225,819	(68,125)	26,157,694	2	15,900,583	60.79%	15,727,918	62.85%
Other Sources	352,000	18,599	370,599	3	290,289	78.33%	318,159	96.48%
Federal Work Study	50,000		50,000		-	0.00%		0.00%
TOTAL REVENUES	64,987,259	343,913	65,331,172		42,775,142	65.47%	45,239,220	72.70%
EXPENDITURES:								
Instruction	32,153,344	233,747	32,387,091		19,440,195	60.02%	18,745,577	60.96%
Public Service	545,117	2,264	547,381		296,287	54.13%	289,095	50.90%
Academic Support	11,015,671	104,483	11,120,154		5,338,656	48.01%	5,717,106	52.85%
Student Services	4,543,704	(113,842)	4,429,862		2,746,602	62.00%	2,676,558	59.21%
Institutional Support	10,092,019	506,053	10,598,072		6,384,192	60.24%	6,024,997	63.22%
Operation and Maintenance of Plant	7,037,403	(513,022)	6,524,381		3,846,883	58.96%	3,787,045	62.67%
Salary Savings	(400,000)	(74,777)	(474,777)		(319,776)	67.35%	(378,012)	94.50%
TOTAL EXPENDITURES	64,987,258	144,907	65,132,165	4	37,733,038	57.93%	36,862,366	59.62%
Revenues Over/(Under) Expenditures	1				5,042,104		8,376,854	
			199,007					
AUXILIARY ENTERPRISE								
REVENUES:								
Housing Fee and Sales	20,028,108		20,028,108		13,799,715	68.90%	19,965,762	100.73%
Dining Fee and Sales	8,829,102		8,829,102		5,659,833	64.10%	8,902,689	97.26%
Comprehensive Fee/Other	22,650,171	381,131	23,031,302		16,972,442	73.69%	20,052,709	92.70%
Federal Work Study	154,300		154,300		-	0.00%		0.00%
TOTAL REVENUES	51,661,681	381,131	52,042,812		36,431,991	70.00%	48,921,160	96.38%
EXPENDITURES:								
Housing Services	20,098,410	69,812	20,168,222		10,121,059	50.18%	9,980,437	51.17%
Dining Services	8,899,102	-	8,899,102		10,553,416	118.59%	7,282,131	83.26%
Athletics	8,720,363	1,078,492	9,798,855		6,497,033	66.30%	6,390,816	69.76%
Other Services	12,193,483	237,953	12,431,436		8,699,171	69.98%	7,618,719	67.19%
Salary Savings	-	-	-		(64,623)	0.00%	(92,066)	0.00%
TOTAL EXPENDITURES	49,911,358	1,386,257	51,297,615	5	35,806,057	69.80%	31,180,037	63.96%
Revenues Over/(Under) Expenditures	1,750,323		745,197		625,934		17,741,123	

[1] Includes application fees, course fees, internship fees, ESL program fees, and out-of-state capital fees
[2] Includes $542,707 budget reduction
[3] Includes facility rentals, library fines, payment plan fees, post office income, administrative fees and indirect cost recoveries
[4] YTD adjustments reflect reductions, transfers between programs and insurance pre-payment
[5] YTD adjustments reflect additions or transfers between programs

One-time surplus available for reallocation

Anticipated addition to reserves

Longwood University
Auxiliary Reserve Analysis
As of January 31, 2016

	Cash Balance 6/30/2015	FY16 Planned Transfers	FY16 Planned Additions	FY16 Planned Expenditures	Projected FY16 Ending Cash Balance	Calculated Required Reserve	Performance Indicator
General Auxiliary	19,673,218	983,806	1,650,657	(11,106,177)	11,201,504	4,895,192	✓
Food Services	5,465,022	(495,130)		(1,554,702)	3,415,190	3,103,571	✓
Residence Halls	13,009,407	(488,676)	1,998	(184,659)	12,338,070	7,140,412	✓
Parking	880,443		0	(40,000)	840,443	295,733	✓
Conferences	677,139		11,409		688,548	187,017	✓
Golf Course	76,527				76,527	115,973	×
Athletics	2,393,570			(1,116,205)	1,277,365	2,821,312	×
Recreation & Intramurals	579,035				579,035	634,404	×
Speech, Hearing & Learning Services	291,528				291,528	N/A	
Capital Service Center	56,619				56,619	N/A	
Bus Transportation	(86,259)		86,259		0	N/A	
	43,016,250	0	1,750,323	(14,001,743)	30,764,830	19,193,614	

Planned Expenditures After FY16: 7,704,975

Planned Reimbursements from Bond Proceeds or Donations:

Stevens Renovation	340,000
Baseball Field Backstop	100,000
New Admissions Building	630,000
New Academic Building	850,000
	1,920,000

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Intercollegiate Athletics
Troy Austin, Director of Athletics

Highlights

- Athletics Hall of Fame Induction Ceremony
- Lancer Club Open Golf Tournament
- Athletics Department Diversity Training Plan
- Athletics Department Drug Testing Modifications

Athletics Hall of Fame Ceremony

On the morning of February 13, in a ceremony that drew more than 150 spectators to Longwood's Maugans Alumni Center, former Lancer baseball standout Kelvin Davis '88, all-time women's basketball coaching wins leader Shirley Duncan, All-American golfer Tim White '82 and the College World Series-bound 1982 baseball team were enshrined as the sixth class of the Longwood Athletics Hall of Fame.

The three Hall of Fame newcomers, 15 of the 21 members of the 1982 baseball team, and head baseball coach Buddy Bolding were all in attendance to receive the honor in a formal ceremony in Blackwell Hall, cheered on by friends and family and a mix of Longwood Hall of Famers, administrators, past and former coaches and student-athletes, and president W. Taylor Reveley IV.

In a series of emotional induction speeches, the members of the 2016 Hall of Fame class told the crowd in Blackwell Hall about their days at Longwood and thanked those who supported them along the way.

Davis shared an anecdote about the first time he encountered Bolding, facing the live-armed coach in a summer league game before he went on to play at Longwood for the 36-year coaching legend.

Duncan remarked about how lucky she was to have a career in which she "never worked a day" and laughed as her former standout, Nikki Hall-Atkinson, put on a demonstration of one of signature huddle antics.

White teared up when thanking his family for the sacrifices they made that allowed him to chase his dreams and expressed sincerity for having his remarkable achievements as a Lancer recognized.

Bolding, who introduced Davis at the ceremony and spoke for his 1982 team, characterized the "hardball" character of Longwood's first-ever team to advance to a Division II NCAA Championship in the form of the College World Series.

The 2016 four-member class brings the Longwood Athletics Hall of Fame roster to 26 members. All four members were also recognized at halftime of the Longwood men's basketball game against Liberty in front of a sellout crowd.

Lancer Club Open Golf Tournament

The 2016 Lancer Club Open will once again tee off this year at The Manor Golf Club in Farmville, VA on Saturday, April 23rd. Registration is now open for the event. Last year's tournament saw more than 60 alumni and friends of Longwood Athletics take to the course with Lancer coaches and student-athletes in an effort that helped to raise more than $10,000.

This year's edition will feature a scramble format (Captain's Choice) in a single flight with a start time of 8:30am. There is no better opportunity to join fellow alumni, friends, Longwood student-athletes and coaches in a relaxing and fun environment, with proceeds supporting the student-athletes who proudly don the Lancers uniform! Registration includes a post-tournament barbecue picnic with prizes and giveaways.

The Manor Golf Club is one of central Virginia's premier golfing destinations and offers golfers of all skills and abilities a fun and challenging experience in a spectacular rural setting.

Athletics Department Diversity Training Plan

Across the landscape of higher education, and more specifically athletics, there has been increased conversation about the need for diversity training to help personnel work effectively with people of diverse backgrounds.

Diversity training has been linked with multiple benefits to include greater knowledge about and more positive attitudes toward diversity, improvement in worker morale and productivity, better understanding of self and others, development of diversity-related attitudes and behaviors, and increased organizational effectiveness.

In order to address issues of diversity, inclusion, and campus climate, Longwood Athletics and the Office of Citizen Leadership and Social Justice Education began establishing the Diversity Training Plan.

The first step was administering a diversity needs assessment survey to both the athletics staff and student athletes in the fall semester. The survey consisted of approximately twenty-five questions that identified key demographic information, knowledge of and types of existing diversity training in the department, knowledge of key diversity and social justice issues, as well

as providing an opportunity to rate the skills, abilities, comfort, and importance in dealing with diversity related concerns.

A total of 38 of 61 staff completed the survey (a 62% response rate), and 49 of 240 student-athletes completed the survey (20% response rate).

The findings of the survey were interesting and fell within the range of expected responses based on campus climate and results of similar needs assessments given across the country.

Key results of the findings are as follows:

- Currently, Longwood Athletics does not have a diversity mission statement or a diversity strategic plan in place
- Longwood Athletics does not offer diversity trainings with frequency or consistency
- Both the staff and student athletes indicated that diversity trainings related to:
    - Bias/assumptions/stereotypes/privilege;
    - Cross-cultural/intercultural communication (understanding cultures of different groups);
    - Developing cultural sensitivity and competence /reducing and managing conflict between groups;
    - LGBTQ issues are most important to Longwood athletics.

According to respondents, on a scale of 1 (not at all) to 7 (very much):

- 70 percent indicated the department has flexible hours and schedules to accommodate needs.
- 50 percent indicated the department made attempts at creating an inclusive environment.
- 33 percent indicated there are open lines of communication to discussing diversity.
- 9 percent indicated there are strategies, policies, and procedures in place to capitalize on diversity.
- 10 percent indicated the department manages diversity by anticipating problems and initiating incentives to prevent problems
- 28 percent indicated the department is open to sharing and discussing diverse points of view (e.g., race, religion, politics, etc.)

Overall, 53 percent indicated that they felt they could be their authentic selves with regard to their identities.

Based on these results, we will begin diversity-training sessions for the athletics staff this semester. The first training workshop will be April 11th followed by workshops on May 2nd and 3rd. Beginning in the fall semester of 2016, we will begin the training program for the student-athletes on a revolving schedule to accommodate their seasonal sport participation.

This program includes assessment to track the learning outcomes and progress as well as to continue to provide information necessary to focus on the most important and relevant needs of

the department. The Diversity Training Program is a multi-year plan that is the pilot of a much larger and more comprehensive campus-wide program.
- submitted by: Courtney Addison and Jonathan Page

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Institutional Advancement
Courtney Hodges, Vice President

Highlights

- ***Love Your Longwood Day* is record-breaking event raising $65,076 from over 533 donors.**
- **Campus Community Campaign secures impressive 44% participation from faculty and staff**
- **Campus is top choice for alumni weddings**
- **General Assembly's budget provides significant additional resources for higher education**

Development

Fiscal Year 2016 continues to be a successful year for the Office of Development.

- ***Love Your Longwood Day*:** Longwood's inaugural *Love Your Longwood* philanthropy challenge was a record-breaking day for giving at the university. More students, alumni, parents, faculty, staff and friends made gifts to Longwood during the March 3rd event than on any other single day in the university's history. Over 500 people gave more than $65,000 during the 24-hour event that featured campus celebrations, prizes, and contests – all focuses on the importance of philanthropy at Longwood. The spirit of giving, pride and enthusiasm for Longwood was palpable on campus and throughout 20 states as donors participated in the philanthropy challenge.

- The **Campus Community Campaign** (formerly known as Faculty/Staff Campaign) w a campus participation rate of 44 percent. This represents an 11 percent increase over FY15 as well as the highest participation rate in recent history. Collectively, this campaign raised over $76,000.
    - Across campus, there were 19 departments reporting 80% participation or higher. Of those, there were 17 departments with 100% participation from their staff members.
    - To date, more than 400 faculty, staff, and students made gifts.
    - This year was the first time all students were asked to give back as well and were challenged with a dollar for dollar matching gift.

- This year's campaign was focused on educating campus community about the importance of philanthropy. Named buildings were marked with ribbons and banners stating "Philanthropy Matters," while turf signs around campus offered factoids on the impact of private giving at Longwood.

- **LancerLine:** We are in the midst of our spring telefund campaign. As of March 10, our callers secured 250 NEW pledges and are on track to meet goal.
- **Leadership gift officers** continue to travel and meet with alumni and friends. With additional gift officers on staff, there is a greater need for prospect management and research. In December, we were excited to promote our part-time research position to a full-time Director of Prospect Management and Research position.
- **Advancement Services:** Development and Alumni Relations have been using Blackbaud's Raiser's Edge software for alumni and gifts records since 2011. In December, the University entered a three-year contract to upgrade to Raiser's Edge NXT. This new version is specifically designed to help gift officers manage their portfolios, and this cloud based solution allows them to access donor information while on the road. It also includes Online Express which is a more user friendly online giving tool.
- **Scholarship and Benefactor Luncheon**: More than 100 donors and guests joined us for our annual Scholarship and Benefactor Luncheon on February 4. This stewardship event was hosted by President Reveley and the Longwood University Foundation. Donors who were invited to the luncheon were also invited to other Longwood events taking place on the same day - Jeff Schapiro's lecture and the performance by the Richmond Symphony.

We continue to see an upward trend in YTD comparisons for annual giving, total donors, and total philanthropic dollars raised. To support this growth in philanthropic activity, the Development Office continues to explore strategic ways to focus on stewardship as well as continued fundraising for the strategic priorities of the university.

Government Relations

The General Assembly adopted a budget for 2016-18 on March 11th and adjourned. The budget provides significant additional resources for higher education, including about $800,000 for Longwood over the two-year budget period. This is in addition to $1.2 million that the Governor provided in the introduced budget to educate and graduate more Virginians and to support students from underrepresented populations. The budget includes language directing institutions to work to minimize tuition and fee increases during the biennium.

The budget maintains an additional $366,000 that was included in the introduced budget for in-state undergraduate financial aid at Longwood and provides about $33,000 for graduate financial aid. The budget also includes the state's share of a salary increase for state employees, based on performance and other employment –related factors.

After the Governor takes action on the budget and other legislation, the General Assembly will return to Richmond in April to vote on the Governor's amendments and vetoes.

Conference and Event Services

The Office of Conference and Event Services handles an average of 125 special events per year. This is in no way inclusive of all events that occur on the university campus within a year. However, it does cover those events that are most closely related to the President of the university and the senior administrators as well as events for external guests such as weddings and conferences. The Office of Conference and Event Services also manages the scheduling of University facilities for faculty, staff, students, and the public. The staff is prepared to provide full meeting and event planning assistance as needed. The Office of Conference & Event Services strives to serve internal and external guests as their qualified planning partner in creating and achieving purposeful and memorable events that reflect the mission of Longwood University.

Spring 2016 is truly blooming for this office. One of the first group activities featured an "all hands on" workshop on communication skills focusing on active listening, different communication styles, teambuilding, employee development styles, and assertiveness. Our entire staff attended, along with staff members from various others departments. It was very interactive and those who came were excited to have this chance to get to know each other and find out how much we all had in common and how we can expand our skills to be better business partners.

- **Conference & Event Services**: The conference and events staff have been attending various State Government Meeting Planners (SGMP) Richmond Chapter events to establish a strong bond with this very active marketing group. We are building relationships with our SGMP planner partners to attract the types of visitors we are seeking, especially groups of potential students to visit our campus. These meetings provide an excellent way for suppliers like us to have direct one-on-one time with planners within our target market.
- **Audio Visual Services**: The events and AV services teams have been partnering the Music and Theatre Departments to bring more performances to Jarman. The Richmond Symphony recently returned to Jarman Auditorium as well as the first Longwood Theatre production since 2009. More events are scheduled throughout the remaining spring semester.
- **Longwood Weddings**: Our wedding programs continue to grow. We have five confirmed wedding receptions scheduled for 2016. Our wedding clients are often Longwood employees, alumni, and children of Longwood alumni.
- **Recruitment Underway**: After 15 years of faithfully serving the Longwood community and leading the Office of Conference & Event Services, Darlene Bratcher is looking forward to retirement this fall. In preparation for her retirement, Longwood is searching for highly qualified candidates to apply for the position of Director of Conference and Event Services. The Director of Conference and Event Services will supervise the development, planning and coordination of special events hosted by the University consistent with the strategic focus and image of the University; as well as organize and manage on-site execution of events with other University departments to ensure that activities run smoothly and follow appropriate protocol.

YTD Fiscal Year Comparison
Gifts through February 29

Fiscal Year	Unrestricted	Operating Accounts	Total Annual Giving
2007 YTD	$340,247.94	$337,705.33	$677,953.27
2008 YTD	$424,332.21	$380,998.75	$805,330.96
2009 YTD	$294,661.23	$258,247.03	$552,908.26
2010 YTD	$312,491.98	$375,533.98	$688,025.96
2011 YTD	$297,154.54	$374,891.53	$672,046.07
2012 YTD	$232,874.51	$394,245.66	$627,120.17
2013 YTD	$247,734.20	$351,130.53	$598,864.73
2014 YTD	$243,358.30	$372,249.34	$615,607.64
2015 YTD	$281,229.93	$488,235.70	$769,465.63
2016 YTD	**$283,521.95**	**$608,010.47**	**$891,532.42**

Fiscal Year	TOTAL RAISED[1]
2007	$5.25M
2008	$4.87M
2009	$5.69M
2010	$5.42M
2011	$5.77M
2012	$5.52M
2013	$9.43M
2014	$2.82M
2015	$7.94M
2016 YTD	**$3.04M**

[1] *Total new funds received or pledged*

Fiscal Year	Annual Giving	Grants & Special Initiatives	Endowment/ Capital	Bequest	Non-cash/ Gift-in-Kind	Total Cash Giving	Total Donors	Alumni Participation*
2007 YTD	$677,953.27	$190,567.20	$804,233.87		$138,635.83	$1,811,390.17	3,668	FY2007 18.00%
2008 YTD	$805,330.96	$269,267.50	$1,243,227.14		$65,468.89	$2,383,294.49	4,034	FY2008 16.36%
2009 YTD	$552,908.26	$214,118.50	$697,404.57		$100,476.80	$1,564,908.13	3,027	FY2009 13.12%
2010 YTD	$688,025.96	$384,182.69	$980,587.29		$44,933.38	$2,097,729.32	3,594	FY2010 13.69%
2011 YTD	$672,046.07	$206,020.00	$570,486.06	$735,079.26	$65,615.17	$2,249,246.56	3,382	FY2011 11.41%
2012 YTD	$627,120.17	$205,559.00	$933,961.04	$132,021.26	$36,895.68	$1,935,557.15	3,057	FY2012 10.97%
2013 YTD	$598,864.73	$211,961.44	$627,699.70	$83,711.25	415449.78	$1,937,686.90	2,884	FY2013 10.15%
2014 YTD	$615,607.64	$238,319.78	$941,435.42	$1,120,474.67	19946.82	$2,935,784.33	2,696	FY2014 9.47%
2015 YTD	$769,465.63	$307,385.23	$552,971.46	$320,376.65	$256,153.37	$2,206,352.34	3,418	FY2015 10.94%
2016 YTD	**$891,532.42**	**$308,897.13**	**$480,866.10**	**$129,203.82**	**$92,151.41**	**$1,902,650.88**	**3,558**	**YTD 7.66%**

* *Alumni Participation reflects participation rates through the end of the fiscal year, with the exception of 2016 which is through February 29.*

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Strategic Operations

Victoria Kindon, Vice President and CIO

Highlights

- Applications up 15%; Deposits up 37%
- Master plan microsite and video prove informative and popular
- First ever Alumni Family Day draws large crowd
- Implementation of new system saves IT administrators 2 hours each day

The Division of Strategic Operations advances Longwood's mission by strengthening connections with students at every stage of their relationship with the university—as prospective students, current students and active alumni. The division works to nurture lifelong relationships through personal interactions and connections, supplemented by the careful analysis and application of data and state-of-the-art information technology. The division comprises the offices of University Marketing and Communications, Information Technology Services, Alumni Relations and Career Services, and Enrollment Management and Student Success.

Admissions Update

Applications for fall 2016 first-time, full-time freshmen continue to trend higher year-over-year. Strategies to yield high-achieving students who have been admitted but have yet to deposit are also under way. We are also seeing promising growth in our ability to attract and yield out-of-state students.

Chart1: Applications for 2016 first-time, full-time freshman class (as of March 8 of each year)

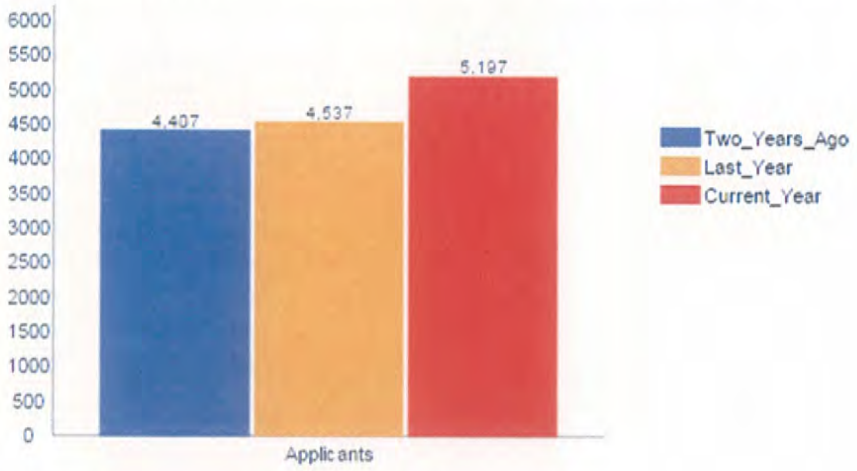


Chart 2: Deposits for 2016 first-time, full-time freshman class (as of March 8 of each year)

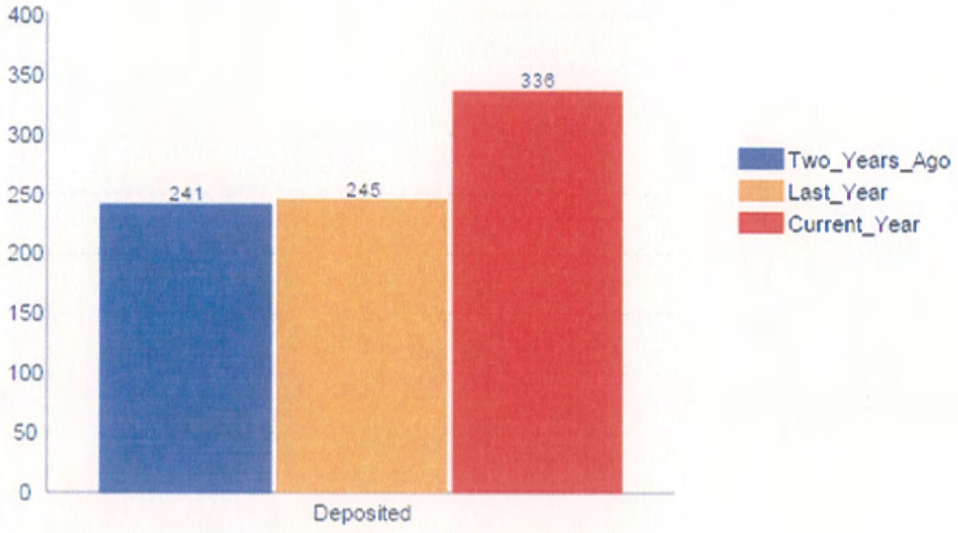
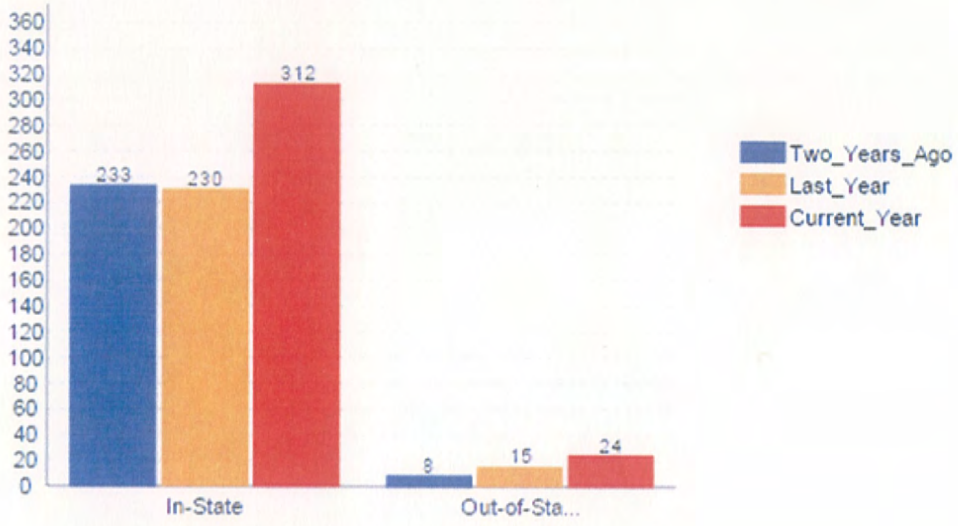


Chart 3: Deposits for 2016 first-time, full-time freshman class: in state vs. out of state (as of March 8 of each year)



Retention and Enrollment Updates

Dashboard of Principal Undergraduate Enrollment Metrics

Undergraduate	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Applications	*4402*	*4075*	*4167*	*4290*	*4576*	*5248*
Freshmen	975	1055	1007	1091	1102	1053
Sophomores	781	760	840	809	854	856
Juniors	746	710	687	774	745	798
Seniors	654	704	668	635	734	711
5th year +	NA	214	224	259	223	235
Transfers/Part-time	957	744	885	891	907	971

Freshman Progression and Retention Update

Freshman-to-sophomore retention rate returned to 81% and fall-to-spring retention for the 2015 cohort dipped 2 percentage points.

	Freshman Fall Enrollment	Freshman Fall Enrollment (official)*	Freshman Fall-to-Spring Enrollment & Retention Rate	Sophomore Fall Enrollment & Retention Rate (official)*
2010 Cohort (Class of 2014)	975	967	Not available	761 (79%)
2011 Cohort (Class of 2015)	1,055	1,042	Not available	841 (81%)
2012 Cohort (Class of 2016)	1,007	992	920 (91.36%)	809 (82%)
2013 Cohort (Class of 2017)	1,091	1,078	1,009 (92.48%)	854 (79%)
2014 Cohort (Class of 2018)	1,102	1,074	996 (90.38%)	856 (81%)
2015 Cohort (Class of 2019)	1,053	Not yet available	927 (88.03%)	Not yet available

* After IPEDS exclusions such as military and medical leave.

Enrollment Management and Student Success

First Year Experience & Family Programs Fine-tunes Orientation

Two exciting shifts will occur for the incoming class of 2016 with a focus on a more seamless experience designed to enhance students' transition to college and prepare them for success.

Students, and likely family members, will experience the first shift when they no longer are required pay an orientation fee after just having submitted their admissions deposit. Instead, the fee will be posted to the student's account in the fall semester, allowing financial aid funds to be used to cover the cost, which is a common practice across the Commonwealth.

The second shift is in the registration process, which not only can be a confusing and overwhelming time during orientation but also may not result in the optimal course combination for the student. Instead of students registering themselves during orientation, they now will be sharing their course interests, strengths and challenges during the orientation registration process. This insight, along with recommendations from faculty, will be used to create the optimal first semester schedule for students by taking into account their course needs for progress toward graduation, their interests and their strengths. In addition to improving the experience during orientation, we believe this will have a positive impact on students' academic performance in their first semester, which will lead to improved retention.

Financial Aid and Scholarship Strategies Improved

During the past year, we have made great strides in analyzing the enrollment patterns based on our financial aid awarding strategies. We have spent the past several months analyzing enrollment patterns based on financial aid awards to identify other areas for improvement. As a result, this year we are offering scholarships more strategically to support enrolling more students who have a higher likelihood of being retained and graduating from Longwood.

University Marketing and Communications

Microsite / Video Highlights Bold Vision of Longwood's 2025 Master Plan

In a comprehensive effort to communicate and promote the new Master Plan to the extended Longwood community, an interactive microsite (http://placematters.longwood.edu) was launched in December 2015 that highlights the exciting changes on the horizon for Longwood's campus. In addition, a holiday video was produced and sent out to alumni that touches on key ideas behind the Master Plan's bold vision. It has garnered more than 5,000 views: http://www.longwood.edu/happyholidays/2015/

Day in the Life of "Lancer Pants"

There's a well-known athletics character on campus and, no, we're not referring to Elwood. Steve Robertson, assistant director of marketing for athletics, has helped create one of the best Basketball Game Day atmospheres in the Big South. Robertson serves as the Basketball Game

Day emcee, taking on the persona "Lancer Pants," a moniker based on the argyle-patterned pants in Longwood colors he wears to each game. To help promote this game day excitement, University Marketing and Communications recently produced a short and humorous "mockumentary" on the man known as Lancer Pants: https://youtu.be/ELX6q14SKSU

In-House Media Channels Show Exploding Interest in Longwood Athletics

This year, LongwoodLancers.com is on pace to break the record for visitors since the Department of Athletics began tracking those statistics in 2006. Since July 1, 2015, more than 165,000 users have visited LongwoodLancers.com—an increase of nearly 8 percent from the same time period (through March 3) last year; a 42 percent increase from the same period in 2013-14; and a 53 percent increase from 2012-13. Following Longwood's 75-69 win over Charleston Southern in the first round of the 2016 Big South Championship, 3,168 people flocked to the site, which is the fifth-most unique visits in a day since tracking of those numbers began in 2006. Four of those top five marks have come since the start of the 2014-15 academic year.

Social media has shown similar growth. Longwood athletics has added 600 fans on Facebook since July 1, 2015 (growth of 9.7 percent), contributing to a total of nearly 7,000 Facebook fans (6,768).

Leveraging the Debate with Accepted Students

As the significant rise in undergraduate applications this year has shown, the U.S. Vice Presidential Debate is an important factor in student recruitment. In mid-March—about six weeks before the deposit deadline—3,000 accepted students were reminded what an incredible fall semester is in store for them at Longwood with an innovative mailing centered on the debate. A colorful debate button and other items were delivered in a clear tube designed to get attention right out of the mailbox.

<u>Alumni and Career Services</u>

Event Engagement Connecting with Alums, Registrations Soaring

The OACS team has had more than 2,000 registrants for 25 events thus far in 2015-16. During the same time period last year, 10 events drew 600 registrations. More than 500 alumni attended regional gatherings in Richmond, Fairfax and New York City to cheer on the Longwood men's basketball team. In Northern Virginia, nearly 150 Lancers came out for an alumni event focused on celebrating all the positive momentum on campus.

Alumni Family Day Draws a Crowd

On January 9, more than 500 alumni brought their families back to campus for a unique event prior to a men's basketball game. Kids had the opportunity to learn a cheer from the Longwood cheerleading team, participate in a multi-activity spirit station or play in an inflatable bouncy house and obstacle course.

The Longwood Network is Up and Running

The Longwood Network, a new online community for Longwood alumni, parents, students and friends, launched in January. So far, 700 alumni have joined digital network, and it currently houses nearly 200 job opportunities, upcoming event information, alumni photos and more. In addition, more than 450 Longwood alumni have raised their hands to indicate an interest in helping foster the careers of current Longwood students and alumni.

Information Technology Services (ITS)

Implementation of Cardinal

Cardinal, the Commonwealth's new financial system that replaced CARS (Commonwealth Accounting and Reporting System), was implemented February 1, 2016. It is a commercial off-the-shelf product called PeopleSoft, which facilitates standard government business processes and can be upgraded in the future to take advantage of product improvements.

Additional features of the Cardinal system include a robust reporting capability, a flexible Chart of Accounts structure and the capacity to serve all state agencies. Longwood is an interfacing agency, meaning transaction files are sent daily from Banner, which is Longwood's financial system, to the Cardinal system.

With this project, Longwood was able to streamline processes to maintain a crosswalk between Banner's Chart of Accounts and Cardinal's Chart of Accounts, as well as improve the process to create the Funds Receipt transaction file.

Implementation of Identity and Access Management (IAM)

Dell Identity Manager helped ITS transform outdated and manual processes involved with Account Provisioning as well as providing the following benefits:

- Secure the university by unifying access to accounts, external accounts, privileged accounts, data and applications throughout a user's life cycle.
- Provide significant time savings to the university by automating account management. ITS saved two hours daily from system administration.
- Place access decisions in the control of Human Resources and the Registrar's Office.
- Support audit and compliance initiatives by governing all access activities from request through fulfillment.
- Allow delivery of accounts and access to users in near real time.

10

Student Affairs

Tim Pierson, Vice President

Highlights

- Spring Semester Activities
- Police Department Accreditation
- Students Engage in Planning Debate Activities
- Golf Course Closing

Spring Semester kicked off with a flurry of activity with new student orientation, new member recruitment for fraternities and sororities, MLK programs and activities, only to be slowed by a heavy snowstorm. Nonetheless, all systems are running well in the student life areas.

The Longwood Police Department has been granted full accreditation by the Virginia Law Enforcement Standards Commission. One cannot overstate the importance of the role that Campus Police play for the day-to-day functioning and wellbeing of the campus and our community. The accreditation process affirms what we know about the department and its employees — they are highly professional, reliable, consistent, and highly respected by our entire campus and community.

Planning and preparation for the Vice Presidential Debate is picking up steam, especially apparent in the student community. The Student Government Association has appointed a Program Committee and is budgeting funds for activities sponsored by student organizations. The Associate Dean for Student Engagement, Cheryl Steele, is coordinating and advising this committee. The number of students volunteering is progressing steadily as the anticipation of the event continues to take hold. As of mid-March, nearly 350 students had signed up to express interest in volunteering around the debate.

The Student Honor and Conduct boards have revamped their longstanding student election process. Students will come through a nomination process followed by interviews with current Board members prior to being approved by the SGA to be eligible for SGA's general election in late March. The intent with this change is to elect Board members with a greater awareness and commitment to performing these important responsibilities on behalf of their fellow students.

Assistant Vice President for Student Affairs (AVPSA)

Student Affairs has a long tradition with both the assessment of learning outcomes and evaluation of program/service quality. Assessment expectations require Departmental Annual Reports coupled with an annual WEAVEOnline Assessment Report based on systematically reviewed goals, mission, objectives, and outcomes. Additionally, once every five years each department/program area within Student Affairs completes some form of a Formal Program Review based on externally defined professional standards with input from faculty, staff, students, and in some cases, community members. While some departments have opted to pursue professional accreditation (i.e. CAPs and the Police Department), others have sought the expertise of a professional consultant (Office of Fraternity and Sorority Life), but most choose to participate in a Council for the Advancement of Standards (CAS) Self-Study Review.

Using the recently published 9th edition of the CAS professional standards and guidelines, six self-studies have been launched based on standards related to: Disability Resources and Services; Civic Engagement and Service-Learning Programs; Multicultural Student Programs and Services; Commuter & Off-Campus Living Programs; Student Conduct Programs; Sexual Violence-Related Programs & Services; and Alcohol, Tobacco, & other Drug Programs. For more information on the year-long process, see: http://www.longwood.edu/studentaffairs/40205.htm.

Oversight for professional development aimed at all members of the Student Affairs staff, falls to the Assistant Vice President for Student Affairs with support from the Professional Development Team. All incoming staff participate in a multi-component New SA Professional Staff Orientation coupled with an extended opening retreat. Throughout the academic year, in-service professional development is provided through a required monthly all-staff meeting. Recent topics have included a "Focus on our Students" with presentations from various perspectives and research regarding LU students; a program on developing student (and parent) resiliency which included a summary of presenting issues seen within CAPS; a sensitivity training regarding transgender issues; a training on appropriate response(s) to an active shooter scenario; and a suicide prevention training.

Additionally, with support from the Professional Development Team, a number of optional social and educational professional development activities are offered throughout the year ranging from monthly article, book, and webinar discussions, as well as speakers and programs sponsored by multiple campus partners including Café.

Furthermore, Student Affairs staff members participate regularly in professional development provided at the departmental level on skills, attitudes, and knowledge relevant to their specific functional area and responsibilities. Many are involved in professional association leadership, commissions, and directorate boards, and regularly offer educational presentations while attending national and regional professional conferences. A few are currently engaged in professional research and publication.

Student Conduct and Integrity, University Title IX

Student conduct cases have increased by 4 percent as compared with this time last year. While the number of Conduct Board cases and Administrative Hearings has remained fairly constant as compared to last year, a 31 percent increase in Honor Board cases accounts for the overall increase. The office welcomed the addition of an Education and Prevention Coordinator (formerly Wellness Coordinator) who is responsible for Alcohol, Tobacco, and Other Drugs, as well as Sexual Misconduct, programming efforts, and educational initiatives for the office.

Title IX cases for issues of sexual misconduct have remained steady as compared to last year. So far this year, the office has received 72 reports of notice. Of those reports of notice, the office has coordinated 32 Title IX inquiries and investigations, and has provided resources and offers of accommodations in the remaining cases where we do not have jurisdiction or formal complaints. As well as conducting inquiries and investigations, providing resources and access to living, learning, and academic adjustments are required when the University receives notice of behaviors that fall within the spectrum of behaviors detailed in the Sexual Misconduct Policy.

Dean of Students Area

Over 500 cases have been submitted to the Care Team. At this time, it appears that nearly 75% of the closed cases were resolved with favorable outcomes. Other interesting statistics include 5% were non-students, 6% left for medical reasons, 6% withdrew, 4% were placed on academic suspension, and 7% were closed when students were not responsive to offered resources.

The Dean of Students is working with various campus partners to look at the students who were placed on Academic Suspension and determine why many of those students were not submitted to the Care Team. He will look at statistics to determine if there are trends that will determine if there are other tactics that could be used to identify those students earlier.

The Office of Disability Resources (ODR) continues to see an increase in the number of students registered for accommodations. Nine percent (9%) of the Longwood population has registered for accommodations, which is several percentage points higher than similar institutions. Students with attention deficits and learning disabilities continue to be the most served populations, and we are seeing a greater increase in students with emotional disabilities and chronic medical conditions categories.

Students who participated in the ODR Empowers orientation report a 55% increase in their knowledge of campus and a 22% increase in feeling confident in their ability to be successful at Longwood. Therefore, preparation has begun on the second annual program.

The use of Emotional Support Animals (ESAs) as a means to mitigate effects of emotional disabilities is a rising trend. ODR has developed a procedure and subsequent paperwork for ESA requests in Longwood-managed housing (as of January 2016, only one student has been approved), and is actively working to create similar protocol for requests for ESAs in the classroom.

Residential and Commuter Life

The Director of Commuter Life provides monthly updates to area landlords and town officials. This has led to an increase in the number of area landlords who are reaching out to Longwood as a source of support for following up with student situations off campus. The increase in direct contact with area landlords continues to strengthen the partnership between Longwood and the local community.

The RCL office has communicated with students and families regarding the continuing student housing registration process. A family webinar regarding housing registration was conducted. Students have received several newsletters regarding the registration process, and RCL has planned several housing registration information sessions for students. Each student received an individualized email regarding their eligibility to participate.

During the off-campus intent process, students participated in an online off-campus orientation and submitted their intent form through the student housing gateway. RCL partnered with the Registrar office to allow students to report their new local mailing address on the off-campus intent form. RCL will provide this information to the Registrar office to update student local addresses. This has helped to streamline this process for students.

The entire RCL team has worked with the Longwood Real Estate Foundation to make preparations for the new residence halls, including staffing patterns, furnishings, and management.

Student Engagement Unit

The Student Engagement area had a robust start to the semester. Some highlights include:

A number of events commemorated the MLK holiday, including a Service Challenge at various Farmville community agencies, involving almost 100 participants; a campus vigil and walk focusing on persons who have lost their lives to hate-related incidents concluding with discussions at the Moton Museum; a community "common ties" event at Moton; and a bus trip to Greensboro, NC, to visit the International Civil Rights Center and Museum.

The Social Justice Summit, which is also supported strongly out of the Student Union/Student Activities area, will focus on "the politics of identity." Student Engagement staff are working with students from a wide range of student organizations, including SGA leadership, on a student idea for a "diversity pledge." Thirty-five students are participating in the Joan of Arc Leadership series this semester.

A successful service learning trip to Arizona during the winter break gave students the opportunity to do environmental conservation with a Longwood staff member. Two service learning trips are planned for spring break, one to the Grand Canyon and one to Atlanta.

The College Panhellenic Council completed a successful primary recruitment cycle, extending membership to 150 women, increasing the overall community size to over 500 women. The

Interfraternity Council completed their primary spring recruitment handing out 58 bids. Membership in fraternities remains consistent at this point with last year, and the National Pan-Hellenic Council organizations have begun the membership intake process.

The Late Night Breakfast, a strong community tradition organized by Student Union/Student Involvement, served 1200 students with 35 faculty and staff volunteers at the end of the first semester. The staff continues to provide important support to the large number of student organizations.

Lancer Productions hosts regular events on weekends, including a successful Welcome Back BINGO with 300 students in attendance, a casino night, and a comedian in support of an event with Admissions.

While staff vacancies have created several challenges, these vacancies have provided opportunities for two recent Longwood graduates and a current student to serve as interns. Student Engagement is providing meaningful para-professional opportunities for them, and they are providing additional perspectives and support for the staff.

Wellness Center

Campus Recreation continues to serve our campus through recreational and wellness opportunities. The start of the spring semester is always a busy time with everyone returning to campus with a renewed purpose and many with a hope of improved health for the new year.

The Health & Fitness Center (HFC), in collaboration with the Alumni office and Athletics, hosted the first annual Alumni/Family Day. Five hundred individuals attended the family activities held prior to the men's basketball game on Saturday, January 9

With classes cancelled two days during the beginning of the semester, the HFC stayed open for the campus, thanks in large part to the dedication of our student staff. Campus Recreation employs and trains approximately 80 student employees and pays almost $200,000 annually back to our students for their time, effort, and expertise.

Counseling and Psychological Services (CAPS) continues to focus on the development of a group counseling program with six groups offered this semester including collaborative groups with Disability Resources and Intercollegiate Athletics. While individual counseling is still the primary function of the office, group counseling is growing across the industry and becoming the treatment of choice for some mental and emotional health issues. CAPS is hosting the Virginia Small College Counseling Consortium on March 31 with the workshop focus being on "Group Counseling in College Counseling Centers."

Potomac Healthcare Solutions completed their first semester as our management partner in the Student Health Center. They have made improvements to the consistency of the services provided and dramatically increased the number of students being seen in the clinic especially in the availability of same-day appointments. Potomac has made arrangements with almost all major insurance carriers and has drastically decreased the out-of-pocket costs to our students. As

we go forward Potomac is evaluating the scope of services we provide with the goals of increasing what services we provide to our campus and the number of individuals we serve.

With the completion of the university master plan, university administration has developed plans to repurpose the Longwood University Golf Course. The space will become a student training and athletic support venue. Plans for the course will include athletic event parking, driving range and practice green facilities for the intercollegiate golf teams and academic classes, and the development of a cross-country course. The golf course will no longer be open for public play as of June 30, 2016. The public announcement drew some interest on and off campus, including questions from students about the rationale, use of the course once public play stops, and details of the new arrangement with the Manor Golf Course. All are good questions that have been addressed by a number of administrators.

Police Department

After nine years of great efforts by the Longwood University Police Department (LUPD) staff, a select group of sheriffs and police chiefs from across the state have given their stamp of approval to the LUPD as one of the top departments in the Commonwealth.

The Virginia Law Enforcement Professional Standards Commission (VLEPSC) has granted the LUPD with full accreditation, a distinction held by less than one third of the law enforcement agencies in the state. The Certification of Accreditation was presented on February 17, 2016.

Accreditation was a banner day for the entire LUPD. Achieving this goal included establishing and maintaining the highest of standards in all functions within the Department. Each member of the LUPD team has contributed and worked diligently in meeting the requirements of VLEPSC. To obtain accreditation law enforcement agencies must provide evidence of efficient and effective agency operations through documentation of the performance of nearly 200 standards. Additionally, on-site assessments are performed to further prove performance and professionalism. Annual verification of compliance is required along with on-site assessments by the Virginia Department of Criminal Justice Services.

The support from the Longwood administration and community required to achieve this distinction underscores the University's commitment to community-based policing and use of modern technology for effective law enforcement. Chief Beach states, "I am extremely proud of all of our officers and staff for their expertise, their commitment to the profession, and to Longwood University."

The LUPD Operational staff continue the day-to-day activity of keeping the Longwood campus community safe. That effort was significantly improved with the addition of two new officers to the patrol operation. These two officers will enhance our ability to maintain a safe and secure campus as well as assist with over all preparation for the upcoming Vice Presidential Debate.

The staff has conducted a number of "CODE RED" programs for individual departments and facilities around campus. This program uses the "Run, Hide, Fight" platform to address options

and preparations for dealing with an "active shooter" event should it occur. The national trend is to have this training well publicized. The Department is encouraged that the community has recognized the need for this type of training and the LUPD is happy to provide it.

A plan has been developed to complete the necessary steps to achieve the Certification as a Crime Prevention Campus by the Department of Criminal Justice. This certification requires descriptions and the history of a minimum of 20 functions or activities performed by the University in efforts to prevent crime.

Emergency Management oversees the LUPD Internship Program offering experiential learning opportunities to students. This program was enhanced during 2015 and has developed into a strong academic opportunity with hands-on experience offered in each area of the department. The LUPD has also established a Mentoring Program which provides a mentor from the Police Department for two students identified by the Student Success Center.

Integrated Security Systems is working with the architects in the final planning stages for placement of electronic access control points and video surveillance cameras for the two new residence halls. Initial plans are underway for the Student Success Center as well as the Student Union facility. There will be 618 card readers and 242 video surveillance cameras across campus with the completion of the two new residence halls. The Real Estate Foundation is moving forward with replacing existing prior generation cameras at the Landings complex with the newer cameras.

INFORMATION ITEM

Report on Student Housing

CURRENT OCCUPANCY

As of February 22, 2016, 2766 students are assigned to main campus residence halls, Lancer Park, Longwood Landings, and Longwood Village.

Category		Continuing Students	New First Time Freshman	New Transfer Students	Readmitted Students	Exchange Students	TOTAL RESIDENTS
Spring 2016 (2-22-16)	MC	1420	8	23	3	5	1459
	APTS	1268	0	26	12	1	1307
	TOTAL	**2688**	**8**	**49**	**15**	**6**	**2766**
Spring 2015 (2-25-15)	MC	1505	9	24	5	1	1544
	APTS	1281	0	19	7	2	1309
	TOTAL	**2786**	**9**	**43**	**12**	**3**	**2853**
Spring 2014 (2-26-14)	MC	1586	6	20	8	12	1632
	APTS	1186	0	22	11	1	1220
	TOTAL	**2772**	**6**	**42**	**19**	**13**	**2852**

STUDENT DISTRIBUTION	Spring 2016	Spring 2015	Spring 2014
On-Campus Residents	1459	1544	1632
Longwood Landings	373	367	376
Lancer Park	631	624	623
Longwood Village	303	318	221
TOTAL	**2766**	**2853**	**2852**

CLASS DISTRIBUTION	Spring 2016	Spring 2015	Spring 2014
Freshman	765	880	855
Sophomore	804	775	837
Junior	642	659	640
Senior	549	536	507
Exchange	6	3	13
TOTAL	**2766**	**2853**	**2852**

GENDER DISTRIBUTION	Spring 2016	Spring 2015	Spring 2014
Females	1854	1898	1880
% Female	67.0%	66.5%	65.9%
Males	912	955	972
% Males	33.0%	33.5%	34.1%
TOTAL	**2766**	**2853**	**2852**

11

LONGWOOD
UNIVERSITY

175
1839-2014

LOOKING TO OUR THIRD CENTURY
Strategic Plan 2014-2018

Our Mission: *Longwood University is an institution of higher learning dedicated to the development of citizen leaders who are prepared to make positive contributions to the common good of society. Building upon its strong foundation in the liberal arts and sciences, the University provides an environment in which exceptional teaching fosters student learning, scholarship, and achievement. As the only four-year public institution in south central Virginia, Longwood University serves as a catalyst for regional prosperity and advancement.*

Our Opportunity:

A Model for American Higher Education – few institutions in the country have Longwood's potential to make great progress; we have kinetic energy without the entrenched views prevalent at many institutions

Our Key Principles:

Academic Enterprise at the Heart – as one of the hundred oldest U.S. colleges and universities and Virginia's third oldest public university, we prize faculty engagement with students, our residential character, research scholarship, and the role of a broader learning community that extends beyond the classroom in the preparation of citizen leaders

Transforming Lives – we are at our best when helping to transform lives, by helping our students to truly realize their potential and by helping keep higher education affordable

Camaraderie – we enjoy a distinctive camaraderie, enriched by our many traditions and attention to diversity; a camaraderie that gives us a distinctive advantage when working through challenges and challenging times

Our Priorities:

Retention & Graduation – it is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Renewing General Education – we can build a powerful curriculum, building on the liberal arts and sciences for citizen leaders, our unique assets such as Hull Springs, the LCVA, and nearby Moton, and our technology

National Marketing – institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well-known as it should be

Foot Traffic by Alumni and Friends – philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood

Prosperity of One of America's Oldest Two-College Communities – Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together

Strengthening the University Community – faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring

Organization, Structuring, and Governance – we must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources

Measuring Progress:

Each part of the University will determine how best to assess progress against these priorities in its own area; here are metrics Longwood will measure and monitor as barometers that will reflect our institution-wide progress:

- Student Progress to Graduation
- Consensus on General Education, Implementation, and Assessment
- Alumni Annual Giving Rate
- Overall Attendance at University Events (Performances, Games, Exhibits, Conferences, Lectures, etc.)
- Total Population of the Local Community
- Compensation for Faculty and Staff
- Composite Financial Index (CFI)

LONGWOOD UNIVERSITY

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LOOKING TO OUR THIRD CENTURY
Strategic Plan 2014-2018

– Dashboard of Principal Metrics –

Retention & Graduation -- It is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Principal Metric:
Student Progress to Graduation

Undergraduate	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Applications Prior Year	*4402*	*4075*	*4167*	*4290*	*4576*	*5248*
Freshmen	975	1055	1007	1091	1102	1053
Sophomores	781	760	840	809	854	872
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Seniors	654	704	668	635	734	711
5th year +	NA	214	224	259	223	235
Transfers and Part-time	957	744	885	891	907	971

National Marketing -- Institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well known as it should be.

Principal Metric:
Alumni Annual Giving Participation

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Alumni of Record	28,829	30,360	30,024	30,868	27,197*	27,197*
Alumni Donors	3,948	3,465	3,293	3,133	2,575*	2,976*
% Rate	13.69%	11.41%	10.97%	10.15%	9.47%	10.94%

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

Foot Traffic by Alumni and Friends -- Philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood.

Principal Metric:
Overall Attendance at University Events (M&W Basketball, LCVA, Conferences, Events, B&B Nights)

FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
35,717	39,099	35,654	39,354	44,584	51,729

Prosperity of One of America's Oldest Two-College Communities -- Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together.

Principal Metric:
Total Population of Buckingham, Charlotte, Cumberland, and Prince Edward Counties (by registered voters)

July 2010	July 2011	July 2012	July 2013	July 2014	July 2015
38,382	39,184	39,258	39,168	38,925	37,626

Strengthening the University Community – Faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring.

Principal Metric:
Average Compensation for Faculty and Staff

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Classified Staff	$37,130	$37,068	$38,975	$39,549	$40,969	$42,201
AP Staff	$56,712	$57,577	$58,673	$60,458	$62,433	$63,851
Professor	$74,300	$77,300	$77,300	$77,200	$80,000	$80,100
Associate Professor	$63,100	$63,000	$61,400	$64,300	$65,800	$67,100
Assistant Professor	$52,500	$53,800	$55,100	$57,100	$59,600	$59,200
Instructor	$49,000	$56,400	$57,200	$60,000	$55,700	$58,400
All Faculty	*$59,725*	*$62,625*	*$62,750*	*$64,650*	*$65,275*	*$66,200*

Organization, Structuring, and Governance – We must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources.

Principal Metric:
Composite Financial Index (CFI)

2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
2.01	4.10	4.19	-1.14	3.98	3.55	2.57

**Calculation pending preliminary financial statements*

The Strategic Priority of Renewing General Education will be gauged as a matter of process until the appropriate juncture of implementation.

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Retention & Graduation

It is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

Task Force

Board of Visitors: Eileen Anderson, Brad Schwartz
Administration: Victoria Kindon, Joan Neff, Tim Pierson

Principal Metric

Student Progress to Graduation

Undergraduate	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Applications	*4402*	*4075*	*4167*	*4290*	*4576*	*5248*
Freshmen	975	1055	1007	1091	1102	1053
Sophomores	781	760	840	809	854	872
Juniors	746	710	687	774	745	798
Seniors	654	704	668	635	734	711
5th year +	NA	214	224	259	223	235
Other students (transfers, part-time)	957	744	885	891	907	971
Key for each class:	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018	Class of 2019
Total enrollment	4113	4187	4311	4459	4537	4640

Debate Impact Goal: Student engagement related to the debate will cement students' connection to Longwood, and more broadly connect Longwood in the public's mind with its citizen leadership mission, attracting more of the kinds of students who are a strong fit for Longwood and will succeed here.

Supporting Activities

- Strengthening our tracking analysis and reporting capabilities, and utilizing the resultant data to impact our enrollment, retention, and class progression.
- Improving the personalized touch given to students to make the most of their residential experience and academic development.
- Enhancing the mentoring capacity offered to students to complement classic academic advising.
- Removing bureaucratic obstacles and other barriers to timely degree completion.
- Engaging the most promising students with leadership opportunities and other enrichment activities so that their talents can remain at Longwood throughout their academic careers.

- Increasing the academic credentials of incoming students so that the lowest quartile of each admitted class matches the third quartile.
- Enhancing the University's graduate programs to offer ready opportunities for progression to our undergraduates and to further build the academic excellence of the institution.

Current Partial and Proxy Data

Total applications (including transfers) have increased by more than 33% since 2012, to 5,565 from 4,167. Deposits for the rising freshman class likewise are trending far higher than previously on a year-to-date basis, ahead by more than 100 students. One focused metric that the university has begun to use as well is "freshman fall to spring" retention. It has dipped lower than last year, to 88% from 90% (927/1,053 versus 996/1,102). Efforts in the coming months are very focused on the industry standard retention metric of "freshman fall to sophomore fall," which stood at 81% last year, for our largest sophomore class ever at 856, from a final freshman headcount officially of 1,074 (taking into account the federal IPEDS exclusions from the class for military and medical leave).

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National Marketing

Institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well known as it should be.

Task Force
Board of Visitors: Marianne Radcliff, Bob Wertz
Administration: Troy Austin, Courtney Hodges, Victoria Kindon

Principal Metric
Alumni Annual Giving Participation

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY16 - YTD
Alumni of Record	28,829	30,360	30,024	30,868	27,197*	27,197*	27,894*
Alumni Donors	3,948	3,465	3,293	3,133	2,575*	2,976*	3,558*
% Rate	13.69%	11.41%	10.97%	10.15%	9.47%	10.94%	7.66%**

*Beginning in FY14, per standard national practice, only undergraduate alumni are included in this category
** Percent participation as of February 29, 2016

Alumni of Record - all alumni and alumni non-degree with accurate addresses to whom we mail
Alumni Donors - all alumni and alumni non-degree who have made a gift - including soft credit from a spouse/partner gift

Debate Impact Goal: **Uptick in alumni engagement and pride that will translate to new and renewed commitments to annual giving.**

Supporting Activities

- Offering opportunities for engagement to the entire alumni base to ensure that the University is in contact not just for development purposes but to foster lifetime engagement.
- Increasing University membership in higher education organizations to ensure that Longwood contributes a voice to the ongoing national dialogue.
- Increasing faculty participation in national conferences to expand the reach of their thought leadership within their respective fields.
- Redesigning Longwood.edu to be on the leading edge of university webpages -- one that aids faculty and staff in reaching key constituency groups.
- Expanding our capability and participation on social media platforms to keep up with innovations in how people consume information.
- Likewise, fortifying traditional public relations activities and seizing opportunities to spotlight Longwood activities in television, radio, print, and related media.
- Committing to advertising in key markets to expand Longwood's brand awareness.

Current Partial and Proxy Data

As of February 29, 2016, alumni of record total 27,894 and the number of undergraduate alumni donors for the current fiscal year stands at 2,136 or 7.66 percent. While we do not have sufficient historical data for year-to-date comparisons, we believe we are in a strong position to meet the target of 12% alumni participation by June 30. Likewise, the university's first ever day of giving on March 4th for "Love Your Longwood Day" resulted in 533 gifts, exceeding our goal of 500. And a different example in the pride in Longwood is the vast appetite among alumni and friends for Longwood Debate gear.

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Foot Traffic by Alumni & Friends

Philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood.

Task Force
Board of Visitors: Steve Mobley, David Hallock
Administration: Troy Austin, Courtney Hodges

Principal Metric
Overall Attendance at University Events

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016 - YTD
M&W Basketball*	16,371	19,153	15,375	18,858	24,301	22,843	22,164
LCVA^	4,382	4,982	8,630	1,471	5,319	6,176	7,593
Conferences and Events~	13,916	13,916	13,916	13,916	13,916	21,661	44,062
B&B Nights Occupied<	1,048	1,048	1,048	1,048	1,048	1,049	795
TOTAL	**25,717**	**29,099**	**28,969**	**25,293**	**34,584**	**51,729**	**74,614**

* combined men's and women's home attendance
^ combined total daily visitors plus receptions and education programs

<Annual Room total nights occupied

Debate Impact Goal: **Welcoming journalists to campus and facilitating additional stories beyond debate coverage; attracting alumni and VIPs to debate-related events on campus and beyond.**

Supporting Activities and Initiatives

- Continuing execution of Longwood's Campus Master Plan specifically with a focus on enhancing ease of visiting campus --- regarding parking, signage, accommodations, etc.
- Creating a user-friendly calendar of events, with increased usage among current and prospective students, faculty, staff, parents, alumni, community members, and other stakeholders.
- Conceiving and initiating a broader and richer sequence of events to amplify the work of our students and faculty, and the unique assets of the University.
- Focusing on Commonwealth transportation considerations to enhance accessibility of campus, such as increasing the number of road signs for the University and widening Route 307.

Current Partial and Proxy Data

Metrics concerning foot traffic had not historically been captured by the university, so the table above represents best estimates in many instances for prior years. The move of the bookstore to Main Street ahead of the 2017-18 academic year and the opening of the Weyanoke Hotel in the spring of 2017 will continue to enhance the walkability of the campus-downtown connection, making day visits and overnight visits to campus that much more compelling. The Office of Conference and Event Services likewise continues to promote Longwood as a destination.

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Prosperity of One of America's Oldest Two-College Communities

Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together.

Task Force

Board of Visitors: Shelby Walker, Lacy Ward
Administration: Tim Pierson, Justin Pope

Principal Metric

Total Population of the Local Community *(by registered voters)*

	Jul-10	Jul-11	Jul-12	Jul-13	Jul-14	Jul-15	2016 - YTD
Buckingham	9,901	10,131	10,194	10,033	10,032	9,871	9,875
Cumberland	6,719	6,765	6,789	6,845	6,788	6,670	6,716
Prince Edward	13,353	13,818	13,858	13,916	13,815	12,882	12,911
Charlotte	8,409	8,470	8,417	8,374	8,290	8,203	8,126
Total	38,382	39,184	39,258	39,168	38,925	37,626	37,628

Supporting Activities

- Marketing Farmville as a vibrant college town to regional and national audiences.
- Encouraging alumni to participate in Farmville community life, including as retirees moving to the community or small business owners.
- Coordinating activities and events with Hampden-Sydney College to maximize community and student engagement.
- Collaborating with local businesses to allow Lancer Card dollars to be used broadly, which would serve to further connect the community and University, and increase revenues to local businesses.
- Connect campus pedestrians with Main Street by emphasizing this connection in the preparation and implementation of the University Campus Master Plan.

Debate Impact Goal: Hosting debate will be not just a substantial one-time economic boost for Farmville, but will have a broad catalytic on Farmville's national profile and self-conception as a great college town.

Current Partial and Proxy Data

To give a more complete view of the regional community, Charlotte County has been added to the table above. President Reveley's recent op-ed in *The Farmville Herald* which underscored that Farmville is "America's First Two-College Town" has been one of the most popular Facebook posts for Longwood ever, and has been "shared" 253 times (though it still trails the popularity of a post two years ago which was a simple photograph of downtown Farmville during the holiday season --- shared 600 times).

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Strengthening the University Community

Faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring.

Task Force
Board of Visitors: Katherine Busser, Mike Evans
Administration: Ken Copeland, Joan Neff

Principal Metric
Compensation for Faculty and Staff

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Classified Staff	$37,130	$37,068	$38,975	$39,549	$40,969	$42,201
AP Staff	$56,712	$57,577	$58,673	$60,458	$62,433	$63,851
Professor	$74,300	$77,300	$77,300	$77,200	$80,000	$80,100
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Instructor	$49,000	$56,400	$57,200	$60,000	$55,700	$58,400
All Faculty	*$59,725*	*$62,625*	*$62,750*	*$64,650*	*$65,275*	*$66,200*

Debate Impact Goal: Debate will raise Longwood's profile across the Commonwealth and nation, helping attract a more diverse pool of applicants for both students and faculty positions.

Supporting Activities

- Improving opportunities for professional development to build the University's human capital and increase the level of employee engagement and satisfaction.
- Increasing faculty and staff compensation as a means of attracting and retaining talent.
- Emphasizing the importance of diversity within the University and working to build a culture of diversity among students, faculty, and staff.
- Expanding day care options for students, faculty, and staff to maximize educational and employment opportunities for working families.

Current Partial and Proxy Data

Increasing compensation for faculty and staff is a fundamental priority. Longwood's chapter of the American Association of University Professors conducts a faculty salary study each year. This year's study reflects that Longwood's average faculty compensation has increased for the year by 4.65%, the largest increase in at least 15 years, while the university has also continued to hire additional fulltime faculty. However, average compensation for Longwood continues to lag that of almost all other public universities in Virginia.

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Organization, Structuring & Governance

We must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources.

Task Force
Board of Visitors: Eric Hansen, Pia Trigiani
Administration: Ken Copeland, Justin Pope

Principal Metric
Composite Financial Index (CFI) – Reflecting the University and University Foundation*

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
CFI	1.09	2.01	4.10	4.19	-1.14	3.98	3.55	2.47

Debate Impact Goal: Improved profile and academic prestige will attract more out-of-state applicants and enrollees and increase financial strength.

Supporting Activities

- Enhancing data gathering capabilities and tracking and analysis tools to aid in financial and strategic decision making.
- Enhance financial forecasting to keep the University on sound financial footing and encourage proper stewardship of all revenues.
- Utilizing new technologies to facilitate campus activities, including increased use of paperless forms.
- Coordinating the range of compliance work across the University to encourage efficiency and comprehensive attention.
- Reviewing and freshly organizing University policymaking by reviewing best practices and ensuring that policies continue to serve the best needs of the Longwood community.

Current Partial and Proxy Data

The University Planning Council (UPC), a body formed in 2012 in connection with the SACSCOC reaffirmation process, has now added several standing committees, each with representation from across the campus community: Compliance, Finance, Diversity, Purchasing, and Technology. It has also regularized its annual schedule of meetings, to ensure it serves as a useful and regular forum for campus discussions. The UPC will meet in October, January, and April of each year going forward.

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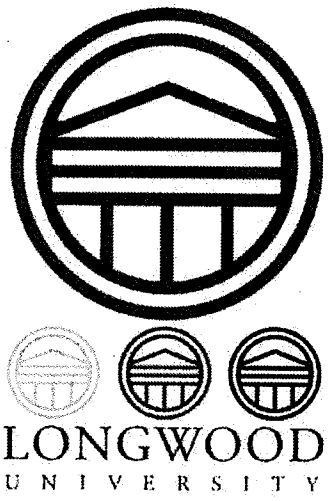
Longwood University
The College of Graduate and Professional Studies
Consultation Report

Report derived from site visit conducted February 8 – 10, 2016
Submitted March 7, 2016



Dennis Grady, Ph.D., Dean of the College of Graduate Studies and Research, Radford University
Amy Thompson McCandless, Ph.D., Dean of the Graduate School, University of Charleston, SC at the College of Charleston

Executive Summary

Our Council of Graduate Schools (CGS) consultants' report addresses the desire of Longwood University's administration to grow graduate programs that are academically sound, financially feasible, and socially responsible. These programs should complement the undergraduate liberal arts and sciences curricula and support the university's mission of producing citizen leaders who benefit the common good. Although the original request asked for enrollment management and financial plans with specific numbers and strategies for each program, it was clear after meeting with Longwood's leadership team that such a plan was not possible until basic structural, budgetary, and cultural issues were studied and analyzed. Thus, with the endorsement of the provost and graduate dean, the consultants provided recommendations for structural, budgetary, and campus climate changes for year 1, years 2 – 3, and years 4 – 5.

Structural Recommendations

Structural recommendations included adding a recruiter to the Graduate College staff, implementing a CRM system, clarifying the duties and standardizing the compensation of program coordinators, and using workload studies to determine optimal class sizes and teaching loads.

Budgetary Recommendations

From a financial perspective, the adoption of a cost-benefit template for analyzing the return on investment for current and future programs will be an important first step in establishing a financial model for the University. Including the Graduate Dean in Graduate College budgetary planning and funding her budget to incorporate resources for assistantships, recruitment, and marketing will help delineate costs and expenses related to graduate programming. In order to determine the feasibility of new programs, a market analysis for program needs in the region should be conducted, one that surveys different demographic groups and takes into consideration various forms of delivery modes.

Cultural Climate Change Recommendations

The long-term vitality of graduate programming will require changes in institutional culture. Graduate faculty will require increased research time and reduced teaching loads; graduate students will need additional assistantships and internships; the Graduate College will have to

be thoroughly integrated into the University's marketing, communication, institutional advancement, and strategic plans.

Background and Context

Established in 1839 as the Farmville Female Seminary Association, Longwood University is a public, coeducational, liberal arts and sciences institution located in Farmville, a small town (population 8,216 in 2010) in south central Virginia. The county seat of Prince Edward County, Farmville serves "as a center of trade, education, law, and finance for the surrounding seven counties". [http://www.longwood.edu/parents/3041.htm] Because Longwood is the only public university in the area, it functions as an important "catalyst for regional prosperity and advancement." [http://www.longwood.edu/president/4731.htm] The Southside region of Virginia faces a number of economic challenges. According to the 2010 U.S. Census, the median worker income in Farmville is $7,379, considerably below the national average of $29,701; the median household income is $28,021, also below the national average of $51,914. The poverty rate is 30.5 percent. [http://www.usacityfacts.com/va/prince-edward/farmville/economy/] The University not only provides important employment opportunities for the area, but it also offers programs that address the region's economic and social problems. Longwood's campus encompasses approximately 60 acres of attractive brick buildings – classrooms, laboratories, libraries, a health and fitness complex, and residence halls – contiguous to Farmville's main commercial streets. Total enrollment is approximately 5,100 students, with about 4,600 of these undergraduates. About 70 percent of undergraduates live in university-sponsored housing. [http://www.longwood.edu/about.htm]

Graduate education at Longwood University began in 1954 with graduate offerings in various fields of education, reflecting the institution's origin as a teaching college. The College of Graduate and Professional Studies (CGPS) was created in 2010 from the Office of Graduate Studies and currently oversees four distinct units: Graduate Studies, Professional Studies, the Digital Education Collaborative, and Off-Site Initiatives. The Graduate Studies portion of CGPS supports all graduate programs offered through the three academic colleges: Cook Cole College of Arts & Sciences, College of Business and Economics, College of Education & Human Services. Currently, Longwood offers six graduate majors with thirteen degree concentrations, four graduate professional endorsements, and a graduate certificate and awards the MA, Med, MS,

and MBA degrees. [See Appendix A for list of programs and degrees] For students interested in a master's degree in engineering, Longwood has a 3 + 2 program that is offered in conjunction with the University of Virginia, Virginia Tech, Old Dominion University, Christopher Newport University, or the University of Tennessee.

Longwood's administration includes a relatively new president and provost, both of whom support the expansion of graduate programming that complements the University's mission and goals. In fall 2015, Dr. Kat Tracy (English) and Dr. Virginia Beard (Sociology) on behalf of the Graduate Council asked President Taylor Reveley to request a Graduate Studies Task Force to "develop recommendations for creating an organizational model to sustain excellence and further enhance graduate programs while continuing to support and protect the core undergraduate mission of the University." After conferring with Provost Joan Neff, President Reveley sent an email to the faculty and staff in December 2015, announcing a task force "charged with conducting a self-study to identify strengths, weaknesses, challenges and opportunities for graduate education at Longwood University." The task force was headed by Dr. Kevin Doyle and included members of the Graduate Council, the CGPS dean and assistant dean, Graduate Student Advisory Council, undergraduate faculty, and an external member Dr. Sherry Sandkam. Its final report was due at the end of the 2016 spring semester and would be shared with the Graduate Council, Faculty Senate, and Board of Visitors. [See Appendix B for Graduate Studies Task Force charge and membership]

CGPS Dean Jeannine Perry asked Provost Neff if her College could also have an external review that paralleled the Task Force to be paid for with CGPS funds. Consequently, the University contacted the Council of Graduate Schools (CGS) requesting outside consultants who would visit the campus and meet with various constituents to identify strengths and weaknesses of existing graduate programs and pinpoint opportunities for and threats to graduate program expansion. CGS Senior Vice-President, Robert M. Augustine, arranged for Dr. Dennis Grady, Dean of the College of Graduate Studies and Research at Radford University, and Dr. Amy Thompson McCandless, Dean of the Graduate School at the University of Charleston, SC at the College of Charleston to conduct a CGS Strategic Consultation at Longwood. They were asked to focus on the following consultation goals, outlined in a letter of November 5, 2015 [See Appendix C]:

1. Establish an Enrollment Management Plan for all graduate programs to address marketing resources, recruitment processes, admissions processes, retention and completion strategies, and post-graduate success to ensure achievement of the desired pool of applicants for each program aligned with sustainable annual enrollment goals and successful completion rates and career launch.

2. Establish a Graduate Program Review Plan that includes criteria and procedures for conducting quality and capacity assessments of all existing graduate programs to achieve desired quality of existing programs, to identify programs of distinction, and to guide development of new programs of study based on areas of emerging excellence.

3. Establish collaborative interactions between undergraduate and graduate programs so that signature graduate programs of excellence are integrated with and are an extension of desired achievements of the undergraduate mission and undergraduate program excellence.

4. Establish a financial model that will reward achievement of aspirational goals for graduate education and serve as a continuing catalyst to guide future-focused graduate degree programs.

Drs. Grady and McCandless traveled to Farmville on February 8th, and began their consultation that evening, completing their visit on the afternoon of February 10th.

Pre-site Visit Preparation and Data Gathering

In mid-December 2015 the Council of Graduate Schools contacted the authors regarding a consultation for Longwood University's graduate program. Through a series of email exchanges and conference calls, the initial charge agreed upon for the consultation would result in a report focused on the four objectives listed above. Upon notification that the consultants were available, Dean Perry provided a large amount of background information through Longwood's Weave ONLINE data base and a Dropbox established for the consultation. In addition to the 2013-14 Longwood Factbook, 37 different documents were made available covering topics

running the gamut from minutes of Taskforce meetings, the budgets of the College over time, enrollments over time by program, PowerPoint presentations by the Graduate Dean at open forums, internal policy and procedure manuals and documents, briefing documents on various issues, and organizational structure evolutions of the College.

Drs. Grady and McCandless traveled to Farmville on February 8th, and began their consultation that evening, completing their visit on the afternoon of February 10th. During the two day visit, the consultants held 20 individual sessions with a wide variety of graduate education stakeholders including students, staff, faculty, alumni and administrators (see Appendix C for the site visit itinerary and Appendix D for the list of those interviewed in the sessions).

Much of the overall impression gleaned from the interviews is provided in the Findings section that follows. But, in terms of critical information informing the recommendations herein, the viewpoints of a couple of key stakeholders were particularly important.

Coincident with the on-going work of the Graduate Taskforce, Dean Perry had supported the closing of two long standing graduate programs – Sociology/Criminal Justice and English. Faculty from both programs were enthusiastic in letting the consultants know what they believed were the underlying reasons leading to the termination decisions. And, while the situations behind each closure were a bit different, the basic reasons were the same. Both faculties believed that their efforts were not recognized/appreciated by their peers and supervisors and both faculties had few, if any, additional resources to carry out the programs. Thus, the programs could not maintain sufficient enrollment numbers to remain viable. These consistent concerns inform our recommendations to follow. In addition, the consultants were provided a 60 minute interview with President Reveley and a 90 minute interview with Provost Neff. Both of these sessions were particularly useful in shaping the recommendations.

While only in his second year, President Reveley is an established academic leader in the Commonwealth of Virginia. It was clear in our interview that President Reveley understood the contours of graduate education in the Commonwealth and the role Longwood could play in that landscape. He saw Longwood's commitment to a solid liberal arts undergraduate education as its first priority but appreciated the role of graduate education in growing the University in numbers and meeting the educational needs of its region and beyond. He mentioned specific programs he felt naturally blended with the current array of offerings at the

undergraduate level which will be mentioned later in the Recommendation Section of this report. Bottom line, the President of Longwood University is knowledgeable about and supportive of expanding Longwood's graduate profile.

In her first year as Provost, Dr. Joan Neff, as would be expected coming into a new institution and from a private university background (University of Richmond), is adjusting to her new role and institution regarding the policies, procedures, histories, personalities, and other things that make a higher education institution unique. Nonetheless, it was clear that she is supportive of expanding graduate education at Longwood and understands the challenges associated with pursuing a larger role. In our conversation with Provost Neff, it became evident that what she wanted from this report had evolved from what was originally proposed to CGS several months previously. In response to the question, "What do you hope to get from this project?" she responded that she needed something that dealt with recommended changes in structures, resources and policies organized by what needs to be done in one, three and five year time horizons. Therefore, this report is structured accordingly.

A theme in the meeting with the Provost was faculty workload and graduate education. She was well aware that faculty teaching graduate students need to be more focused on producing scholarship within their respective fields and that mentoring graduate students takes time. When it was observed that teaching 12 contact hours a semester (the current standard teaching load) made it difficult to maintain an active scholarly agenda, the Provost concurred. But she also understood that changing faculty workloads and expecting more scholarly output were evolutionary processes. Moving in the direction of increasing the role of graduate studies at Longwood will take time but there are things that can be done in the short run to start that process. The recommendations that follow will hopefully lead in that direction.

Findings

The campus visit and conversations, internal and external assessment and accreditation materials, regional surveys, and public feedback all affirm the Longwood community's endorsement of expanded graduate programs that are relevant to the needs of Southside Virginia and beyond. There is also consensus that current and future programs must be economically sustainable.

Both President Reveley and Provost Neff support expanding graduate offerings that fulfill Longwood's mission of "the development of citizen leaders who are prepared to make positive contributions to the common good of society" and that complement its historic emphasis on undergraduate education in the liberal arts and sciences. The College of Graduate and Professional Studies (CGPS) has an energetic and visionary leader in the person of its dean, Jeannine Perry; a talented and dedicated (if overworked), graduate office staff; and access to dedicated and capable faculty who love teaching and mentoring students. There is great institutional loyalty among Longwood undergraduates, who are eager to extend their study in the College's master's degree, professional endorsement, and graduate certificate programs. This is reflected in the popularity of Longwood's 4 + 1 programs. The Graduate College offers a variety of course delivery options and campuses throughout the region: there are numerous online and hybrid courses and face-to-face venues on and off campus. Most programs allow students to enroll part-time. Allied Health and Education offerings are especially popular.

Despite these strengths, there are areas that need to be addressed if graduate programs are to grow and flourish. Graduate education is not integrated into the culture of the university. Faculty workloads, tenure and promotion standards, financial aid, student services, residence halls, etc., are all geared toward undergraduate students and programs. The four-four course load leaves little time for faculty research and mentoring. There are insufficient assistantships, professional development opportunities, and scholarships for graduate students. The Graduate College has no dedicated person to assist with recruitment and admissions and no allocated funds for graduate marketing. Subsequently, there are few students from other undergraduate institutions and few out-of-state or international students. Graduate program coordinators may or may not receive stipends or released teaching loads; graduate faculty feel their contributions are not recognized in the tenure and promotion processes.

Addressing these structural issues and cultural concerns, would allow the University to meet the need in the region for additional educators and allied health professionals, both at the master's and doctoral levels. It would allow the Graduate College to explore new programs such as those in museum studies, public history, public administration, and social work that would expand Longwood's production of citizen leaders attuned to community concerns. The adoption of a cost-benefit template could enable the Graduate College to determine which programs would/could be revenue producing. Exploring differential tuition models could allow

existing programs such the MS in Communication Sciences & Disorders (CSD) and Master of Business Administration (MBA) to bring in additional revenue while also expanding in size and scope. Adding a dedicated person for recruitment and admissions and dedicating College funds for marketing should help tap new markets, both domestic and international. An Advisory Board could help the Graduate College along with Institutional Advancement and philanthropists to create graduate student scholarships and faculty chairs. Additional revenue from tuition could also be used to fund teaching assistantships that would not only provide financial assistance to graduate students while giving them opportunities to mentor undergraduates and work with faculty and undergraduates on joint research and service projects. Examining different workload models could give faculty more time for research endeavors, enabling them to bring the latest technology and content knowledge into the classroom and laboratory. Investigating best practices in determining class size and format could provide opportunities for graduate students to serve as mentors to and/or research partners with undergraduate students while allowing faculty flexibility to teach smaller seminars and supervise individual theses and internships.

Multiple environmental scans must be taken, however, before deciding upon the focus-areas for graduate growth. Online providers from other institutions could threaten the local market. Using cost-benefit analyses to decide what programs to grow would mean reallocation of resources, sometimes from existing programs that may need to be closed or downsized. Growing graduate programs means increasing the research profile of the university and some faculty and staff might not be happy with the efforts such a change requires. And even the best economic forecasters can underestimate the competition or misinterpret the direction of the market.

All things considered, there are many good reasons for optimism when it comes to expanding graduate offerings and enrollments at Longwood University.

Recommendations for Year 1 (July 2016 – June 2017)

1. Include the Graduate Dean in all decisions related to the budget for the Graduate College.

2. Ensure that the Graduate College budget is funded sufficiently to support all logistical aspects of graduate programming including course fee distribution, travel and fees associated with off-site instruction, coordinator and other special compensation, and all other expenses related to graduate students.

3. End dependence of the Graduate College on Summer School receipts to fund graduate assistantships and include resources for assistantships in the Graduate College's Equipment & General Budget.

4. Increase the current level of support for graduate assistantships to ~$700,000 (this figure includes money for stipends and tuition) in order to move closer to Longwood's peers in student support

5. Conduct a market analysis for program needs in the Longwood region (50-mile radius for on-campus programming, 100 miles for online programming).

6. Add a staff line for graduate recruitment/admissions and:
    - Create a marketing budget for recruitment materials;
    - Earmark a portion of the travel budget for recruitment fairs and visits; and
    - Revise the assistant dean's position description, removing recruitment and admissions and increasing time spent on public relations, marketing, communication, catalog updates, and assessment.

7. Transition the graduate application process to a totally online system and develop Customer Relationship Management (CRM) software to systemize recruitment and admissions process and:
    - Introduce an additional fee for applicants not using online application;

- Create secure folders that allow program coordinators/admissions committees to view applicant admissions materials electronically.

8. Develop a cost-benefit analysis template to evaluate existing and new programs; include this template in all forms for new curricula.

9. Complete a Faculty Workload Study to:
   - Determine credit for research time when considering course loads, moving active researchers from a 4 – 4 to a 3 – 3 course load;
   - Standardize release time, stipends, duties/expectations for graduate program directors;
   - Investigate class-size variations among peer institutions (Delaware Study);
   - Explore use of adjuncts for professional courses and use of graduate students for undergraduate discussion sessions.

10. Establish an external Advisory Board for the Graduate College by:
    - Inviting friends and businesses in the community to "share their wealth and wisdom with the Graduate College;"
    - Working with Institutional Advancement to write by-laws and commitment statements;
    - Collaborating with regional businesses and industries to conduct an environmental scan, identifying opportunities and threats in the graduate education market.

11. Collaborate with Marketing to ensure that University print, web, and social media materials include references to and pictures of graduate students, faculty, and programs.

12. Reorganize the Graduate Student Advisory Council to make it separate from and equal to the Undergraduate Student Association and:
    - Work with Student Affairs to create by-laws for an organization separate from and equal to Undergraduate Student Association, with a separate budget that includes student fees paid by graduate students;

- Use Graduate Student Association resources from student fees to organize networking and professional development opportunities for graduate students;
- Work with the Graduate Dean to have monthly lunches or dinners that include students and coordinators from various graduate programs.

Recommendations for Years 2 – 3

1. Expand the English as Second Language (ESL) Program to facilitate international recruitment (and generate revenue).

2. Use a cost-benefit analysis template to institute differential tuition for the most expensive programs (MBA, CSD).

3. Work with the Advisory Board, Institutional Advancement, and local philanthropy to offer scholarships and assistantships to students in programs addressing community needs.

4. Add graduate certificates in areas of community interest such as:
   - Legal studies
   - Autism
   - Hospitality Management/Event Planning
   - Public History

5. Create new 4 + 1 programs in areas of greatest interest and economic viability such as:
   - Museum Studies/Public History/Social Studies Education
   - Integrated Parks Management Program
   - Athletic Training/Health Promotion
   - Accounting

6. Use the CRM system to analyze the nature of admissions inquires and yield rate on applicants from various demographics and share the results with marketing and program coordinators.

7. Correlate faculty workload with teaching evaluations, research productivity, service projects and adjust if necessary.

8. Use faculty workload adjustments to increase enrollments in the CSD Program; Reading, Literacy & Learning (RLL) Program; School Librarianship Program.

9. Drop the retail track and add a cybersecurity track in the MBA program to increase enrollment.

10. Survey graduate students about assistantships (availability, assignments, stipends), professional development and networking opportunities, program/course offerings, preference for types of delivery, meeting locations and times.

11. Use graduate student surveys to evaluate existing models; share results with program coordinators, Graduate Council, Deans' Council, and President's Cabinet.

12. Undertake a market survey to determine interest in Master of Science in Nursing (MSN) or Master of Science in Health Administration (MHA), Master of Physician Assistant Studies (MPAS).

Recommendations for Years 4 – 5

1. Conduct self-studies on programs created in Year 1 to see if they need revision or even possible closure.

2. Establish a Master in Public Administration program.

3. Add a residential MBA program to attract full-time national and international students.

4. Review the CRM data on origin, interests, yield rates on applicants and adjust recruitment efforts to target best markets and recruitment materials to reflect most popular sources of information.

5. Review faculty workload assignments and readjust according to productivity specified in established criteria for graduate faculty.

6. Create Doctorate of Education in Educational Leadership.

7. Add Allied Health programs that were most attractive in the Year 3 market survey and consider these possibilities:
    a. Master of Science in Nursing (MSN)
    b. Master of Physician Assistant Studies (MPAS)
    c. Master of Science in Health Administration (MHA)

Conclusions

With new leadership sympathetic to growing the post-baccalaureate portion of Longwood's academic infrastructure, with an experienced Graduate Dean and a dedicated Graduate College staff capable of managing growth and development and with a student body devoted to its school, Longwood has many of the essential elements in place to move its graduate profile to the next level. And, while initially the purpose of this consultation was to focus on enrollment and financial models, the situation currently in existence on campus indicated that more foundational work was necessary before meaningful models could be proposed.

Rather than calling for a list of new programs (although a few frequently mentioned ones are identified in this report), some fundamental resource and workload issues need to be addressed by Longwood's leadership. If the faculty are to be expected to teach at the cutting edge of their disciplines and mentor graduate students, they need the time to engage in scholarship and receive recognition for their efforts. This means developing and adhering to a graduate faculty workload policy of something lower than the 12 contact hours a semester currently in the Faculty Handbook. How to get there without significantly increasing faculty

numbers requires an examination of lower-level class sizes and strategic use of adjunct faculty. The budget for graduate student stipends and tuition scholarships lags far behind the institutions Longwood competes against for high caliber students. That portion of the Graduate College's budget should be significantly increased and made predictable from year to year so that the programs can more aggressively recruit more top tier students. And, with competition for top students ever increasing, the Graduate College needs additional staffing to recruit and retain graduate students. In terms of identifying areas for future development, Longwood needs to adopt a business marketing approach to decision making. This would entail a focused market study of the demand for advanced educational opportunities in the immediate region, as well as, opportunities for programming delivered on-line. Added to the market analysis would be a form of benefit-cost analysis that estimates when/if a program will show a positive cash flow at what point in the future.

With dynamic new leadership, Longwood is poised to move in a very positive direction. If expanded graduate programs are going to be part of that future, decisions will need to be made about investing in the College of Graduate and Professional Studies. It is the hope of the consultants provided by the Council of Graduate Schools that this report will assist in pointing to best practices on how Longwood University might approach those decisions.

In closing, we would like to thank the Longwood community for its warm hospitality, frank and open dialogue, and especially Dean Jeannine Perry and the Graduate College staff for their tremendous assistance in pushing this project forward. We hope and trust this effort will prove to be worthwhile.

Appendix A
Longwood University Graduate Degrees, Certificates & Endorsements as of January, 2016

Graduate Programs in the College of Business & Economics

Master of Business Administration Degree

Business Administration Major

Concentrations

- General Business
- Retail Management
- Real Estate - Began Fall 2014

Graduate Programs in the College of Education & Human Services

Master of Science Degree

Communication Sciences & Disorders Major

Master of Science Degree

Education Major

Concentrations

- Algebra & Middle School Mathematics
- Elementary & Middle School Mathematics
- Counselor Education
- Curriculum & Instruction Specialist in Special Education General Curriculum
- Educational Leadership
- Elementary Education (temporarily not accepting applications)
- Elementary Education PreK-6 Initial Licensure (temporarily not accepting applications)
- Health & Physical Education
- Special Education General Curriculum/Liberal Studies Five Year
- Special Education General Curriculum K-12 Initial Licensure

Professional Endorsement Programs

- Educational Leadership Endorsement
- Special Education General Curriculum Endorsement

Certificate Program

- Autism Spectrum Disorders

Master of Education Degree
Reading , Literacy & Learning Major
Professional Endorsement
Master of Education degree
School Librarianship Major
Track 1: Licensed Teacher
Track 2: Initial Licensure
Professional Endorsement

Graduate Concentrations or Certificates Closed (within past 5 years)

All of the following concentrations or certificates were closed due to low enrollment in the program as part of a program review from 2011-2015.

C&I Specialist in Spanish (Education)
Spanish or ESL PreK-12 Initial Licensure (Education)
Social Policy & Administration certificate (Sociology)
Music (Education)
6-12 Initial Teaching Licensure (English)
21st century leadership and learning certificate

Graduate Programs in the College of Arts & Sciences

These degrees were closed for reasons beyond enrollment numbers. While enrollment was not high, it was steady and had growth potential. See individual reports for specific reasons. There are no graduate programs in the College of Arts & Sciences at this time.

Master of Arts degree
English Major
Concentrations

- Creative Writing
- Education and Writing
- Literature

Master of Science degree
Sociology Major
Concentrations

- Criminal Justice & Social Policy
- Criminal Justice & Social Policy 5th Year

Appendix B

Graduate Taskforce and Charge

12/2/2015

Hello all ---

Before classes wind down for the semester and we move into exam period and the holidays, I wanted to take a moment to let you know about some work regarding graduate studies here at the University. Our undergraduate focus is the heart of Longwood, and always will be. Because of retention efforts, undergraduate enrollment is strong and becoming stronger --- undergraduate enrollment has increased by more than 300 students from the fall of 2012 to this fall (4,311 in fall 2012; and 4,640 now).

Joan Neff and I have felt that this momentum concerning our focus on undergraduates also presents an opportunity to give fresh thought to the University's graduate studies. We have assembled a task force and asked Dr. Kevin Doyle to lead it as chair; Kevin also serves as vice-chair of Faculty Senate. The Graduate Studies Task Force will work through the rest of the academic year to make recommendations. The full charge of the task force and its membership are pasted in below.

Thriving graduate education across disciplines is part of a great university, and there is real opportunity ahead at Longwood.

Thanks, as always,
TR

GRADUATE STUDIES TASK FORCE

The Graduate Studies Task Force is charged with conducting a self-study to identify strengths, weaknesses, challenges and opportunities for graduate education at Longwood University. The task force will work during the spring semester of 2016 to develop recommendations for creating an organizational model to sustain excellence and further enhance graduate programs while continuing to support and protect the core undergraduate mission of the University. In

particular, the committee is asked to explore the following areas creatively: (1) the mission and goals of the Graduate College and its structure, role and integration within Longwood University; (2) graduate school models that may offer the best ways for Longwood to support the College's mission and goals, including "best practices" in providing students and faculty with social and intellectual community, engagement, support, and mentorship; (3) the ideal size and composition of the graduate student body across departments and programs; (4) a vision for the future of graduate education in both the near-term and the long-term future; and (5) a timeline for implementing recommendations based on 1 year, 3 year, 5 year, and 10 year feasibility. A draft of the report will be shared with the President and Provost who will offer comments and suggestions. The final report will be reviewed by Graduate Council as part of its duty to "provide for long-range academic planning related to graduate education." Graduate Council will share the report with Faculty Senate and request Senate endorsement of the report and its recommendations. The report will also be shared when appropriate with the Board of Visitors.

TASK FORCE MEMBERS

* Virginia Beard, Vice Chair, Graduate Council, Sociology/Criminal Justice representative
* Xun Bian, Graduate Council: Business
* Leta Bressin, Graduate Council: Graduate Student Advisory Council
* Mary Carver, Undergraduate faculty, Political Science
* Kathy Charleston, Assistant Dean, College of Graduate and Professional Studies
* Karla Collins, Graduate Council: School Librarianship Program
* Kevin Doyle, Task Force Chair, Graduate Council: Counselor Education Program, Vice Chair, Faculty Senate
* Tammy Hines, Graduate Council: Library
* Jeannine Perry, Dean, College of Graduate and Professional Studies
*Lissa Power-deFur, BOV Faculty Representative, Communication Sciences and Disorders
* Kat Tracy, Chair, Graduate Council, English representative

Appendix C
Site Visit Itinerary

CGS Strategic Consultation Visit Agenda

Tuesday, February 9

Time	Event	Location	Confirmed Attendees
8:00 AM	Breakfast - Open Meeting	Virginia Room	Bill Burger, Virginia Kinman, Rena Koesler, Deborah Ulmer
8:30 AM	Breakfast - Open Meeting	Virginia Room	David Coles, John Gaskins, David Magill, Linda Townsend, Ling Whitworth
9:00 AM	Breakfast - Open Meeting	Virginia Room	Paul Chapman, David Locascio, Peggy Tarpley
9:30 AM	Breakfast - Open Meeting	Virginia Room	Catherine Franssen, Petra Visscher
10:00 AM	President's Executive Council	Prince Edward Room	Vice Presidents
11:00 AM	Grad Studies Staff Meeting	Ruffner 144	Kathy Charleston, Virginia Kinman, Katie Manis, Jeannine Perry, Jenny Quarles,
12:00 PM	Lunch - Graduate Students	Digital Den, Ruffner	Kristin Aitken, Leta Bressin, Emily Duke, Ashlyn Fairlamb-Mason, Chelsea Forehand, Kiara Hurt, Taylor Inge, Molly Monaghan, Alexa Russell, Nicole Wingo, Julie Witt
1:00 PM	President Taylor Reveley	Lancaster	President Reveley
2:00 PM	Provost Joan Neff	Ruffner	Dr. Joan Neff
3:30 PM	Graduate Council & Task Force	Lewis Room, Dining Hall Ground Level	Virginia Beard, Xin Bian, Leta Bressin, Mary Carver, Kathy Charleston, Karla Collins, Kevin Doyle, Kellyn Hall, Tammy Hines, Taylor Inge, Mike Mucedola, Meredith Peck, Jeannine Perry, Lissa Power DeFur, Frances Reeve, Sherry Sandkam, Wendy Snow, Kat Tracy
5:30 PM	Dinner	Lewis Room, Dining Hall Ground Level	Mary Carver, Kathy Charleston, Karla Collins, Kevin Doyle, Jeff Everhart, Kellyn Hall, Tammy Hines, Hannah Ledger, Ruth Meese, Abbey O'Connor, Jeannine Perry, Lissa Power DeFur, Frances Reeve, Sherry Sandkam, Dawn Schwartz, Kat Tracy, Nicole Wingo, Kim Wingo

Strategic Consultation Visit Agenda

Wednesday, Feb. 10

Time	Event	Location	Confirmed Attendees
8:00 AM	Breakfast - Open Meeting	Martinelli Board Room A *	Mary Lehman, Lissa Power DeFur, Robin Smith
8:45 AM	Breakfast - Open Meeting	Martinelli Board Room A *	Paul Barrett, Abbey O'Connor, Bennie Waller, Charles White
9:30 AM	V.P Finance Ken Copeland	Martinelli Board Room A *	Ken Copeland
10:15 AM	V.P. Strategic Operations Victoria Kindon	Martinelli Board Room A *	Jennifer Green
11:00 AM	Open Meeting	Martinelli Board Room A *	Ang Blanchette, Naomi Johnson-Tsgaridis
11:30 AM	Open Meeting	Martinelli Board Room A *	Audrey Church, Karla Collins, Carl Harvey, Frances Reeve
12:00 PM	Lunch – Graduate Coordinators & Graduate Faculty	Lewis Room, Dining Hall Ground Level	Jennifer Apperson, Sharon Emerson-Stonnell, Steve Faulkner, Chris Jones, Pat Lust, Virginia Lewis, Abbey O'Connor, Nancy Riddell, Shannon Salley, Gerry Sokol, Maria Timmerman, Lauren Wynne
1:00 PM	Dean's Council	Hiner 102	Jennifer Apperson, Paul Chapman, Paul Barrett, Larissa Ferguson, Alix Fink, Jennifer Green, Joan Neff, Suzy Palmer, Jeannine Perry, Larry Robertson
2:00 PM	Exit Interview w/ Graduate Dean/Task Force	Ruffner 103	Jeannine Perry, Kathy Charleston, Joan Neff, available Task Force members
3:00 PM	Departure		

*The Martinelli Board Room A is in Blackwell Hall. Walk past the Virginia and Prince Edward rooms and turn left. There will be signs.

Appendix D

Individuals Interviewed

Tuesday, February 9

8:00 – 8:30 Open Meeting: Small Groups
Bill Burger Sociology/Criminal Justice & Social Policy Graduate Program Coordinator Professor of Sociology/Graduate Faculty *Graduate Program Closed: Sociology & Criminal Justice/in teach out*
Virginia Kinman Assistant Vice President for Accreditation and Compliance
Rena Koesler Department Chair Health, Athletic Training, Recreation and Kinesiology Professor of Therapeutic Recreation Graduate Program in Department: Health & Physical Education
Deborah Ulmer Director of Nursing Programs and Department Chair of Nursing Associate Professor of Nursing *(no graduate program)*
8:30 – 9:00 Open Meeting: Small Groups
David Coles Professor of History History Department Chair *(no graduate program)*
John Gaskins Associate Professor of Marketing/Graduate Faculty MBA
David Magill Associate Professor, Literatures of Diversity/ Graduate Faculty Graduate Council Member At Large
Linda Townsend Assessment Coordinator: Assessment & Institutional Research
Ling Whitworth Director: Assessment & Institutional Research
9:00 – 9:30 Open Meeting: Small Groups
Paul Chapman **Dean,** College of Education and Human Services

Graduate Programs in College: most of them
David Locascio Associate Dean of Assessment, Accreditation, and Accountability: College of Education & Human Services (CEHS) Associate Professor of Education/Graduate Faculty Past graduate program coordinator
Peggy Tarpley Associate Professor of Special Education **Department Chair**: Education & Special Education Graduate Programs in Department: Most of them/Past graduate program coordinator
9:30 - 10:00 Open Meeting: Small Groups
Catherine Franssen Assistant Professor of Psychology Director, NeuroStudies Minor *(no graduate program)*
Petra Visscher Executive Director of International Affairs

10:00 – 11:00 President's Executive Council

Taylor Reveley, President
Joan L. Neff, Provost and Vice President of Academic Affairs
Troy S. Austin, Director of Athletics
P. Kenneth Copeland, Vice President of Finance & Administration
M. Courtney Hodges, Vice President of Institutional Advancement
Victoria Kindon, Vice President of Strategic Operations
Tim J. Pierson, Vice President of Student Affairs
Justin N. Pope, Chief of Staff

11:00 – 12:00 Graduate Studies Staff

Kathy Charleston Assistant Dean for Graduate Studies
Virginia Kinman Assistant Vice President for Accreditation and Compliance
Katie Manis Budget Administrator
Jeannine Perry Dean
Jenny Quarles Director, Digital Education Collaborative

12:00 – 1:00 Graduate Student Lunch (all current graduate students)

Kristin Aitken School Counseling
Leta Bressin English Graduate Studies Task Force Graduate Student Advisory Council Secretary & Faculty Senate Representative
Emily Duke Reading, Literacy, and Learning
Ashlyn Fairlamb-Mason School Librarianship Graduate Student Advisory Council: Board of Visitors Representative
Chelsea Forehand Special Education
Kiara Hurt Mental Health Counseling
Taylor Inge Community & College Counseling Graduate Student Advisory Council: Treasure & Student Governance Association Representative
Molly Monaghan Special Education
Alexa Russell Reading, Literacy, and Learning

Nicole Wingo Communication Sciences and Disorders Graduate Student Advisory Council: Vice President Graduate Alumni: Reading, Literacy & Learning
Julie Wilt General Business
Meredith Peck Communication Sciences and Disorders Graduate Student Advisory Council: President

3:30 – 5:00 Graduate Council & Task Force

Virginia Beard, Assistant Professor of Criminal Justice/Criminal Justice Graduate Council, Vice Chair Graduate Studies Task Force
Xin Bian, Assistant Professor of Finance & Real Estate Graduate Council Member Graduate Studies Task Force
Leta Bressin Graduate Student English Graduate Studies Task Force Graduate Student Advisory Council Secretary & Faculty Senate Representative
Mary Carver Assistant Professor of Political Science Graduate Studies Task Force *(no graduate program)*
Kathy Charleston, Assistant Dean, Graduate Studies Graduate Studies Task Force
Karla Collins, Assistant Professor of School Librarianship Graduate Council Member Graduate Studies Task Force
Kevin Doyle, Assistant Professor

Program Coordinator: Counselor Education Graduate Task Force, Chair Graduate Council Member
Kellyn Hall, Associate Professor CSD Graduate Council Member
Tammy Hines, Head of Collections and Information Services, Greenwood Library Graduate Council Member Graduate Task Force
Taylor Inge, Graduate Student Graduate Student Advisory Council: Treasure/SGA Representative
Mike Mucedola, Program Coordinator Health & Physical Education Assistant Professor of Health Education
Meredith Peck, Graduate Student: CSD Graduate Student Advisory Council President & Graduate Council Member
Jeannine Perry, Dean, Graduate Studies Graduate Studies Task Force Associate Professor, Education Previous Program Coordinator: Reading
Lissa Power DeFur, Professor Communication Sciences & Disorders CSD Program Coordinator: CSDS Faculty Representative to the Board of Visitors Graduate Studies Task Force
Frances Reeve, Professor of School Librarianship Graduate Council Member
Sherry Sandkam, Associate Dean (retired), The Graduate School Virginia Commonwealth University Outside Consultant Graduate Studies Task Force
Wendy Snow, Assistant Professor

Coordinator of Reading, Literacy and Learning Graduate Council Member
Kat Tracy Associate Professor, Medieval Literature Graduate Council Chair Previous Program Coordinator Graduate Studies Task Force

5:30 – 7:00 Dinner

From above: Mary Carver, Kathy Charleston, Karla Collins, Kevin Doyle, Kellyn Hall, Tammy Hines, Jeannine Perry, Lissa Power DeFur, Frances Reeve, Sherry Sandkam, Kat Tracy
Jeff Everhart Longwood DEC Instructional Technology Trainer Alumni: English BA in English, 2011 MA in English, 2013
Hannah Ledger Longwood Assistant Director of Degree Audit Alumni
Pat Lust Professor of Music Past Graduate Program Coordinator *Graduate Program Concentration Closed*
Ruth Meese Professor of Special Education
Nicole Wingo Current Student: Communication Science & Disorders Alumni: M. Ed. Reading, Literacy & Learning/ Longwood Bachelor's degree graduate
Abbey O'Connor Assistant Dean for External Affairs Program Coordinator: MBA
Dawn Schwartz Adjunct Professor of Accounting Alumni: MBA BSBA in Business Administration 2003 MBA in General Business, 2013
Kim Wingo Academic Affairs Administrative Assistant

Wednesday February 10

8:00 – 8:45 Open Meeting: Small Groups
Mary Lehman Professor of Biology/Biology Program Coordinator *(no graduate program)*
Lissa Power DeFur, Professor Communication Sciences & Disorders CSD Program Coordinator: CSDS Graduate Council, Former Chair Graduate Studies Task Force
Robin Smith Associate Professor Secondary English Education

8:45 – 9:30 Open Meeting: Small Groups
Paul Barrett Dean, College of Business & Economics
Abbey O'Connor Assistant Dean for External Affairs Program Coordinator: MBA
Bennie Waller Chair, Department of Accounting, Economics, Finance, Real Estate, & ISCS and Professor of Finance and Real Estate
Charles White Assistant Dean Chair, Department of Management, & Marketing, and Associate Professor of Management

9:30 – 10:15 V.P. Finance
P. Kenneth Copeland, Vice President of Finance & Administration

10:15 – 11:00 V.P. Strategic Operations/Enrollment
Jennifer Green, Associate Vice President for Enrollment Management & Student Success

11:00 – 11:30 Open Meeting: Small Groups
Ang Blanchette Assistant Professor Coordinator of Reading, Literacy and Learning
Naomi Johnson-Tsgaridis Associate Professor Communication Studies Department Chair Communication Studies

11:30 – 12:00 (School Librarianship Program Team representing off site students)
Audrey Church Professor Program Coordinator School Librarianship
Karla Collins Assistant Professor of School Librarianship Graduate Council Member Graduate Studies Task Force
Carl Harvey Instructor of School Librarianship
Frances Reeve Professor of School Librarianship Graduate Council Member

12:00 – 1:00 Lunch with Graduate Program Coordinators

Jennifer Apperson Interim Dean, Cook-Cole College of Arts & Sciences Professor of Psychology Past Program Coordinator: Counselor Education
Sharon Emerson-Stonnell Professor of Mathematics Program Coordinator : Algebra & Middle School Math
Steve Faulkner

Associate Professor, Creative Writing Program Coordinator: English/Creative Writing *Graduate Program Closed*
Chris Jones Associate Professor Program Coordinator of Special Education
Pat Lust Professor of Music Past Graduate Program Coordinator *Graduate Program Concentration Closed*
Virginia Lewis Assistant Professor of Mathematics Education
Abbey O'Connor Assistant Dean for External Affairs Program Coordinator: MBA
Nancy Riddell Associate Professor Educational Leadership Program
Shannon Salley Assistant Professor and Coordinator SLP Online Graduate Curriculum Committee Member
Gerry Sokol Professor Educational Leadership Program Coordinator of Educational Leadership
Maria Timmerman Associate Professor of Mathematics Education Program Coordinator: Elementary & Middle School Mathematics
Lauren Wynne Assistant Professor of Counselor Education Program Coordinator: Counselor Education
Audrey Church
Karla Collins
Carl Harvey
Frances Reeve

1:00 – 2:00 Dean's Council

Jennifer Apperson Interim Dean, Cook-Cole College of Arts & Sciences Professor of Psychology
Paul Chapman Dean, College of Education and Human Services
Paul Barrett Dean, College of Business & Economics
Larissa Ferguson Professor of History
Alix Fink Dean of the Cormier Honors College Associate Professor of Biology
Jennifer Green Associate VP for Enrollment Management
Joan L. Neff, Provost and Vice President of Academic Affairs
Suzy Palmer Dean of the Library
Jeannine Perry
Larry Robertson Dean of Students