



**MEETING MINUTES
UNIVERSITY OF MARY WASHINGTON
BOARD OF VISITORS
FEBRUARY 7-8, 2019**

All meetings were held in the Minor Board Room at the Jepson Alumni Executive Center, 1119 Hanover Street, Fredericksburg, Virginia, unless noted otherwise.

THURSDAY, FEBRUARY 7, 2019

1. 2:30 P.M., CAMPUS ENVIRONMENT TOUR OF CAMPUS

Board Members present: Heather M. Crislip '95, Rector; Devon W. Cushman '93, Vice Rector; Martha G. Abbott '72; Allida M. Black; Sharon S. Bulova; Edward (Ted) B. Hontz; R. Edward (Edd) Houck; Patricia G. McGinnis '69

Also present: Troy D. Paino, President; Jeffrey W. McClurken '94, Chief of Staff and Clerk of the Board of Visitors; Michael Spencer, Director of the Center for Historic Preservation and Chair, Campus Environment Committee; Kimberley Buster-Williams, Vice President for Enrollment Management; Sabrina Johnson, Vice President for Equity and Access, CDO; Juliette Landphair, Vice President for Student Affairs; Nina Mikhalevsky, Provost; Cedric Rucker, Associate Vice President and Dean of Student Life; John Wiltenmuth, Associate Vice President for Facilities Services

Dr. Michael Spencer hosted a tour of campus for Board members to provide examples of the types of displays previously evaluated by the Campus Environment Committee. Locations highlighted in the tour were: University Center, Monroe Hall, Ann Carter Lee Hall, Trinkle Hall, and George Washington Hall.

The tour concluded at 4:15 p.m.

2. 5:00 P.M., SPECIAL PRESENTATION

Members of the Board of Visitors joined invited guests in the Rectors' Gallery at the Jepson Alumni Executive Center for a surprise dedication ceremony honoring former Rector Holly Tace Cuellar '89. Ms. Cuellar, an eight-year veteran and former rector of the UMW Board of Visitors was recognized for her valuable contributions to the university and thoughtful and energetic leadership shown in shaping the successful search and ultimate recruitment of UMW's tenth president, Dr. Troy D. Paino. Speaking at the ceremony were former Board of Visitors members Ken Lopez '92, Mark Ingrao '81, and Lisa Taylor '85, and President Paino. A holly tree located in front of the Kalnen Inn was dedicated to Ms. Cuellar. A plaque commemorating the event stands at the base of the tree.

3. 5:30 P.M., BROMPTON, SIMPSON CIRCLE EVENT

A. Simpson Circle Event and Recognition of Former Board Members

Current members of the Board of Visitors and President's Cabinet attended a reception and program with the Simpson Circle, a group comprised of former members of the UMW Board of Visitors, at Brompton, home of UMW's president. A special recognition was presented by Rector Crislip to Board members who completed their terms of service in 2018, Ms. Holly T. Cuellar '89, Mr. Carlos Del Toro, and Mr. Fred M. Rankin III. There was no Board action taken at this event.

4. 7:15 P.M., TRANSPORTATION TO GEORGE WASHINGTON HALL

A. 7:30 p.m., Great Lives Program: Jane Goodall

Several members of the Board of Visitors and President's Cabinet attended the William B. Crawley Great Lives Lecture Series program, "Jane Goodall." Dr. Dale Peterson was guest speaker for the evening. Dr. Peterson co-authored *Visions of Caliban: On Chimpanzees and People* with Dr. Jane Goodall in 1993. His "definitive" biography, *Jane Goodall: The Woman Who Redefined Man* was published in 2006. No University business was conducted at this event.

5. FRIDAY, FEBRUARY 8, 2019

6. 7:30 A.M., KALNEN INN, BREAKFAST WITH THE PRESIDENT

A. Informal Discussion with the President

Board members attended breakfast in the Kalnen Inn with President Paino prior to convening the Board of Visitors meeting. No Board action was taken.

7. 9:00 A.M., BOARD OF VISITORS MEETING

Board Members present: Heather M. Crislip '95, Rector; Devon W. Cushman '93, Vice Rector; Rhonda S. VanLowe, Secretary; Martha G. Abbott '72, Allida M. Black, Sharon S. Bulova, Edward (Ted) B. Hontz, R. Edward Houck, Patricia G. McGinnis '69, Leopoldo J. Martínez, Davis C. Rennolds '06, Deirdre Powell White '91

Also present: Troy D. Paino, President; Jeffrey W. McClurken '94, Chief of Staff and Clerk of the Board; Lisa D. Bowling '89, Vice President for Advancement and University Relations; Kimberley Buster-Williams, Vice President for Enrollment Management; Sabrina Johnson, Vice President for Equity and Access and Chief Diversity Officer; Juliette Landphair, Vice President for Student Affairs; Paul C. Messplay, Vice President for Administration and Finance, and CFO; Nina Mikhalevsky, Provost; Jeffrey W. Rountree '91, Chief Executive Officer, UMW Foundation; Edward V. Allison, Jr., Chairman, UMW Foundation Board; Davis V. McCrory, Internal Auditor; Donna S. Gladis '68, President, Alumni Association Board of Directors;

John Wiltenmuth, Associate Vice President for Facilities Services, Lynne D. Richardson, Dean, College of Business; Alexandra Dunn, Assistant Professor, College of Business; Sayan Sarkar, Assistant Professor, College of Business; Tim O'Donnell, Associate Provost for Academic Engagement and Student Success; Audrey Burges, Assistant Attorney General, Education Section; Marcel Rotter, Associate Professor for Modern Languages and Literature and Chairperson, University Faculty Council; Anna Billingsley, Associate Vice President for University Relations; Audrey Burges, Assistant Attorney General, Education Section; Jacqueline Gallagher, Chair, Department of Chemistry and University Faculty Council; Julie Smith, Associate Vice President for Finance (arrived 1:15 p.m.); Kathy Sandor, Director of Business Services (arrived 1:15 p.m.); Sarah Ballenger, President, Honor Council (arrived 3:00 p.m.); Matthew Good, President, Student Government Association (arrived 3:00 p.m.); Pam Lowery, President, Staff Advisory Council (arrived 3:00 p.m.); Betsy J. Chinn, Deputy Clerk, Board of Visitors; Zafeer Mobashar, Audio Visual Technician.

Other faculty and staff were also present.

A. Call to Order

Rector Crislip called the February 2019 meeting of the Board of Visitors to order at 9:05 a.m. Members of the Board of Visitors met as a Committee of the Whole for the duration of the meeting.

B. Welcome and Introductions

All individuals present introduced themselves.

C. Approval of Minutes

Rector Crislip brought forward meeting minutes for approval. The floor was opened for suggested edits or comment in regard to the draft meeting minutes posted: [Draft Meeting Minutes: November 15-16, 2018, and January 15, 2019](#). There being none, Rector Crislip called for a motion to approve.

Action Item:

On a motion by Mr. Hontz, seconded by Mr. Rennolds, the Board of Visitors approved minutes for the November 2018 and January 2019 meetings as presented.

D. Rector's Remarks

Rector Crislip asked Board members to consider fulfilling outstanding pledges for the Board of Visitors Achievement Award so that Advancement can move forward with making a presentation.

Internal Auditor Davis McCrory was formally introduced to the Board. Rector Crislip welcomed Mr. McCrory to UMW and stated that the Board looks forward to working with him on audit matters.

Rector Crislip noted that the Executive Committee will meet on March 14, 2019, to take action on the 2019-2020 housing and board fees. All Board members are welcome to attend. The housing and board fees decision will be confirmed by the full Board at the April 2018 Board of Visitors meeting.

Next, Rector Crislip introduced Mr. Edward Allison, newly elected Chair of the University of Mary Washington Foundation Board. Mr. Allison is a long-time, well respected resident of Fredericksburg and has served on several community boards. He also served as Mary Washington College's comptroller for thirteen years.

Mr. Allison relayed greetings from the UMW Foundation. He remarked that when the Foundation Board was established, its main goal was to support Mary Washington, and that still stands true today. The work that the Foundation Board does in managing the Foundation is solely on behalf of the University. He quoted the Foundation motto originated by Mr. Florian "Red" Hofer, former Chairman of the Foundation Board, "We have one client, and that is the University of Mary Washington."

Mr. Allison emphasized the importance of communication between the UMW Foundation and the UMW Board of Visitors. He noted that the Foundation Board would like to keep the relationship strong between the two bodies. He asked that the Board of Visitors inform them of what they can provide to work to the best purposes of the university.

University representatives to the Foundation Board were acknowledged. President Paino serves on the Executive Committee as a voting member. Rector Crislip, Vice President Messplay, and Alumni Association President Gladis also serve as ex-officio members with voting privileges.

Mr. Allison highlighted current construction projects funded or overseen by the Foundation. He also detailed cooperative efforts between the University and the Foundation. For the past few years, the Foundation has hosted the Summer Orientation Adventure Retreat (SOAR) at the Eagle Lake complex in south Stafford. Eagle Lake is owned by the Foundation and run by the University for academic and recreational purposes.

The Eagle Village commercial complex is 88 percent leased in the retail sector and office complexes are 92 percent leased. A lot of work goes into keeping these areas leased and generating income to service our debt. The Hyatt Place, now in its fourth year, is showing a net profit. It also remains at the top 10 percent of the 300 Hyatt Place hotels worldwide. They remain in the top two of their peer group in the Fredericksburg area.

In addition to managing real estate and investment portfolios, the Foundation manages over 700 accounts by issuing checks and working with leasing agents with just six staff members.

The UMW Foundation Board and Board of Visitors will meet jointly in November 2019. Mr. Allison expressed that it is important to share information and have a good relationship between the two organizations to serve UMW well as the years go on.

Ms. VanLowe outlined the need for the Foundation and the University to work together to address the financial challenges of the institution.

Rector Crislip thanked Mr. Allison for his friendship and for the open communication with the Board of Visitors.

E. President's Report

President Paino acknowledged Internal Auditor Davis McCrory. He noted that Mr. McCrory's experience in higher education makes him the perfect person to assess risk, to be in compliance and to look at operations. He added that the Audit Committee is putting together a "to do" list for him.

In 2011, the Cabinet was looking for a dean to build the College of Business and also to seek the Association to Advance Schools of Business (AACSB) accreditation. Dr. Lynne Richardson was hired for this position and has succeeded by providing the College with an excellent staff and successfully obtaining full accreditation.

Dr. Richardson introduced two recent hires to the College of Business faculty, Dr. Alex Dunn and Dr. Sian Sarcar. She stated that it has been a long journey to bring the College of Business to the status that it holds today. It was a team effort and she was very proud of how this college has evolved. The Board of Visitors applauded Dr. Richardson and thanked her for her hard work.

Dr. Paino also noted that UMW was recently awarded the Historic Fredericksburg 2019 Preservation Award for its work done on the Heslep Amphitheatre.

Mr. John Wiltenmuth, Associate Vice President for Facilities Services, reviewed the Capital Project Summary: [Capital Projects Summary and Photos Board of Visitors February 2019](#).

President Paino conveyed his appreciation to everyone that worked to open the Arrington Residence Hall in time for the start of the spring semester. Residence Life's management of this unexpected circumstance was remarkable. The students returning to Arrington were pleased with the renovations made to the facility.

A brief enrollment update was presented. UMW is seeing a strong applicant pool this year, although there are ongoing concerns with out-of-state student applicants. Everyone has a role to play in recruitment, retention, and success of our students. The Admissions staff is working incredibly hard to highly engage with prospective students.

The Strategic Enrollment Planning Committee is diligently working to make the Student Success Plan work for each student beginning with their first year through graduation. The administration will have a draft report from Huron soon for the Committee to review.

A brief preliminary analysis of the General Assembly's House and Senate Appropriations for FY20 was presented. Funds are being considered for planning future construction projects, staffing interviews, facilities maintenance, and increases in student financial aid for certain programs. President Paino fielded questions from the Board. The General Assembly is expected to conclude its session by February 22.

On January 17, UMW hosted a “Day of Learning” for nearly 100 federal employees affected by the government shutdown. UMW faculty, staff, and administrators did a remarkable job in coming together, especially at the beginning of a new semester, to volunteer their talents to teach a variety of professional development and personal enrichment workshops. President Paino remarked that this impromptu event truly showed the spirit of Mary Washington. Kimberly Young, Executive Director of Continuing and Professional Studies, and Anna Billingsley, Associate Vice President for University Relations, were complimented for promoting this idea and for their leadership in this achievement.

Among other initiatives that UMW has been involved with this winter is the Tech-Talent Pipeline Summit. President Paino invited Dr. Chuck Ambrose, CEO of Knowledge Works, to Fredericksburg to discuss this project and to possibly engage area organizations to work together to contribute to this new learning experience. This innovative endeavor brought together representatives from Germanna Community College, local K-12 school districts, and several Fredericksburg economic development organizations to discuss new educational pathways to reduce costs and to allow students to reduce the time needed to earn their degree. President Paino was pleased that a lot of energy was garnered from this event. Mary Washington can play a great role in this endeavor.

F. Report from Legal Counsel

The Rector requested that the Board of Visitors enter a closed meeting for discussion with legal counsel.

A motion to enter closed meeting as permitted by Code of Virginia Sections 2.2-3711 (A)(7) and 2.2-3711 (A)(8) of the Code of Virginia for consultation with legal counsel and briefings pertaining to federal audit and to actual litigation brought by the Feminist Majority Foundation was made by Ms. VanLowe and seconded by Ms. Bulova.

All present agreed that such a session was necessary and entered closed meeting at 10:48 a.m. All Board members present remained in the closed meeting, along with President Paino, Dr. Jeffrey McClurken, Chief of Staff and Clerk of the Board of Visitors, Ms. Sabrina Johnson, Vice President for Equity and Access, CDO, and Ms. Audrey Burges from the Office of the Attorney General.

At the conclusion of the discussion, Ms. VanLowe moved to reenter open meeting. The motion was seconded by Ms. Cushman. All members present approved the motion. The Board re-entered open meeting at 11:14 a.m.

The following motion to certify the closed meeting was made by Ms. Bulova and seconded by Ms. McGinnis:

WHEREAS, the Board of Visitors has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712.D of the *Code of Virginia* requires a certification by the Board of Visitors that such closed meeting was conducted in conformity with Virginia law;

NOW THEREFORE BE IT RESOLVED that the Board of Visitors hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Board of Visitors.

Roll Call Vote:

AYES: Ms. Abbott, Ms. Black, Ms. Bulova, Ms. Crislip, Ms. Cushman, Mr. Hontz, Ms. McGinnis, Mr. Martínez, Mr. Rennolds, Ms. VanLowe, Ms. White

NAYS: None

ABSENT DURING VOTE: Mr. Houck

ABSENT DURING MEETING: None

There was no action taken by the Board of Visitors following the closed meeting.

G. Written Informational Reports

Informational reports prepared by members of the President's Cabinet are attached to the BoardDocs agenda: [Written Informational Reports BOV February 2019](#).

Provost Mikhalevsky announced that Germanna Community College will host a signing ceremony to establish a guaranteed pathways agreement with Mary Washington on Friday, February 22, at 2:30 p.m. Any Board members interested in attending should notify the Clerk of the Board.

8. ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Chair McGinnis called the Academic and Student Affairs Committee to order at 11:20 a.m.

A. Retention Discussion

Dr. Tim O'Donnell, Associate Provost for Academic Engagement and Student Success, addressed the Board to review data on retention. Dr. O'Donnell has been working closely with the Huron Consulting Group for insight and lessons on what our data is telling us.

Recent findings regarding the percentage drop in the fall 2017 cohort shows that the Census date fell five weeks earlier than the previous data reported, thus not comparing apples to apples.

Several student subpopulations are analyzed to determine retention patterns:

- Most vulnerable are first-year students at the beginning of the semester. Some are not included in departure numbers.
- The commuter student population historically retain at a lower rate than residential students.

- First generation students do not have the advantage of experienced family guidance.

Among efforts to improve retention for these subpopulations are:

- Review of DFW rates to determine opportunities for student success (tutoring, working with academic departments, etc.).
- Focus groups, surveys, and specialized academic advising and mentoring for first generation students.
- Do more to incentivize on-campus housing for commuter students.
- Provide food pantries and enhance connections between advisors and financial aid for students in monetary need.

The challenge ahead includes four goals to impact retention:

- Academic Quality
- Access
- Diversity
- Revenue

Chair McGinnis stated that retention discussion would continue following lunch. The Academic and Student Affairs Committee recessed at 11:46 a.m.

9. UNIVERSITY CENTER, LUNCH

Board Members Present: Heather M. Crislip '95, Rector; Devon W. Cushman '93, Vice Rector; Rhonda S. VanLowe, Secretary; Martha G. Abbott '72, Allida M. Black, Sharon S. Bulova, Edward (Ted) B. Hontz, R. Edward Houck, Patricia G. McGinnis '69, Davis C. Rennolds '06, Deirdre Powell White '91

Board Member Absent: Leopoldo J. Martínez

Board members traveled to the Magnolia Room at the University Center to dine with a group of invited students.

10. COMMITTEE MEETINGS RECONVENE

The Academic and Student Affairs Committee reconvened at 1:15 p.m. Before returning to the scheduled meeting agenda, Chair McGinnis set aside a few minutes for discussion about their visit to the University Center dining hall to have lunch with the students.

Board members concurred that they had a very positive and welcoming luncheon. They were pleased to have the opportunity to meet personally with the students and to discuss their Mary Washington experience.

11. ACADEMIC AND STUDENT AFFAIRS CONTINUED

Retention Discussion (Continued)

Dr. O'Donnell opened the floor to the Board members for questions. He responded to inquiries regarding student surveys and how the students respond. There are two primary surveys administered. All students are required to complete an exit survey when they leave the university. The Registrar collects the data for analysis. The number one student response relates to family and financial issues. From this survey, and other data, UMW is also able to track where these students go. The majority (55%) enroll in community colleges and others did not enroll at other institutions.

All first-year students are given a satisfaction survey at the end of their first semester. The data received is fairly consistent. Most students indicate that they are satisfied.

A. Vice President for Equity and Access Report

The Vice President for Equity and Access Report is attached to the BoardDocs agenda: [VP for Equity and Access, CDO Report BOV February 2019](#).

Vice President Johnson reported that the Campus Environment Committee will meet soon to evaluate what can be done to show an impact on campus. The Committee is moving quickly by working with university stakeholders to determine the best use of campus displays.

The Campus Accessibility Committee has been very productive in locating areas on campus in need of physical accessibility for students and visitors with disabilities. Physical improvements include implementation of a standard accessibility review for the approval and purchase of IT software and the installation of additional automated door openers. The Committee is engaged to do the best that they can with assets available.

Ms. Johnson noted that recruitment has gone well for the newly formed NAACP student chapter at Mary Washington. She added that the university is fortunate to have this energetic action group on campus.

The President's Community Advisory Committee on Diversity (PCACD) was very helpful in coordinating meetings with representatives from area workforce centers to recruit people with disabilities for the university's target employment opportunity outreach. Ms. White commented that UMW has shown a real presence in the community.

Ms. Johnson added that the chair of the PCACD, Dr. Gene Carter, will be joining the membership of the UMW Foundation Board.

The Student Success Council was applauded for their assistance with data collection representing the experiences that impact underrepresented students.

Chair McGinnis thanked Vice President Johnson for the work that she has done thus far in her new role. The Board is appreciative of her leadership.

B. Report on Free Speech

Vice President for Student Affairs Juliette Landphair presented a report on free speech. The written report is attached to the BoardDocs agenda: [Student Affairs Report on Free Speech BOV February 2019](#).

Vice President Landphair discussed the meaning of free speech and how it has affected the student experience in regard to hate incidents. Freedom of speech has been an important part of American democracy. In the late-1960s, students were building on and rising from the activism. In the last few years, however, the principle of free speech has re-emerged at American colleges and universities in the form of hate crimes and violent incidents. It is hard to understand that these acts are legally protected by the First Amendment of the Constitution.

At Mary Washington and other sister institutions, a white nationalist group called Identity Evropa anonymously posted stickers on the grounds of the schools to see what reaction it would make and to possibly recruit new students to their cause. We are living in a time that is more politically divided, with an increase in activist movements of hate. Student demographics are changing such that demands are being made by students to hold institutions responsible for violent and hateful acts. They are angry and distrustful. Colleges and universities are trying to build trust by listening, acting and wanting to make students understand that the institutions have their interests at heart.

Ways in which UMW has confronted these challenges include:

- Policy revisions on expressive activity for UMW community members and non-UMW community members.
- Dialogues with students about civil discourse.
- Building trust with students, particularly underrepresented students.
- Emphasizing the importance of UMW's community values, ASPIRE.
- Monitoring and reporting violations of campus free speech in response to Virginia Code.
- Creation of a website to report violations to Student Affairs.
- Protocols are in place for threat assessment, demonstrations, and community partnerships.
- Institutional practices to align with free expression policies and values.

Vice President Landphair added that a Mary Washington student suggested that, as part of orientation, a discussion on diversity and inclusion should be incorporated into the program to inform new students how to handle protest and other incidents. The Residence Life staff also provides training every semester that could be offered to all students.

Following Dr. Landphair's presentation, President Paino took a moment to announce that there is an award presented annually at the University of Richmond in honor of Dr. Landphair. The Dr. Juliette Landphair Award for Dedication to the Awareness, Education, and Prevention of Sexual Misconduct is awarded to a graduating senior who has cared deeply about the issue of sexual misconduct and excelled in the development of sexual misconduct awareness through programs and movements. All present applauded Dr. Landphair for this great honor.

C. Personnel Docket

By consensus, the Board determined that there was no need to hold a closed meeting to discuss the personnel docket.

Action Item:

Therefore, on a motion by Ms. Crislip, seconded by Ms. McGinnis, the Board of Visitors unanimously approved the personnel docket as presented.

Ms. McGinnis thanked everyone for their outstanding reports. There being no further business to discuss, Chair McGinnis adjourned the Academic and Student Affairs Committee meeting at 2:05 p.m.

12. ADMINISTRATION, ADVANCEMENT, FINANCE, AND FACILITIES COMMITTEE

Chair Houck called the meeting of the Administration, Advancement, Finance, and Facilities Committee to order at 2:06 p.m.

A. Donor Terms of Agreement

Vice President Bowling detailed terms of agreement for seven proposed scholarships. Each scholarship has been funded by an initial gift of \$25,000 or more and will be permanently endowed in the UMW Foundation. According to the established policies of the UMW Foundation and the University of Mary Washington, the criteria for each endowment is specified in individual “terms of agreement” which are attached to BoardDocs: [Donor Terms of Agreement Board of Visitors February 2019](#).

Action Item:

On a motion by Ms. VanLowe, seconded by Ms. Cushman, the Board of Visitors voted unanimously to approve the following terms of agreement, as presented:

- Dovetail Cultural Resource Group Scholarship for Historic Preservation
- Florian ‘Red’ Hofer and Janet Hofer Scholarship
- Hurley Family Scholarship
- Veronica S. Johnson ’89 Scholarship for Historic Preservation
- John D. Mac Isaac Scholarship in Classics
- Kathleen Shepherd Mehfood ’70 Leadership Scholarship
- Irene Piscopo ’59 and James D. Rodgers – Alvey Scholarship VI

B. December 31, 2018 Budget Performance Report

Vice President Messplay presented the budget performance report for the second quarter of the fiscal year, which ended December 31, 2018. Vice President Messplay’s report is attached to the BoardDocs agenda: [2018-2019 Budget Performance Report as of December 31, 2018 BOV Feb 2019](#).

The budget performance report is prepared quarterly and presents actual year-to-date revenues and expenditures compared to budget. Actual revenue and expenditure data is also presented for the prior fiscal year for the same quarter as a point of comparison.

Vice President Messplay reviewed the budget performance of key university revenues, including state general funds, tuition and fees, housing, dining, bookstore and miscellaneous other revenues. Overall, revenues as of the second quarter are tracking 2.6 points lower as a percent of budget compared to the same time last year. Major expenditure categories as of December 31 are consistent with budget estimates, with the exception of institutional financial aid, which is expected to exceed the original budget by fiscal year-end. The university has identified one-time savings in the current year's budget to offset the lower revenue estimates and the higher institutional aid expenses.

C. Update on 2019-20 Budget Creation

President Paino led discussion on the process followed to this point in the development of the 2019-2020 budget, room and board, and tuition and fee rates. The budget process starts as soon as the fiscal year begins.

Discussions began last summer for FY20. The President's Cabinet also held day-long retreats to establish budgets. Cabinet members were asked to identify university-wide strategic initiatives that they would want to invest in. Then, to determine 2%, 3%, and 4% cuts. The president wanted them to start with cost drivers that should be taken into consideration. When the Governor signs the Commonwealth's budget, colleges and universities will have an idea of what the budget will be like.

Mr. Houck indicated his belief that the Board should have input into budget development. The Board of Visitors ultimately have the responsibility to approve the budget. He noted that this was their time to make comment. Ms. Bulova added that this was an excellent presentation and helps to understand choices and what the reality is. She thinks that the administration is moving in the right direction.

Ms. McGinnis commented that the administration should be looking at assets that we own. There may be some that could be changed to enhance the revenue coming in. President Paino acknowledged that the university is looking into identifying a variety of funds with the Foundation and with the state.

Mr. Houck thanked President Paino for what has been done and for including the Board of Visitors in discussions.

Ms. VanLowe added that the cycle is not going to be broken until there is change in debt structure. Debt is ongoing and will stay in this space until there is something to break apart long-term debt. The University and the Foundation have to come together to talk about this issue.

Ms. White suggested exploring ways to increase revenue opportunities.

D. Debt Policy in Context

At the request of the Board of Visitors, staff reviewed debt policies at comparable institutions and have prepared a report for discussion. The report is posted to the BoardDocs agenda: [Debt Policy Review BOV February 2019](#).

Vice President Messplay and Associate Vice President for Finance Julie Smith fielded questions from the Board members. It was noted that in their review of debt policies compared to other Virginia institutions, Mary Washington's debt policy was consistent with other schools.

Ms. VanLowe noted that the Board of Visitors could set some type of requirement for a packet of information beyond an analysis of a ratio when the Debt Policy is presented to them for approval.

Ms. VanLowe departed the meeting at 3:19 p.m.

E. UMW Bookstore

Chair Houck requested that the Board of Visitors enter a closed meeting for discussion regarding the UMW Bookstore.

A motion to enter closed meeting as permitted by Code of Virginia Sections 2.2-3711 (A)(9) of the Code of Virginia to discuss potential terms and scope of a potential contract involving the expenditure of public funds in which public discussion would adversely affect the bargaining position was made by Mr. Rennolds and seconded by Ms. Bulova.

All present agreed that such a session was necessary and entered closed meeting at 3:22 p.m. All Board members present remained in the closed meeting, along with President Paino, Dr. Jeffrey McClurken, Chief of Staff and Clerk of the Board of Visitors, Vice President for Administration and Finance Messplay, Director of Business Services Kathy Sandor, and Ms. Audrey Burges from the Office of the Attorney General.

At the conclusion of the discussion, Ms. Crislip moved to reenter open meeting. The motion was seconded by Dr. Black. All members present approved the motion. The Board re-entered open meeting at 3:38 p.m.

The following motion to certify the closed meeting was made by Ms. Bulova and seconded by Dr. Black:

WHEREAS, the Board of Visitors has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712.D of the *Code of Virginia* requires a certification by the Board of Visitors that such closed meeting was conducted in conformity with Virginia law;

NOW THEREFORE BE IT RESOLVED that the Board of Visitors hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Board of Visitors.

Roll Call Vote:

AYES: Ms. Abbott, Ms. Black, Ms. Bulova, Ms. Crislip, Ms. Cushman, Mr. Houck, Ms. McGinnis, Mr. Martínez, Mr. Rennolds, Ms. VanLowe, Ms. White

NAYS: None

ABSENT DURING VOTE: Mr. Hontz

ABSENT DURING MEETING: None

There was no action taken by the Board of Visitors following the closed meeting.

13. NOMINATING AND GOVERNANCE COMMITTEE

A. Public Comment Discussion

Chair Bulova distributed a draft policy for public comment crafted from Nominating and Governance Committee member feedback. Board members were invited to discuss the draft policy and to express their opinions. Ms. Bulova added that institutions of higher education are required to provide the opportunity for students and families to comment on proposed rate increases for room, board, tuition and fees. Public comment would be required to be given at a public meeting of the body immediately prior to the vote.

Three bills were introduced by the General Assembly House and Senate. These records are posted to the BoardDocs agenda as supporting documents: [Public Comment Discussion Board of Visitors February 2019](#). Chief of Staff McClurken explained that two of the bills are virtually the same.

Board members engaged in discussion and provided suggested edits to the draft policy. Chair Bulova made note of the recommendations and will work with legal counsel to incorporate the revised language into the document and will bring back to the Board at the April meeting.

There being no further business to come before the Nominating and Governance Committee, Chair Bulova declared the meeting adjourned at 4:06 p.m. Ms. McGinnis departed the meeting at this time.

15. FACULTY, STAFF, AND STUDENT REPORTS

A. University Faculty Council Representative Report

The University Faculty Council Chair's written report is attached to the BoardDocs agenda: [UFC Chair Report to the Board of Visitors February 2019](#). Dr. Jackie Gallagher, UFC Chair, noted that her written report was submitted prior to the January 30, 2019 University Faculty Council meeting. She updated the Board on actions taken at this meeting.

The General Education Committee submitted two proposals for discussion on the structure of the General Education curriculum. A series of open forums will be held this semester. A website will be setup for comments and questions for the committee so that faculty members can see what their colleagues are thinking. Pending approval of the final proposal, the Committee will work over the summer to complete the new curriculum and will submit for approval in the fall. Some faculty are reluctant to move so quickly on this. However, if approved, the new core curriculum could possibly be operational in fall 2020.

Dr. Caitie Finlayson, Assistant Professor of Geography and new Faculty Program Director of the Teaching Center presented a report to the UFC. She discussed the goals and vision of the new teaching center and her role in its development. Dr. Finlayson has looked at data, surveyed several departments, attended workshops, and spoken with other faculty directors to gather as much information as she can.

Dr. Anand Rao, Vice Chair of the University Council and President of the Faculty Senate of Virginia traveled to Texas to pursue the idea of a National Faculty Senate that will educate people about faculty issues.

The University Faculty Council unanimously approved a recommendation from the University Academic Affairs Committee to approve guidelines on open and affordable educational resources according to Virginia State Legislature HB 454. [This response will be included in the Provost Report at the April 2019 meeting.]

Provost Mikhalevsky commended Dr. Gallagher for her hard work and leadership.

B. Staff Advisory Council Representative Report

Staff Advisory Council President Pam Lowery addressed the Board. The Staff Advisory Council Representative Report is attached to the BoardDocs agenda: [Staff Advisory Council \(SAC\) Report to the Board of Visitors Feb 2019](#).

Ms. Lowery shared the Purpose Statement for the Staff Advisory Council (SAC): "The University of Mary Washington Staff Advisory Council accepts the responsibility and challenge of taking its place alongside faculty, administration, and students in working to provide first-rate service, develop ourselves and colleagues, both professionally and personally, and perpetuate a culture of excellence, one that is defined by: quality, inclusiveness, collaboration, cooperation, transparency, accountability, openness, and candor" Each SAC member is a firm believer in what the purpose statement says.

Recent activities of the SAC include:

- Completed food and clothing drive
- Distribution of the newsletter
- Approval of changes to the SAC Constitution and By-laws

Several meetings have been held this semester with members of the administration. Each meeting has been very informative and empowering:

- Met with President Paino to discuss UMW's financial situation
- Discussed budget development and management with Dr. Richardson and Mr. Messplay
- Received update from Ms. Lucas-Waverly on Title IX changes
- Mr. Holmes explained the processes for marketing, branding, and communications and will share results of changes made with the SAC at a later date.

The SAC looks forward to meetings with Dr. Machande in the College of Business to discuss the AACSB accreditation. They will also hold another meeting with President Paino to learn about his leadership journey.

State employees will be recognized in the month of May during Virginia Public Service Week. The SAC has begun planning activities to honor and involve staff during this week.

On Thursday, March 7, everyone is invited to come to the UMW Chili Cook-Off and Cornbread Bake-Off as a cook, or as a participant. The event will start at 11:30 a.m. in the Chandler Ballroom. This is a fun event that brings members of the UMW community together.

Ms. Lowery added that the SAC is ready to stand with the Board and other university leaders to move UMW forward. As she was preparing for this meeting, she asked members of the SAC if they could say one thing to the Board of Visitors, what would that be? The first reply received was 'Thank you.' There was another expression conveyed that reflected what others stated: 'Budgets are tight. Workload is huge. We're short staffed. We're working long hours, but we're getting the job done, accomplishing a lot, moving forward, and I still like being on the UMW team and love the people I work with.'

Ms. Lowery thanked the Board for their confidence in SAC, for their support, and for their leadership. The Board members, in turn, thanked Ms. Lowery and the SAC for providing an uplifting report.

C. Honor Council Representative Report

The Honor Council Representative's full report is posted to the BoardDocs agenda: [Honor Council Representative Report to the BOV February 2019.](#)

Honor Council President Sarah Balenger noted that during the course of the first semester, there were a total of 54 cases resulting from 37 incidents. The Council is working diligently to clear up the backlog from the first semester.

The community service opportunity implemented by the Honor Council during the first semester has been successful. At this time, this opportunity is being offered through CORE and the Office of Community Engagement. This opportunity also serves as a possible sanction should the case involve restoration of the community property.

The Honor Council staff is making themselves more accessible to students by offering additional office hours per week this semester. Hours are posted on the office door and on the Honor Council website. Students, faculty, and staff may schedule appointments or have a walk-in appointment as needed.

The Honor Council has worked with Assistant Attorney General Audrey Burges to edit hearing scripts in order to remove boilerplate language and to place emphasis on the participant's accounts. A Pre-Hearing Checklist has also been created to ensure respondents receive the information that they need and have a better understanding of the process.

Several Honor Council representatives attended the International Center for Academic Integrity's Mid Atlantic Conference at Randolph College in Lynchburg. The students enjoyed networking and sharing ideas with representatives from other schools.

Ms. Balenger was thanked for her informative report.

D. Student Government Association Representative Report

The Student Government Association Representative Report prepared by Mr. Matthew Good is posted to the BoardDocs agenda: [SGA Representative Report to the Board of Visitors Feb 2019](#).

Mr. Good remarked that the SGA has done a step back this semester to see what's working for them and what's not. They are working on transition materials for the leadership retreat and to introduce training back onto campus.

Mr. Good will attend the NASPA Student Government Conference on February 16 at Randolph Macon College. SGA leaders from schools around the state will meet to discuss issues that campuses face today and how to address them. The conference will also serve as a great way to meet SGA counterparts and to exchange ideas.

On campus, SGA is working with other organizations to standardize elections and qualifications for student leadership. SGA is also working with Campus Police to survey students about their preference for locations of blue light stations.

The University's Giving Day will take place on Tuesday, March 19. The SGA will be participating in this event and hope to raise a significant amount to support SGA initiatives forthcoming.

Legislation was passed by the SGA Senate to support civic engagement and responsibility on campus. The SGA has made an endorsement to cancel classes on Election Day, and will address a faculty committee next week regarding specific issues. SGA feels that they have done their due diligence to advance this initiative.

The Medical Amnesty Policy is awaiting approval. This policy was created to encourage students engaging in substance abuse to call emergency services to come to their aid or to the aid of another who may be in need of help. The student(s) will not be held accountable for this action as the intent is to help save a life. The policy is expected to be active by the end of the semester.

A current measure being explored is emergency student aid for those that need financial assistance for food, clothing, etc. SGA is working with Vice President Landphair on how to streamline this operation.

Mr. Hontz departed the meeting at 4:30 p.m.

Rector Crislip thanked the representatives for attending and welcomed their input.

16. ADJOURNMENT

Rector Crislip thanked committee chairs for managing the meeting. She reminded Members of the March 14 Executive Committee meeting in which room and board rates will be determined. A public forum date will be determined prior to the Executive Committee to allow students to talk with President Paino and other administrators. Board members will be apprised of that date when determined.

There being no further business to come before the Board of Visitors, Rector Crislip declared the meeting adjourned at 4:37 p.m.

17. 7:00 P.M., UNIVERSITY CENTER, ATHLETIC HALL OF FAME BANQUET

Board members were invited to attend the Athletic Hall of Fame Banquet in the Chandler Ballroom at the University Center. No Board of Visitors business was conducted at this event.

**MEETING MINUTES APPROVED, AS AMENDED
UNIVERSITY OF MARY WASHINGTON
BOARD OF VISITORS
APRIL 12, 2019**