



**MEETING MINUTES
UNIVERSITY OF MARY WASHINGTON
BOARD OF VISITORS
APRIL 11-12, 2019**

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

- 1. THURSDAY, APRIL 11, 2019**
- 2. 3:00 P.M., EAGLE VILLAGE, SUITE 200
UMW FOUNDATION ORIENTATION**

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, Patricia G. McGinnis '69

Also present:

Troy D. Paino, President; Jeffrey W. McClurken '94, Chief of Staff and Clerk, Board of Visitors; Paul C. Messplay, Vice President for Administration and Finance, CFO; Jeffrey W. Rountree '91, Chief Executive Officer, UMW Foundation; Greg A. Branner '85, UMW Foundation CFO; Edward V. Allison, Jr., Chairman, UMW Foundation Board; Dori Eglevsky, Vice Chairman, UMW Foundation Board

A. UMW Foundation Orientation Program (open to all Board members)

Mr. Allison and Mr. Rountree welcomed the Board of Visitors and discussed the relationship between the UMW Foundation Board and the University. The presentation included an overview of the assets managed by the Foundation and the Foundation's management structure and programs.

The session concluded at 5:01 p.m.

3. KALNEN INN, DINNER WITH THE PRESIDENT

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, Patricia G. McGinnis '69, Davis C. Rennolds '06

Board Members absent:

Sharon S. Bulova, Edward (Ted) B. Hontz, R. Edward (Edd) Houck, Leopoldo J. Martínez, Deirdre Powell White '91

Also present:

Troy D. Paino, President

Members of the Board of Visitors met with President Paino for dinner in the Kalnen Inn at the Jepson Alumni Executive Center beginning at 5:15 p.m. Board members and the President engaged in informal discussion of various University matters; however, no formal University business was conducted. The dinner meeting recessed at 7:35 p.m.

4. FRIDAY, APRIL 12, 2019

5. 7:45 A.M., BREAKFAST – KALNEN INN

Board Members present:

Heather M. Crislip '95, Rector; Devon S. Cushman '93, Vice Rector; Rhonda S. VanLowe, Secretary; Martha G. Abbott '72, Allida M. Black, Sharon S. Bulova, Edward (Ted) B. Hontz, Patricia G. McGinnis '69, Leopoldo J. Martínez, Davis C. Rennolds '06

Board Members absent:

R. Edward (Edd) Houck, Deirdre Powell White '91

Members of the Board of Visitors met for breakfast in the Rectors' Gallery prior to convening the committee meetings. No University business was conducted at this event.

6. 8:30 A.M., MINOR BOARD ROOM, 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, Patricia G. McGinnis '69, Leopoldo J. Martínez, Davis C. Rennolds '06, Deirdre Powell White '91

Board Member participating via teleconference: R. Edward (Edd) Houck

Also present: Troy D. Paino, President; Jeffrey W. McClurken '94, Chief of Staff and Clerk, Board of Visitors; 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, CFO; Nina Mikhalevsky, Provost; Jeffrey W. Rountree '91, Chief Executive Officer, UMW Foundation; Audrey Burges, Assistant Attorney General, Education Section; Patrick Catullo '95, Interim Director of Athletics; John Wiltenmuth, Associate Vice President for Facilities Services; Lauren Halloran, Senior Director, Huron Corporation; Tim O'Donnell, Associate Provost, Academic Engagement and Student Success; Christy Pack, Director of Graduate Admissions; Melissa Yakabouski '94, Director of Undergraduate Admissions; Kimberly Young, Executive Director, Continuing and Professional Studies; Christopher J. Whyte '94, Government Affairs Manager, Vectre Corporation; Donna Gladis '68; President, UMW Alumni Board of Directors; Anna Billingsley, Associate Vice President for University Relations; Susan Worrell, Special Assistant to the President for University Events; Jacqueline Gallagher, Associate Professor and Chair, Geography Department and University Faculty Council (arrival 1:00 p.m.); Pam Lowery, President, Staff Advisory Council (arrival 2:30 p.m.); Matthew Good, Student Government Association President (arrival 2:45 p.m.); Sarah Balenger, Honor Council President (arrival 2:45 p.m.); Betsy J. Chinn, Deputy Clerk, Board of Visitors; Zafeer Mobashar, Audio Visual Technician; Mark Simpkins, Assistant Director of Events, Audio Visual

Other faculty and staff were also present.

The Board of Visitors met as a Committee of the Whole for the duration of the April 12, 2019 meeting.

A. Call to Order

Rector Heather Crislip called the meeting to order at 8:34 a.m.

B. Welcome and Introductions

All individuals present were welcomed and asked to introduce themselves.

The Rector acknowledged Mr. Edd Houck who was participating via teleconference from Spotsylvania, Virginia. Mr. Houck stated that he was not attending the meeting in person due to a medical condition.

C. Approval of Minutes

Rector Crislip brought forward draft meeting minutes for approval. The floor was opened for suggested edits or comment in regard to meeting minutes posted for February and March 2019. Ms. Abbott stated that on page 1 of the February 7, 2019 minutes, her name was omitted from the list of attendees that participated in the Campus Environment tour. The omission was noted and corrected.

Clerk of the Board McClurken stated there were corrections submitted by the Provost that have also been noted and corrected:

- February 8, Academic and Student Affairs Committee meeting, page 7, Retention Discussion, third paragraph, first bullet: The word “numbers” was added at the end of the sentence.
- March 21, Executive Committee meeting, page 1, “Broome” was misspelled on the University Faculty Council attendance list.
- March 21, Executive Committee meeting, page 5, paragraph three, third sentence: a clarification was made by inserting the word “developing” in place of “offering.”

Action Item:

A motion was made by Mr. Rennolds, seconded by Ms. VanLowe, that the Board of Visitors approve the minutes for the February 7-8, 2019, and March 21, 2019, meetings, as amended. All Members present approved the motion, including Member Houck via teleconference.

The amended meeting minutes are posted to the BoardDocs agenda as presented: [Approval of Minutes](#).

D. Rector’s Remarks

Rector Crislip stated that the April meeting is a very important one as the Board of Visitors will be asked to consider approval of the proposed 2019-2020 room, board, and tuition rates as well

as the internal operating budget. In addition, a pivotal moment will be made as the Board considers approval of Part I of the Campus Environment Committee report and endorsement of their recommendations. The Committee was complemented for their serious approach to the survey and how it will affect the UMW community.

Congratulations were extended to the UMW faculty for passing the new General Education Curriculum for BA/BS students that will take effect in the fall 2020 semester. The hard work that went into the development of this endeavor is much appreciated.

Rector Crislip thanked the Foundation Board for the orientation provided to Board members on April 11. She noted that Mr. Jeff Rountree '91, CEO of the UMW Foundation was very clear in communicating what the Foundation's priorities are and how they wish to execute them by using their assets to the greatest effect.

E. President's Report

President Paino extended appreciation to those who responded to another unexpected residence hall emergency, a pipe failure that occurred on Saturday, April 6, at the Eagle Landing apartments. Associate Vice President for Facilities Services John Wiltenmuth provided an explanation of the incident.

Mr. Wiltenmuth pointed out that staff from Facilities Services, University Relations, Residence Life, and University Police rallied together to assist with the students' needs as quickly as possible.

President Paino remarked that all of this happened on the same day as UMW's "Destination Day." He added that with so many things happening at one time, this was a true testament to the talent and dedication of the UMW staff.

General Education Curriculum Update

President Paino noted that he was very impressed with the faculty who led the process for the General Education Curriculum and the serious commitment made by the University's Curriculum Committee. Dr. Nicole Crowder, Associate Professor of Chemistry, chaired the Gen Ed Committee. UFC Chairman Dr. Jacqueline Gallagher was also a driving force in shepherding the process through faculty governance.

Provost Mikhalevsky detailed how the proposal was designed. She complimented Associate Provost for Academic Affairs Dr. John Morello, Associate Provost for Academic Engagement and Student Success Dr. Timothy O'Donnell, and Associate Provost for Institutional Analysis and Effectiveness Dr. Debra Schleef for their assistance in supplying data that was very important in this effort. The faculty on the committee were fully engaged in this project and were able to do the work effectively and efficiently.

The new General Education curriculum will become effective in August 2020. Students who matriculated prior to August 2020 will have a one-time opportunity to switch from the current set of requirements to the new ones that is completely voluntary. A copy of the General Education

Proposal can be found on the April 2019 BoardDocs agenda: [UMW General Education Curriculum Proposal March 2019](#).

2018-2019 Strategic Vision Tracking

President Paino noted that Cabinet members were available to engage and talk with Board members about any questions they had about progress on the strategic vision goals for 2018-2019.

President Paino also mentioned that he will be prioritizing work on Goal 1.4 on Sustainability in the coming year, with the goal of creating a strategic plan for reducing carbon emissions on campus.

Center for Career and Professional Development

The interview process for the Executive Director for the Center for Career and Professional Development position is underway. Dr. Timothy O'Donnell is leading the search. It is hoped to announce the new Executive Director by the end of April.

Legislative Update

President Paino introduced Mr. Chris Whyte '94, Government Affairs Manager with the Vectre Corporation in Richmond, Virginia. Mr. Whyte has served as the government liaison for the University for approximately 15 years. President Paino commented that he enjoys working with Mr. Whyte and that he is well-respected by the General Assembly.

Mr. Whyte provided an update on what has occurred during the 2019 General Assembly session. There have been over 3,000 pieces of legislation introduced. Both chambers came to work for the people of the Commonwealth and deserve accolades for moving forward.

Among education-related policy passed this year, public comment is a noticeable addition. UMW has been a leader in this process by taking an active role in participating in this endeavor, particularly with our discussion of a policy for public comment on proposed tuition and fee rates.

The legislature also created institutional performance agreements, known as IPPAs, that can serve as individual agreements between the Commonwealth and an institution.

The Tech Talent Pipeline initiative pledges to double the number of Virginia graduates with degrees in computer science and related fields in order to build a stronger technology workforce in the state. Institutions are allowed to apply to the state for grants. This is likely to be an extremely competitive process.

Board members asked questions and discussed issues that included state budget funding and priorities for the university in FY20. Mr. Whyte complimented the staff for numerous meetings with key members of the House and Senate to help them understand the physical needs of the university.

Mr. Whyte was thanked for addressing the Board of Visitors and for a very informative report.

Collaborations

President Paino then returned to the notion of the IPPAs as a vehicle to gain state support for the Talent Pipeline discussions he's been leading with President Gullickson of Germanna Community College and local school districts. President Paino pointed out the importance of collaboration in higher education and with K-12 schools. Other partners in this endeavor include Knowledgeworks and College Promise. On April 1, 2019, President Paino and Dr. Janet Gullickson invited others interested for further discussion of the regional tech talent pipeline with the CEO of Knowledgeworks and representatives from College Promise. The event was held at the UMW Stafford Campus.

Huron Consulting Update

Ms. Lauren Halloran, Senior Director at Huron Consulting, reported to the Board about the results of their consultation with UMW.

In response to financial complications facing the university, a path forward was needed in order to address these issues. As a first step, the university updated its Strategic Vision by outlining four goals to help distinguish the institution. The second step was deciding to evaluate new tuition pricing strategies and to create a new strategic enrollment management plan. In the fall of 2018, President Paino informed the campus community that, *"This situation requires us to make changes to improve our liquidity and ensure we have a financially stable University long into the future."* The Huron Consulting Group was contracted to assist in making these changes by developing strategies and solutions that would improve the financial stability for the future of the University.

Huron has worked with the Project Steering Committee led by Dr. Jeffrey McClurken. This was a highly collaborative effort over a 5-month period with staff, faculty, students, and high school advisory boards to determine where we want to go and who we are.

A lot of the data was analyzed to look for trends and to identify opportunities. From this, twelve overarching goals for student success were formed.

The steering committee has prioritized goals from the Student Success Plan, beginning with first to second year retention rates. This will take a lot of collaboration across the university to move forward.

The second component of Huron's work has to do with pricing. Tuition and fees is one such component. They were asked to look at three models – flat rate model, current model, the guarantee model, and the per credit rate. For our students, the current model still makes the most sense.

Ms. Halloran responded to questions from the Board regarding challenges around enrollment and retention and the types of data that was looked at. She relayed that there are more and more students coming to institutions with need that should be addressed to ensure student success. The University can tell a better story about what we offer to students, we can make adjustments to better serve our students, and we can focus on addressing certain policies and procedures that are burdensome to students. Collaboration, communication, and how we work together is key.

Dr. McClurken added that the University is looking into ways of centralizing data gathering, data analysis, and data usage. It is better to start with student data analytics to know where students are having problems so that they can be addressed.

Ms. VanLowe asked how the Board of Visitors can stay in touch with the progress of the Student Success Plan.

President Paino remarked that there will be dashboard indicators to track the goals. Rebranding and marketing will need to be done. The Board of Visitors will be apprised of this and should hold the administration accountable for reaching those goals.

Capital Projects Update

Associate Vice President for Facilities Services John Wiltenmuth provided a brief summary of progress being made on current capital projects. The written report and photographs are attached to the April Board Docs agenda: [Capital Projects Summary Report and Photos BOV April 2019](#).

Enrollment Update

President Paino provided an update for next year's freshman class. He indicated that receipt of applications are up from last year and student profiles are exceptional. President Paino thanked Vice President for Enrollment Management Kimberley Buster-Williams, Director of Undergraduate Admissions Melissa Yakabouski, Director of Graduate Admissions Christy Pack, and Executive Director of Continuing and Professional Studies Kimberly Young and their teams for their work on building next year's class. Faculty and staff who worked to help with recruiting efforts were also thanked. He added that the University's goal is not just an Admissions effort, it takes a collective effort to play their part in achieving the University's goals.

Athletics

President Paino spoke with the Board of Visitors about some complications within the Capital Athletic Conference. He recommended that the Board discuss this issue at their planning retreat in July.

In conclusion, President Paino thanked Vice President Lisa Bowling and her team for an exceptional Giving Day event. The leading gifts came from Alumni, showing a great testament of commitment to their alma mater.

F. Report from Legal Counsel

Assistant Attorney General Audrey Burgess noted that there were no further updates at this time to report from legal counsel. The floor was opened for any questions. There being none, this portion of the agenda concluded.

G. Written Informational Reports

UMW Cabinet members provided written informational reports pertaining to current activities within their divisions. These reports are attached to the BoardDocs agenda: [Written](#)

[Informational Reports BOV April 2019](#). Board members were given the opportunity to make comment or inquiries about the reports.

Rector Crislip called for a break at 10:38 a.m.

7. BOARD COMMITTEE MEETINGS COMMENCE

8. ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Chair Patricia McGinnis brought the Academic and Student Affairs Committee meeting to order at 10:51 a.m.

A. Diversity and Inclusion Report

Vice President for Equity and Access and Chief Diversity Officer Sabrina Johnson noted that the UMW community will celebrate “Day of Silence” today beginning at 12 o’clock noon on Ball Circle. Day of Silence is a student-led national event where individuals take a vow of silence to symbolically highlight the silencing and erasure of members of the LGBTQ community.

Vice President Johnson thanked the Board of Visitors for their focus on diversity and inclusion this academic year. The University has taken important and responsible steps to learn more about diversity and how to create an environment where all different kinds of people can succeed. Progress has also been noted on the impact of multicultural programs and the outcomes that can be achieved for our students on the UMW campus.

Written reports provided by the Vice President for Equity and Access and Chief Diversity Officer are attached to the BoardDocs agenda: [Diversity and Inclusion Reports to the BOV April 2019](#). The written reports include a detailed report from the Vice President regarding activities that have occurred recently and actions of the James Farmer Multicultural Center and Campus Accessibility Committee, including the creation of the Diversity Education Toolkit.

Ms. VanLowe inquired about strides made with standardizing diversity outreach in all recruitment and criteria for targeted support in specific searches. Provost Mikhalevsky indicated that in 2017-2018, we had eight full time tenure track searches, four hires were from underrepresented populations. This year, 2018-2019, there were eight full time tenure track searches and three hires were from underrepresented populations. There was a visiting professor that was hired as well. It’s hard to know from year to year how many searches there will be or if there will be funding available. All deans are involved in the decisions.

B. Approval of Part I, Report from Campus Environment Committee and Endorsement of Recommendations

Attending from the Campus Environment Presidential Ad Hoc Committee were:

- Michael Spencer ’03, Associate Professor of Historic Preservation and Committee Chair
- Gracie Hardy ’19, Student, Historic Preservation
- Cedric Rucker ’81, Associate Vice President and Dean of Student Life
- Susan Worrell, Special Assistant to the President for University Events

Chair McGinnis brought forth a draft resolution of appreciation created by the Rector and members of the Academic and Student Affairs Committee to the Board of Visitors for their review and discussion.

Rector Crislip noted that the purpose of the resolution is to thank the members of the Campus Environment Presidential Ad Hoc Committee for the tremendous amount of work that went into the creation of Part I of the Campus Environment Presidential Committee Report and Recommendations. The Board very much appreciates how seriously the Committee took the responsibility of this charge. Their recommendations will be the foundation for change at Mary Washington. She emphasized that the Board will take action on this report and wants people to hear that the UMW Board of Visitors is “all in” and want to hear about the next stage (Part II) to obtain input from the campus community.

Rector Crislip read the following resolution:

Commendation of the Campus Environment Presidential Ad Hoc Committee

Whereas, the University of Mary Washington Board of Visitors wishes to express our deep commitment to the value of a diverse, inclusive and welcoming campus community to all who come here to learn, teach and support the excellent liberal arts and sciences education the University offers; and

Whereas, because we believe that the visual displays and place names on our three campuses should reflect the increasing diversity of our community and communicate a spirit of openness and inclusion, the board requested an evaluation of the public displays in common areas to ensure that they are welcoming to all students, faculty, staff and visitors; and

Whereas, President Paino demonstrated his inclusive leadership by immediately engaging the University community and establishing the Campus Environment Presidential Ad Hoc Committee including faculty, students and staff who volunteered their time and expertise to this very important and time sensitive effort. President Paino asked the Committee to conduct an audit of more than 2,000 public displays on our three campuses to provide historic and contextual information about each one, and to make recommendations for next steps and changes as needed, with an overarching goal of preserving the school’s history while also updating or contextualizing its visual displays to reflect the growing diversity in our community;

Whereas, the Committee has prepared a report on its initial findings with recommendations to reach out to students, faculty, staff and the broader community to understand their perspectives and to make further recommendations on how the campus environment can best represent our commitment to diversity and inclusion;

Therefore, be it resolved that the Board of Visitors enthusiastically thanks and commends the Campus Environment Committee for the tremendous effort that went into producing this Phase 1 Report. We also wish to recognize the members of the Committee for their caring commitment to the University, and for contributing their time, expertise and wise counsel to this important endeavor.

Michael Spencer '03, Associate Professor, Historic Preservation (Committee Chair)
Jazmin Andrews '19, Student, Theatre
Dr. Erin Devlin, Assistant Professor, History and American Studies
Dr. Steve Hanna, Professor, Geography
Elizabeth "Gracie" Hardy '19, Student, Historic Preservation
Dr. Venitta McCall, Professor, College of Education
Cedric Rucker '81, Associate Vice President & Dean of Student Life
Mark Thaden '02, Executive Director of Alumni Relations
Dr. Laura Wilson, Assistant Professor and Director of Safe Zone, Psychological Science
Susan Worrell, Special Assistant to the President for University Events

We appreciate your work in Phase 1 and look forward to your further insights and recommendations as Phase 2 unfolds.

The Board would also like to recognize and thank Sabrina Johnson, Vice President for Equity and Access, and Jeffrey McClurken, Chief of Staff to the President, for their invaluable assistance and support.

Be it further resolved that the Board looks forward to the Mary Washington community's response to the report and wishes to take action during the 2019-2020 academic year on specific recommendations for change in our campus community environment that reflect our values and aspirations.

There being no further discussion, the Rector called for a motion to approve the Commendation as presented.

Action Item:

A motion was made by Dr. Black, seconded by Ms. VanLowe, that the Board of Visitors approve the Commendation of the Campus Environment Presidential Ad Hoc Committee as presented. All Members present approved the motion as well as Member Houck via teleconference. The motion passed unanimously.

Several comments were shared by Board members:

- Ms. Abbott thanked the Committee for the historical background, particularly around the naming of the buildings.
- Ms. Bulova applauded Phase I of the report and added that this sets the stage. The report was extremely well done and the tone outstanding.
- Ms. VanLowe echoed their sentiments. She added that the report is an important piece of work and would like that the Committee move forward quickly with obtaining comment from the campus community, particularly in how to address the campus buildings. She added that she would like to see a timeline. It is important that the campus see the Board's commitment and dedication to this work on an annual basis.
- Mr. Martínez commented, as a Latino on the Board of Visitors, he is reflecting on the representations of the Hispanic community. He wanted to see representations of the Hispanic community that are much closer to their presence in the college community and

the state. He reminded the Board and the University that the Latino community is and has been a part of the history of this nation and that should be represented at the University.

- Ms. McGinnis commented on the plans for Phase II of the report, noting that there is still a lot of work to be done to consult with a variety of groups.

Professor Spencer noted the timeline in the report starts with focus groups in the spring and summer months. In the fall, there will be broader engagement with the UMW Community. He is also currently working with Residence Life to create a toolkit to support displays and murals in the residence halls and administration buildings. [The background historical work can be drawn on to provide contextual information.]

Chair McGinnis also noted that the Board would like to see things move quickly and will look forward to hearing from them in the fall.

Dr. Black offered assistance on curatorial or project design matters.

C. Athletics Update

Chair McGinnis introduced Interim Athletic Director Patrick Catullo '95. She noted that athletics is critical to enrollment and retention. Mr. Catullo stepped up as Interim Director of Athletics in the fall. He holds a long and impressive record as UMW's women's tennis coach and has done an extraordinary job at Mary Washington as Interim Athletic Director.

The Department of Athletics written report and presentation is attached to the BoardDocs agenda: [UMW Athletics Report and Presentation to the Board of Visitors April 2019](#).

Interim Director Catullo noted that as a past student athlete, it has been an honor and a pleasure to serve in this position this past year. He pointed out that he understands how an impactful student athletic experience can transition students into engaged alumni.

Mr. Catullo highlighted the current state of Division III Athletics and various areas of the UMW Athletics program. The NCAA Division III is the largest division in the NCAA. At this time, Division III athletics consists of 80% private schools and 20% public. UMW Athletics oversees 27 sports, with 572 students on the rosters. They are proud to report that 390 UMW student athletes carry a 3.0 or higher GPA and twenty-five percent of Mortar Board inductees are UMW athletes.

The Student Athletics Advisory Committee (SAACS) has performed extraordinary community service work this past year. To name a few, the Fear2Freedom program was held on April 9 in the Anderson Center. Students helped by assembling Aftercare Kits for victims of sexual assault in our community; the Urban Slide was held in the fall 2018 and open to the Fredericksburg community; work with Micah Ministries; and robust participation in Good Neighbor Day.

The Athletic Department continues to work with the offices of Equity and Access and Institutional Research to examine recruitment and retention data for student athletes of color.

In a survey done in 2016-17, the retention number for first-to-second year diverse student athletes was 87 percent and that number dropped to 73 percent during their second-to-third year. The Athletics Department is examining that data.

Interim Director Catullo also expressed appreciation for the micro-aggression and “Step Up” training that the Department received through the Multicultural Center and Title IX Office.

D. Approval of Faculty Handbook Changes

Associate Provost for Academic Affairs John Morello brought the Annual *Faculty Handbook* Changes before the Board for approval. These changes are detailed in his written report that is attached to the BoardDocs agenda: [Approval of Faculty Handbook Changes BOV April 2019](#).

Dr. Morello briefly summarized the changes that, if approved, are to take effect beginning in August 2019. These changes have been approved through the faculty process and the University Faculty Council. There are slight changes in faculty sick and parental leave charged due to Executive Order #12, and the terms and duties of the faculty marshal selection process have been articulated.

Action Item:

A motion was made by Mr. Hontz, seconded by Dr. Black, that the Board of Visitors approve the *University Faculty Handbook* changes as presented. All Members present approved the motion as well as Member Houck via teleconference.

E. Approval of MBA Program Changes

Associate Provost for Academic Affairs John Morello provided background information regarding the Masters of Business Administration (MBA) Program. The Mary Washington MBA was established in 1980. This request is the first substantial change in the program since 2016. The State Council of Higher Education for Virginia requires approval of any degree modifications to degree programs.

Details of the proposed changes are attached to the BoardDocs agenda: [Modified Degree Proposal for the MBA Degree BOV April 2019](#). The College of Business approved these degree modifications on November 10, 2018, the University Curriculum Committee approved them on January 25, 2019, and the University Faculty Council approved the program change on January 30, 2019. If approved by the Board of Visitors, the College of Business intends for the modified MBA to begin in the fall 2019 semester.

Action Item:

A motion was made by Dr. Black, seconded by Mr. Rennolds, that the Board of Visitors approve the proposed degree modifications to the Mary Washington MBA program as presented. All Members present approved the modifications, as well as Member Houck via teleconference.

F. Personnel Docket

The Personnel Docket for Teaching and Instructional Faculty was brought before the Board for comment. It was noted that this Docket includes promotion and tenure recommendations and new faculty hires. Provost Mikhalevsky confirmed that all were accomplished faculty. There were no questions or comment from the Board.

Action Item:

A motion was made by Ms. VanLowe, seconded by Dr. Black, that the Board of Visitors approve the Personnel Docket, as presented. All Board members present approved the motion as well as Member Houck via teleconference.

There being no further business to come before the Academic and Student Affairs Committee, Chair McGinnis adjourned the Committee meeting at 11:59 a.m.

Rector Crislip called for a recess for lunch at 12:00 p.m.

9. 12:00 P.M., LUNCH, RAPPAHANNOCK BALLROOM

A. Student Leadership Luncheon

Elected student governance leadership for 2018-19 and 2019-20 were invited to lunch with the Board of Visitors and President's Cabinet. Rector Crislip recognized the outgoing leadership by presenting them with Board resolutions commending each for their valuable service to the University.

The following students were recognized for their individual contributions in 2018-19:

Matthew T. Good:	Student Government Association President
Jamie L. McGuire:	Student Government Association Vice President and Student Senate President
Sarah E. Balenger:	Honor Council President, Fredericksburg Campus
Eleanor F. Kilmon:	Class Council President
Katie M. Fairfax:	Off-Campus Student Association President
Alyssa C. Ruhlen:	Finance Committee Chair
Benjamin C. Masse:	Inter-Club Association President
Rachel M. Ayers:	Student Conduct Review Board President
Brenna N. Potter:	Association of Residence Halls President

10. 1:00 P.M., COMMITTEE MEETINGS RESUME

11. AUDIT COMMITTEE

Chair Rhonda VanLowe called the Audit Committee meeting to order at 1:07 p.m. The program was turned over to Associate Vice President for Finance Julie Smith who introduced the auditors from the Office of the Auditor of Public Accounts, Mr. Eric Sandridge, Ms. Debrah Stafford '84, and Ms. Joan Samples.

A. Auditor of Public Accounts (APA) Audit

Mr. Eric Sandridge, Director of Higher Education Programs for the Office of the Auditor of Public Accounts, presented results of the financial audit for fiscal year 2018. The Report on Audit for the Year Ended June 30, 2018, and the UMW Financial Report Final Audited for Fiscal Year 2018 are attached to the BoardDocs agenda: [Auditor of Public Accounts FY18 Reports_BOV April 2019](#) as well as the University's website at: <https://adminfinance.umw.edu/finance/financial-management/reporting/>.

Mr. Sandridge indicated that Mary Washington's audit report was one of the first to be completed before the end of the academic year. Appreciation was expressed to Associate Vice President for Finance Julie Smith, her team, and Vice President for Administration and Finance Paul Messplay for their efforts in getting the proper information to the auditors in a timely manner.

Based on the audit by the Office of the Auditor of Public Accounts and the report of another auditor, the financial statements are presented fairly, in all material respects, the internal control findings requiring management's attention are not considered to be material weaknesses.

The status of a prior year audit finding to conduct Information Technology security audits on sensitive systems was met with a significant deficiency. It was noted that the Internal Audit department developed a fiscal year 2019 audit plan; however, the planned audits were not conducted due to turnover within the Internal Audit department. The University hired a new Director of Internal Audit in January 2019 and he has created a plan that will develop a formal process for conducting IT audits over each system at least once every three years and will maintain compliance with the audit requirement thereafter.

The status of an audit in the Security Standard for security awareness training finds that certain requirements were not being met in FY2018. The new security awareness training that UMW faculty and staff are currently undertaking addresses these deficiencies.

In reference to improvement with federal regulations for documentation of employment eligibility, management will provide additional training to appropriate staff to ensure proper completion, review and correction of I-9 forms. Human Resources will also conduct an internal audit of all I-9 forms. Completion of this training and review is expected to be completed by December 31, 2019.

Mr. Sandridge stated that financial statements were solid and concurred with accounting principles. There were no unusual transactions, all was straight forward. Collaboration was key.

Chair VanLowe thanked the auditors for their availability to share the results of the FY18 audit and for their availability to provide their report at the April 2019 Board of Visitors meeting.

The Audit Committee meeting adjourned at 1:30 p.m.

12. ADMINISTRATION, ADVANCEMENT, FINANCE & FACILITIES

Rector Crislip presided over the Administration, Advancement, Finance and Facilities Committee meeting in the physical absence of Chair Houck. The Committee meeting was called to order at 1:32 p.m.

A. Resolutions for Donor Terms of Agreement

Vice President for Advancement and University Relations Lisa Bowling '89 brought before the committee three scholarship resolutions for approval. Each resolution is funded by an initial gift of \$25,000 or more and will be permanently endowed in the UMW Foundation. The criteria for each endowment is specified in individual "terms of agreement." Vice President Bowling briefly detailed the donors for each scholarship. The resolutions are attached to the BoardDocs agenda: [Resolutions for Donor Terms of Agreement BOV April 2019](#).

The first two scholarship resolutions are gifted by the Martin A. Wilder, Jr. family. In April of 2016, the Wilder family established the Wilder Family Scholarship. This year, two additional Wilder Family Scholarships have been established, Wilder Family Scholarship II and Wilder Family Scholarship III. Dr. Martin A. Wilder, Jr., served the majority of his career at Mary Washington in the Admissions Office, and later in the Office of the President as Chief of Staff. Dr. Wilder is an Honorary Alumnus and is proud to be married to alumna Vicky Nichols Wilder '80. They have three daughters, Nicole Lea Wilder, Victoria Marie Wilder '12, and Margaret Zola Wilder '15. The Wilder family wanted to recognize students of this community as well as graduates of the Commonwealth Governor's School.

The third scholarship resolution is gifted posthumously by a Charitable Gift Annuity agreement with the Mary Washington Foundation to permanently endow a scholarship in the name of Katherine Mayo Schmidt '49. Ms. Schmidt valued her experience at Mary Washington and received a Bachelor of Arts degree with a major in English. She established this scholarship to assist future generations of Mary Washington students. The scholarship shall be awarded alternately to a student based on demonstrated financial need and/or academic merit.

Action Item:

A motion was made by Dr. Black, seconded by Mr. Martínez, that the Board of Visitors approve the three resolutions for donor terms of agreement, as presented. All Board members present approved the motion as well as Member Houck via teleconference.

Vice President Bowling also brought before the committee a naming resolution in recognition of service and lifetime gifts and commitments for Daniel K. Steen '84 and Anne Thompson Steen '83. Anne has been a frequent reunion volunteer, has served on the Alumni Board of Directors and currently serves as a member of the UMW Foundation Board. Dan has also served on the Alumni Board of Directors, the College of Business Advisory Committee, and two four-year terms on the UMW Board of Visitors, including a two-year term as Rector. Dan was also an active participant in the establishment of the Simpson Circle in 2012. Together, Anne and Dan are members of the President's Council and the Washington Society for their long-term and generous support of University initiatives, including the Fund for Mary Washington and their newly funded endowment for student success.

Action Item

A motion was made by Ms. Bulova, seconded by Ms. McGinnis that the Board of Visitors approve the naming resolution in honor of Anne Marie Thompson Steen '83 and Daniel K. Steen '84 by naming Room #329 in the Hurley Convergence Center the Steen Lecture Room as specified by the Named Gift Policy of the Board of Visitors. All Board members present approved the motion as presented as well as Mr. Houck via teleconference.

B. Update on UMW Bookstore

Vice President for Administration and Finance and CFO Paul Messplay announced that through the procurement RFP process, the UMW Bookstore has entered into a contract with Barnes and Noble to operate the university's Bookstore. A short-term transition timeline is attached to the BoardDocs agenda: [Transition Timeline Barnes & Noble/University of Maryland Washington BOV April 2019](#).

Barnes & Noble will hire existing UMW employees that wish to stay on. A soft opening will be held on July 8 and a grand opening will take place in the fall of 2019. The existing space in Lee Hall will be refreshed and the agreement brings a financial return to the university.

Director of Business Services Kathy Sandor was in attendance to answer questions.

C. Approval of 2019-2020 Tuition and Fees and Internal Operating Budget

Budget Discussion

President Paino shared a handout of debt service obligations for the University for the period 2018-19 to 2023-24. He explained that the figures show where the debt service is going and what to anticipate in the next five years.

The 2019-20 University Budget Plan and Tuition and Fees Proposal and supporting documents are attached to the BoardDocs agenda: [UMW 2019-20 University Budget Plan and Tuition and Fees BOV April 2019](#).

The comprehensive budget and tuition and fees proposal was reviewed in detail.

It is important to note that in order to balance the budget, there were cuts totaling \$2.5 million. Areas of operation are being spread thin. Some positions have been frozen since the beginning of the 2018-19 academic year.

Mr. Messplay added that the UMW 2019-20 budget was prepared in partnership with the legislature and governor in an attempt to keep the cost of tuition as low as possible. President Paino fielded questions and comment from the Board members regarding the budget.

Board members discussed the possibility of selling Foundation real estate assets to increase liquidity and indicated that the Board should consider discussion of this topic at the Board retreat this summer. President Paino agreed that it would be a good idea to catalogue our Foundation assets in the summer to help explain where we are. Foundation CEO Jeff Rountree added that the Board could go property-to-property to determine what the university wants to do.

Mr. Hontz referenced the security audits in 2020 and the need to take a significant look at every deficiency and have them fixed and corrected. Mr. Hontz expressed concern that the APA will come back next year with the same discrepancies.

President Paino stated that tough decisions were made this year. The outcomes will depend on where we land with residency and enrollment.

Other topics of discussion included having the Board of Visitors assist in the rebranding to generate funds and larger interest by renaming buildings tied in to the rebranding efforts, and consequently also increasing the diversity of the student body.

President Paino stated that next year is the 100th birthday of James Farmer and the 30th anniversary of the James Farmer Multicultural Center. This could be a pivotal year and opportunity for rebranding.

Tuition and Fees 2019-20

As mandated by the General Assembly, notice was posted thirty days prior to the Board of Visitors April meeting date to inform the public that the Board of Visitors would consider new rates for meal plans, student housing, tuition and fees. An anticipated range for increase in these fees was included in the notice.

SGA President Matthew Good helped to organize two “Can We Talk?” sessions to inform students about plans for rate changes in tuition and fees for 2019-20 and to allow them an opportunity to discuss and voice concerns. The General Assembly is aware of what the university is doing and that Mary Washington has done due diligence in communicating with the student body to show transparency and accountability.

In preparing the budget and tuition and fee rates, the University has worked with the Commonwealth to keep the cost of tuition as low as possible. The University is working to align student charges more closely with the related programs and services, such as housing, dining, and other student auxiliary programs that include athletics, recreation and student clubs, organizations and activities.

In developing the 2019-20 tuition and fee rates, two considerations were made. Funding of an in-state undergraduate affordability initiative was made available by the General Assembly. As presented, the 2019-20 tuition rates for in-state undergraduate students were held flat at the 2018-19 levels, which made it possible for UMW to be eligible for a general fund allocation from the state’s Affordability pool. The second consideration focused on realignment of the tuition and fee rate structure that begins to focus the Room and Board fees on just room and board expenses.

Board members expressed appreciation for the strategic way that the budget and tuition and fee rates were configured. Mr. Houck commended the president and staff for improving the process in which the Board can be more involved in budget development.

In the proposal, in-state students living in a residence hall and subscribing to a meal plan will see a 2.4 percent increase, which equals \$556. Out-of-state students will experience a 2.7 percent

increase in tuition and room and board, or an additional \$1,048. Students living in Foundation owned properties (Eagle Landing or William Street Apartments) will see housing cost increases of 2% and 5% respectively.

Action Item

A motion was made by Ms. VanLowe, seconded by Mr. Rennolds that the Board of Visitors approve the proposed budget plan for the 2019-20 fiscal year beginning July 1, 2019 and ending June 30, 2020, and proposed 2019-20 rates for room, board, tuition and fees, as presented. All Board members in attendance unanimously approved the motion as well as Member Houck via teleconference.

D. Six-Year Plan Discussion

Supporting documents relative to the Six-Year Plan are attached to the BoardDocs agenda: [Supporting Documents Six-Year Plan UMW BOV April 2019](#).

The Higher Education Opportunity Act of 2011 (TJ21) requires Virginia public institutions of higher education to prepare six-year plans. Institutional six-year plans are to be guided by the strategies expressed in the Virginia Plan, which is the statewide strategic plan.

The Six-Year plan is on a two-year development cycle consistent with the state's biennial budget. In odd-numbered years, a new plan is developed and in even-numbered years, the original plan may be affirmed (as originally submitted) or amended. The Six-Year Plan must be adopted by the Board of Visitors.

President Paino stated that legislation passed this year added additional requirements for the Six-Year Plan. A draft work plan must be submitted by July 1, 2019, to the State Council of Higher Education for Virginia (SCHEV) with revisions due later in the year. President Paino suggested that staff prepare a draft and submit the document to the Board of Visitors for discussion at the summer planning retreat to allow time to engage Board members in discussion, ask questions, and revise if necessary. Once SCHEV has reviewed, the document will be shared with the OP6 (comprised of Secretary of Education, Secretary of Finance, Executive Director of SCHEV, Director of Department of Planning and Budget, and staff directors of the House and Senate money committees). UMW will meet with the OP6 in Richmond on August 12 to review and discuss the Plan. At the November 2019 Board of Visitors meeting, the Plan will be finalized and presented to the Board for approval before its final submission to the state.

There being no further discussion to come before the committee, Rector Crislip adjourned the committee meeting at 2:48 p.m.

The Board members took a brief break. Ms. Cushman and Mr. Hontz departed the meeting.

13. NOMINATING AND GOVERNANCE COMMITTEE

Chair Bulova called the committee meeting to order at 3:10 p.m.

A. Approval of Public Comment Policy

During the 2019 General Assembly session, the Assembly passed legislation that requires governing boards of each public institution of higher education, prior to a vote on an increase in undergraduate tuition or mandatory fees, to permit public comment on the proposed increase at a meeting of the governing board. The bill also requires each such governing board to establish policies for such public comment, which may include reasonable time limitations.

Members of the Nominating and Governance Committee have worked together to create a draft policy to allow public comment at specified UMW Board of Visitors meetings. The committee members worked closely with legal counselor Audrey Burges to formulate the proper language for a reasonable public comment document. The draft policy was read:

**-DRAFT-
University of Mary Washington
Public Comment Policy**

The University of Mary Washington provides the opportunity for the public to comment on issues related to the University. Time for speakers will be set aside during a calendar year for individuals to provide comment before members of the UMW Board of Visitors.

A time for public comment will be set prior to the Board's vote regarding tuition and fees.

Each speaker will be allotted three minutes to address the Board on any subject involving the university. Speakers must sign up seven days in advance of the meeting and are asked to provide fifteen written copies of their comments. Unlimited opportunities for public comment are also welcome in written form through the mail or electronically, addressed to the Clerk of the Board, to be distributed to Board of Visitors members.

Board members discussed the draft policy and asked questions. A few recommended edits were made to the document and clarification made that public comment is not required at every meeting.

Mr. Houck noted that he had raised the idea of public comment previously. As a member of the General Assembly, he was accustomed to having public comment at meetings and is happy that this has evolved to include higher education.

Mr. Houck recommends that provisions be made to accommodate commenters with disabilities and to make access to information on how one can easily find sources for disability services. Chair Bulova stated that meeting notices will include information for special needs accommodations via website links.

Chair Bulova asked for a motion to approve.

Action Item

A motion was made by Dr. Black, seconded by Ms. McGinnis that the Board of Visitors approve the UMW Board of Visitors Public Comment Policy as presented and amended. All Board members present unanimously approved the motion as well as Member Houck via teleconference.

B. Preliminary Discussion of Election Process for At-Large Members

Chair Bulova led the discussion on the election process for next year's Board officers. The two-year terms for Rector, Vice Rector, and Secretary are still active through June 30, 2020. This year, elections are open for two At-Large positions on the Executive Committee.

Chair Bulova described the timeline that the Rector follows to notify Board members of the election procedure. Typically in May, two weeks are given for self-nomination or nomination of someone else for election. In June, the Nominating and Governance Committee will meet to determine a slate of nominees for election at the Board's planning retreat. The Clerk of the Board will notify the Board membership prior to the planning retreat of the nominees for election.

Rector Crislip suggested that the statements submitted by the candidates be made available to the Board at the time of election.

Ms. VanLowe indicated that the process for determining the slate appears to be awkward and recommended that a better process be put in place. The Nominating and Governance Committee chair will speak with the Rector about the procedure and how to handle.

Assistant Attorney General Burges recommended a conversation to figure out what the spectrum of comfort is by using those practices and comparing them to the Bylaws. Revising the Bylaws would help with this process.

C. Summer Retreat Topics

The Board of Visitors Summer Planning Retreat will be held July 26-27, 2019. The retreat meetings will take place at Belmont. Chair Bulova led a brief discussion about topics to be discussed.

Several topics were recommended by Board members. Rector Crislip suggested that this may be a good opportunity to invite a few members of the Foundation Board to the meeting to discuss projects that are evolving.

Chair Bulova adjourned the committee meeting at 3:42 p.m.

At the conclusion of the Nominating and Governance Committee meeting, Mr. Houck announced his departure from the Board meeting.

14. BOARD OF VISITORS MEETING RECONVENES

15. FACULTY, STAFF, AND STUDENT REPORTS

A. Faculty Representative Report

The University Faculty Council Chair Report is attached to the BoardDocs agenda: [University Faculty Council Report to the Board of Visitors_April 2019](#)

Dr. Jackie Gallagher, UFC Chair, addressed the Board. She recognized members of the General Education Committee for the tremendous amount of work done on the new UMW General Education Curriculum. On April 3, the UMW faculty decisively approved the proposal that will take effect in the fall 2020 for matriculating BA/BS students.

Faculty are now discussing implementation of the curriculum. Dr. Gallagher provided a summary of the new curriculum and how it compares with previous requirements.

Faculty will be following up on several general education details including pass/fail recommendations, sophomore seminar, clarifying language for the test optional policy, and the regalia policy. During “Dead Week,” the Committee will hold a session about faculty governance to try to create a way to pump up interest so that faculty members will volunteer their time to serve on committees.

Dr. Gallagher also announced that the Geography Department is very excited to celebrate its 60th year by holding a dinner banquet downtown. Current and former students are invited to attend the event.

Rector Crislip thanked Dr. Gallagher for her service to the UFC and for keeping the Board of Visitors abreast of faculty activities this academic year.

B. Staff Representative Report

The Staff Advisory Council Report to the Board of Visitors is attached to the BoardDocs agenda: [UMW Staff Advisory Council Report to the Board of Visitors_April 2019](#)

Staff Advisory Council President Pam Lowery updated the Board on recent activities. The Chili Cook-Off held in March was a great success. Several faculty and staff attended. The 2019 staff winners are:

	<u>Chili</u>	<u>Cornbread</u>
First	Rita Dunston	Rita Dunston
Second	Brittanie Naff	Julie Coates
Third	Jill Ellington	Anna Barton

In May, Mary Washington will celebrate Virginia Public Service Week. Several activities are planned to honor Virginia’s public servants. The Human Resources Office is partnering with the Staff Advisory Council to hold a trivia contest; there will be a day to show off one’s spirit wear while on the job, and ice cream will be delivered to faculty and staff offices as an afternoon treat.

Lastly, on “Fan Friday,” UMW employees will have the chance to share an “attaboy” with a favorite co-worker or supervisor to let them know they are appreciated for the work that they do.

Ms. Lowery will be stepping down as President of the Staff Advisory Council at the end of June. She thanked the Board for including the Staff Advisory Council and for making staff members feel valued and recognized. She announced that Ms. Christy Pack, Director of Graduate Admissions, will be inducted as the next Staff Advisory Council President.

Board members applauded Ms. Lowery and thanked her for attending the Board meetings on behalf of the Staff Advisory Council.

C. Student Government Association Report

The Student Government Association Representative report is attached to the BoardDocs agenda: [Student Government Association Representative Report to the Board of Visitors April 2019](#)

Student Association President Matt Good said that he was pleased with the accomplishments that the SGA had made this academic year. He reviewed some of the highlights of his term:

- Success in bringing the eight student-elected organizations together under one common umbrella.
- Three “Can We Talk?” forums. Board members and administration that attended were thanked for connecting with the student body.
- Hosted the General Education Committee to learn about the new changes in requirements.
- SGA participated in Giving Day for the first time. They raised approximately \$800 for their efforts. They look forward to future support to help maintain their programs.
- University Faculty Council approved SGA’s request to cancel most classes on Election Day.
- Worked with community engagement to get involved with organizations outside of campus.
- Blue Light Committee work with the University Police.

Mr. Good invited Board members and administration to the 100th Student Government transition ceremony on April 18, at 4:30 p.m. in the University Center. Jason Ford has been selected as the 2019-20 SGA President.

Mr. Good thanked the Board and the administration for their support this year. He will be graduating in May and looks forward to gainful employment.

Board members expressed their thanks to Mr. Good and wished him well in his future endeavors.

D. Honor Council Report

The Honor Council Representative Report is attached to the BoardDocs agenda: [UMW Honor Council Representative Report to the Board of Visitors April 2019](#). Ms. Sarah Balenger reported to the Board. There are ten cases pending at this time.

Over the spring break, four Honor Council representatives attended the International Center for Academic Integrity's Annual Conference in New Orleans. Ms. Balenger presented on the Analysis of the UMW Honor Tutorial. Results of a survey conducted revealed that students are moderately confident in their knowledge of the Honor System. Changes are being made to the Honor Tutorial to help provide an impact on cases of first year students.

This is also Ms. Balenger's last Board meeting of the academic year. She will continue with her studies at UMW to earn her degree. Ms. Balenger thanked the Board for letting her be a part of this experience. Ms. Taylor Stine has been selected as the Honor Council President for the 2019-20 term.

Members of the Board of Visitors thanked Ms. Balenger for her service to the Honor Council and for keeping the Board abreast of Honor Council business. They wished Ms. Balenger the best with her studies next year.

16. ADJOURNMENT

Following a brief list of housekeeping announcements, Rector Crislip adjourned the April 2019 meeting of the Board of Visitors at 4:12 p.m.

**17. 5:30 P.M., RAPPAHANNOCK BALLROOM
RECEPTION/DINNER WITH THE UMW ALUMNI BOARD**

Members of the UMW Board of Visitors and President's Cabinet met with the UMW Alumni Board for a reception and dinner. No University business was conducted by the Board of Visitors at this event.

**MEETING MINUTES APPROVED, AS AMENDED
UNIVERSITY OF MARY WASHINGTON
BOARD OF VISITORS
MAY 10, 2019**