



**MEETING MINUTES
UNIVERSITY OF MARY WASHINGTON
BOARD OF VISITORS
NOVEMBER 17-18, 2016**

All meetings were held in the Minor Board Room of the Jepson Alumni Executive Center unless noted otherwise.

1. THURSDAY, NOVEMBER 17, 2016

2. 10:00 A.M., TOUR OF RESIDENCE HALLS

Board Members present: Fred M. Rankin III, Rector; Kenneth J. Lopez '92, Vice Rector; Heather M. Crislip '95; Secretary, Sharon Bulova, Holly T. Cuellar '89, Carlos Del Toro, Edward (Ted) B. Hontz, R. Edward Houck, Davis C. Rennolds '06, Rhonda S. VanLowe (arrived 9:30 a.m.)

Also present: Troy D. Paino, President; Martin A. Wilder, Jr., Chief of Staff; Juliette Landphair, Vice President for Student Affairs

Vice President Landphair and members of the Residence Life staff led a tour of various residence halls on campus. Board members had the opportunity to view the condition of buildings and the results of recent renovations.

3. 12:00 P.M., LUNCH, RECTORS' GALLERY

Board members and other guests had lunch in the Rectors' Gallery at the Jepson Alumni Executive Center prior to commencement of the afternoon session of the Board of Visitors. No University business was conducted at this event.

4. BOARD OF VISITORS MEETING

Board Members present: Fred M. Rankin III, Rector; Kenneth J. Lopez '92, Vice Rector; Heather M. Crislip '95; Secretary, Sharon Bulova, Holly T. Cuellar '89, Carlos Del Toro, Edward (Ted) B. Hontz, R. Edward Houck, Davis C. Rennolds '06, Lisa D. Taylor '85, Rhonda S. VanLowe, Deirdre Powell White '91

Board Members absent: None

Also present: Troy D. Paino, President; Martin A. Wilder, Jr., Chief of Staff; Kimberley Buster-Williams, Associate Provost for Enrollment Management; Leah K. Cox, Special Assistant to the President for Diversity and Inclusion and Title IX Coordinator; Sabrina V. Johnson, Associate Vice President of Human Resources and Affirmative Action; Juliette Landphair, Vice President for Student Affairs; Jonathan Levin, Provost; Richard R. Pearce, Vice President for Administration and

Finance; Jeffrey W. Rountree '91, Chief Executive Officer, UMW Foundation; Anna Billingsley, Associate Vice President for University Relations; Kenneth Steen, Associate Vice President University Advancement for Alumni Relations; Anand Rao, University Faculty Council Representative; Alexander W. Clegg, Student Government Association President; Carrie S. Nee, Senior Assistant Attorney General, Education Section (arrival 1:34 p.m.); Debra Schleef, Interim Assistant Provost for Institutional Effectiveness; Tera Kovanes, Internal Auditor; Timothy O'Donnell, Associate Provost for Academic Engagement and Student Success; Nina Mikhalevesky, Interim Dean, College of Education; Jeffery McClurkin '94, Professor and Special Assistant to the Provost for Teaching, Technology, and Innovation; John Morello, Associate Provost for Academic Affairs; Angela Mills '01, President, Alumni Association Board of Directors; Betsy J. Chinn, Deputy Clerk, Board of Visitors; Susan Worrell, Special Assistant to the President for Special Events; Zafeer Mobashar, Audio Visual Technician; Joshua Jones, Desktop Support Specialist; Lindley Estes '12, Reporter, *The Free Lance-Star*

Other faculty, staff, and members of the public were also present.

A. Call to Order

Rector Fred Rankin called the meeting to order at 1:01 p.m.

B. Welcome and Introductions

All individuals present were asked to identify and introduce themselves.

Rector Rankin stated that this was the first time that the Board of Visitors would be utilizing a new format and committee structure for the duration of the meeting. The meeting agenda and activities for the next two days were reviewed.

C. Approval of Minutes

Action Item:

On a motion by Ms. Taylor, seconded by Ms. Bulova, the Board of Visitors approved minutes of the following three meetings, as presented:

- Board of Visitors Meeting September 15-16, 2016
- Board of Visitors Diversity Ad-Hoc Committee Meeting October 21, 2016
- Board of Visitors Executive Committee Meeting October 21, 2016

D. Rector's Remarks

Mr. Rankin reported on his various activities since the September 2016 Board meeting:

- September 21: Met with President Paino and Chief of Staff Wilder to review highlights of the September 2016 Board of Visitors meeting and committee assignments
- September 27: Mr. Scott Harris '83, Director of the James Monroe Museum, provided a tour of the Museum to Rector Rankin and President Paino
- October 18: Attended Great Lives Reception to kick off the 2017 season

- October 20: Attended meeting of the University of Mary Washington Foundation Board Operations and Finance Committee to discuss the spend policy
- October 21: Attended the inaugural meeting of the Board of Visitors Diversity Ad-Hoc Committee as the ex-officio member
- October 21: Presided over the Board of Visitors Executive Committee meeting

Ms. Cuellar was asked to provide an update on planning efforts for the presidential inauguration to be held April 21, 2017. Save-the-date information will be sent to faculty, staff, and students within the next ten days. In support of inaugural events, the April 2017 Board meeting date may be truncated.

Ms. Cuellar reported that the application for the Association of Governing Board's John W. Nason Award for Board Leadership was submitted for consideration. She thanked Board members for their feedback in preparing the draft narrative. Mr. Rankin also thanked all for their input and noted that it was an excellent proposal.

Mr. Rankin commented on discussion at the October 21 Executive Committee meeting and other activities:

The UMW/UMW Foundation Memorandum of Understanding (MOU) was last reviewed and revised in July 2012. It is customary to review the MOU every five years. Rector Rankin appointed the Administration, Advancement, Finance and Facilities Committee (AAFF), chaired by Mr. Lopez, to begin work reexamining and suggesting any proposed modifications to the document. The process will engage both boards and the summer retreat will be the target date for finalization.

The Executive Committee agreed on the dates and location of the 2017 summer retreat. The retreat will be held August 4-6, 2017 at the Boar's Head Inn in Charlottesville, Virginia. In the future, the location of Board retreats will be rotated and may include the Boar's Head Inn (Charlottesville), Kingsmill Resort (Williamsburg), and Hotel Roanoke.

The UMW Foundation's Endowment Spending Policy has been at the five percent level for the last several years and needs to be readjusted. A target of four percent, based on a five-year rolling average, was proposed by the UMW Foundation's Operational Committee. Rector Rankin proposed a gradual step-down to reach that level. Ms. Crislip expressed appreciation for the opportunity to address the UMW Foundation Board at its November meeting. She reported on President Paino's nine priorities endorsed by the Board of Visitors and informed the Foundation Board of the revised BOV committee structure. She further noted that Foundation Board action was taken to move from the current five percent draw on endowment proceeds to 4.70 percent in FY18. This is an annual decision and will be revisited next year.

Mr. Rankin reported that the Executive Committee respectfully made the decision not to use the Association of Governing Board's services this year for board development.

Changes to the Title IX Policy were approved by the Board in September. It was noted that UMW faculty and staff members are required to complete sexual harassment training. Mr. Hontz

suggested that Board members also participate in this training to better understand the issues and to be inclusive. A training date for Board members will be determined.

Rector Rankin reported that the Executive Committee met with representatives of the University Faculty Council, Dr. Rao, Dr. Fallon, Mr. Machande, and Dr. Sheckels for a substantive conversation.

An evaluation of the September Board meeting was discussed, along with changes and improvements that will further enhance the conduct of future Board meetings.

E. President's Report

President Paino presented an activities report to give the Board a sense of how he is meeting and engaging with members of the faculty, staff, student body, media, and local and state leaders. President Paino has attended several faculty and staff forums by department and noted that he will continue to get out for more intimate meetings as time allows so that he can listen to what's on people's minds. He added that the employee appreciation luncheon in October was well attended.

Dr. Paino traveled to Washington, DC to interview with reporters at the Washington Post. The write up of his interview with the Washington Post was picked up by other newspapers in Virginia, thus creating good publicity for Mary Washington.

In the aftermath of the United States presidential election, strong feelings have created significant reaction across the country and on campus. Campus-wide emails were sent by President Paino to reinforce the importance of our community values and respect for the democratic process.

The Governor's Office reports a revenue shortfall for the current fiscal year, which will result in a \$350 thousand reduction for UMW. The Governor has instructed agencies to plan for potential cuts up to 7.5 percent for the next fiscal year, roughly totaling \$2 million for UMW. This presents an additional challenge to the president's priority of building a sustainable budget. The Governor will release his proposed budget in December 2016. Legislators and House leadership will begin work in January 2017, hopefully making this budget cut less severe.

President Paino gave an update on his first year's nine presidential priorities and alignments. He noted that the Strategic Enrollment Plan is being presented in a separate report to the Board at this meeting.

1. Dashboard Indicators:

- A very preliminary dashboard report was distributed. The report will be further augmented and refined into a set of indicators to help measure institutional progress. A fuller dashboard with comparison benchmarks should be available at the February Board meeting.

2. Finalize Strategic Enrollment Plan:

- The plan has been completed and will be presented to the Board.

3. Update Master Plan:

- Vice Presidents Pearce and Landphair are leading this effort. Three subcommittees have been formed to focus on 1) residence halls; 2) parking (to partner with the City of Fredericksburg); and 3) athletics. Work is ongoing. A report for Board consideration is planned for early spring 2017.
- Phase II of the Plan involves academic and administrative buildings. Funding from the state for the Jepson Science Center addition and renovation has been secured. Work will move forward on this project. Design work for Seacobeck Hall will begin in 2017. More discussion will take place in regard to the building's purpose to tie in with the goals of the Strategic Plan.
- Vice President Pearce gave a status report on the Energy Savings Plan. Payback is generally 5-7 years. The estimated cost of the project is \$3-\$5 million. Appropriation from the state will help with utilities, modernizing the heating plant, and regulation of heat controls.
- Work on the Amphitheatre is expected to begin summer 2017.
- Track project is complete. A dedication ceremony was held at Homecoming.

4. Diversity and Inclusion:

- A campus email was sent to announce the task force chaired by Dr. Leah Cox and the Board's ad-hoc committee chaired by Ms. Rhonda VanLowe.
- A full report will be given to the Board at the November 2016 meeting following the Diversity Ad-Hoc Committee meeting.

5. Develop Budget to Align with Strategic Plan Goals:

- President Paino thanked Ms. Bulova for her assistance in connecting UMW with Fairfax County's financial management to discuss best practices. It is hoped to have a draft proposal of budget principles prepared for the Board's consideration by year's end and to possibly revisit the current Debt Policy.
- The budget plan will likely include three types of reserves for distinct purposes: 1) Managed Reserve Fund for catastrophic emergencies at 4 percent of the general fund, or \$5 million; 2) Revenue Stabilization Fund for unexpected shortfalls at 5 percent, or \$6 million; 3) Economic Opportunity Reserve at 1 percent to invest in strategic initiatives. Altogether, this would total 10 percent of UMW's budget, or \$12 million.
- In budget preparations, the administration is looking into everything, including strategic resource allocation reports, return on investment, centrality to mission, outsourcing, etc.

6. Capitalize on Unlimited Possibilities in Non-Traditional Education:

- A search is underway for an Executive Director of Continuing and Professional Studies, a critical position to build and launch non-traditional programs.
- Possibilities for non-traditional programs include data science and cyber security.
- UMW currently partners with Mary Washington Health Care for the Bachelor's in Nursing Degree Completion Program. The on-line program for the Masters in Nursing is scheduled to start in 2018.

7. Salary Challenges:

- Provost Levin reported that he has been in discussion with faculty members and has worked with Administration and Finance to find a modest sum to begin implementation of salary benchmark adjustments. Further discussion will take place with faculty leaders to determine how to prioritize this process.
- Ms. Sabrina Johnson, Associate Vice President for Human Resources and Affirmative Action, explained the purpose of the Green Light Committee (GLC) process. Supervisors and managers may recommend classified and administrative professional staff to the GLC for in-band salary increases to those that have taken on significant additional duties in their positions. The GLC will review these requests and make determinations. The program was suspended in 2014 and has just been reinstated. Any adjustments are expected to begin in February 2017.
- President Paino expressed desire for greater institutional autonomy for classified staff salaries. Ms. Nee discussed the legislative process for making this change as well as the Northern Virginia pay differential.

By consensus, without objection, the Board of Visitors offered its support to President Paino in working toward necessary institutional authority regarding staff salaries. President Paino will keep the Board of Visitors informed and is given authority to advocate for this university in the best way possible.

8. Conduct SWOT Analysis:

- President Paino stated that he has a good understanding of this matter and will converse with the Board at a later time.

9. Vision for UMW:

- President Paino began articulating his vision for UMW in September. He feels that the vision being formed is shared across the campus. UMW is a community that embraces enduring traditional values of a liberal arts education, while also being forward-looking in preparing our students to compete and serve in the 21st century. The Hurley Convergence Center is a physical manifestation of our identity—traditional architecture that houses cutting edge digital resources.
- At UMW, there is a strong sense of community, student/faculty interaction, and exposure to a residential experience. There is a strong commitment to social justice at UMW with exposure to human inquiry and developing good citizens that want to do good work to make the world a better place.

President Paino commented on the success of the Athletics Department with a 68/19/2 record held this fall. Three of four teams competed in conference championships. The women's volleyball team will participate in the Elite Eight NCAA tournament in Oshkosh, Wisconsin. Club teams have also been very strong in their performance. The men's rugby team is competing in the top division. It is a very exciting time for Eagle athletics.

Rector Rankin called for a recess at 4:15 p.m. The meeting resumed at 4:25 p.m.

F. Strategic Enrollment Plan Discussion

President Paino introduced Provost Levin and Associate Provost for Enrollment Management Kimberley Buster-Williams. Dr. Debra Schlee, who has recently been named Interim Assistant Provost for Institutional Effectiveness, was also introduced.

Ms. Buster-Williams has led development of the Strategic Enrollment Plan. The process has been two years in the making by a group of faculty and staff to determine UMW's enrollment goals and desired student profiles. Dr. Levin noted that this project aligns with the Strategic Plan and proposes enrollment targets for various subpopulations as well as strategies and tactics that should be used to reach these goals. The full presentation is attached to the BoardDocs agenda.

Ms. Buster-Williams reviewed the process and timeline of the working groups. Review of data, setting targets and refining the plan has been the main focus. The Plan will move UMW to significant growth through 2021. There are six major goals of the plan:

- Grow enrollment in targeted populations
- Increase selectivity in the traditional class
- Enhance diversity over all populations
- Improve retention and graduation rates
- Expand adult programs to better serve the regional community
- Promote excellence and sustainability in support of university operations

Provost Levin outlined the specific enrollment targets for each of the following student populations:

- Traditional Undergraduates
- Transfer Undergraduates
- Graduate Students
- Continuing and Professional Studies

Dr. Levin and Ms. Buster-Williams then outlined the following:

- Key strategies for achieving plan
- Revenue Drivers
- Alignment with the overall UMW Strategic Plan goals
- Next Steps

Members of the Board then asked several questions about cost drivers of the plan. They also requested to receive complete copies of the plan. Board members also engaged in discussion of international student recruitment and enrollment, including necessary investments in this area and its role as an important facet of diversity. Accordingly, international recruitment may be a topic for discussion by the Diversity Ad Hoc Committee.

President Paino noted that Board input regarding the plan is important, but that the plan does not require Board approval. The main question is whether the plan aligns with the approved institutional strategic plan. By consensus, the Board encouraged the President and staff to move forward with the plan.

G. Report from Legal Counsel

Ms. Carrie Nee, Senior Assistant Attorney General, Education Section, provided a written update on legal matters for review by the Board. There being no questions regarding the report, it was determined that a closed meeting was not needed.

H. Written Informational Reports

Written informational reports were provided in the agenda materials by members of the President's Cabinet. Ms. VanLowe commented that the reports were very informative. President Paino asked for any questions about the reports. Inquiries were centered on new academic programs, the Simpson Library and Talley Center.

An inquiry was made about how decisions are made regarding new academic programs. Dr. Paino noted that such decisions are made based on a combination of faculty interest and demand in the marketplace.

President Paino sees the University library as a high priority to bring up to 21st century standards. Simpson Library will be the next focus after improvements are made to Seacobeck.

The Talley Center has become a real challenge as the number of counseling visits have increased dramatically. Student Affairs is looking into using Tyler House as a satellite location. Dr. Landphair noted the nationwide shortage in counselors and increased demand for services.

There being no further business to be brought before the Board at this time, Rector Rankin recessed the meeting at 6:00 p.m.

5. DINNER WITH THE PRESIDENT

Board Members present: Fred M. Rankin III, Rector; Kenneth J. Lopez '92, Vice Rector; Heather M. Crislip '95, Secretary; Sharon Bulova, Holly T. Cuellar '89, Carlos Del Toro, Edward (Ted) B. Hontz, R. Edward Houck, Davis C. Rennolds '06, Lisa D. Taylor '85, Rhonda S. VanLowe, Deirdre Powell White '91

Board Members absent: None

Also present: Troy D. Paino, President; and Carrie S. Nee, Senior Assistant Attorney General, Education Section

Members of the Board of Visitors attended dinner with President Paino in the Kalnen Inn at the Jepson Alumni Executive Center, beginning at 6:15 p.m. The Board continued their conversation on the University of Mary Washington Strategic Enrollment Plan and enrollment management, and discussed efforts to enhance social activities on campus to improve retention. The Board further discussed administration cost trends at the University. Dr. Paino also shared with the Board some observations he has made on the relative strengths and weaknesses of his cabinet. No Board actions were taken at this meeting. The meeting recessed at 8:30 p.m.

6. FRIDAY, NOVEMBER 18, 2016

7. 7:45 A.M., BREAKFAST, RECTORS' GALLERY

8. BOARD COMMITTEE MEETINGS

9. ADMINISTRATION, ADVANCEMENT, FINANCE & FACILITIES COMMITTEE

Committee Members present: Kenneth J. Lopez '92, Chair; Sharon Bulova, Carlos Del Toro, R. Edward Houck, Deirdre Powell White '91, and Fred M. Rankin III, ex-officio

Committee Members absent: None

Also present: Carrie S. Nee, Senior Assistant Attorney General, Education Section, Richard R. Pearce, Vice President for Administration and Finance and CFO; Anna Billingsley, Associate Vice President for University Relations; Kenneth Steen, Associate Vice President for University Advancement for Alumni Relations; Paul Messplay, Executive Director for Budget Financial Analysis; Tera Kovanes, Internal Auditor; Angela Mills '01, President, Alumni Association Board of Directors; Susan Worrell, Special Assistant to the President for University Events and Conferencing; Ryan Imirie, Assistant Director of the Jepson Alumni Executive Center; Betsy J. Chinn, Deputy Clerk; and Lindley Estes '12, Reporter, *The Free Lance-Star*

Other faculty, staff, and members of the public were also present.

Chairperson Lopez called the committee meeting to order at 8:25 a.m., in the Rappahannock Ballroom at the Jepson Alumni Executive Center. Those present were asked to introduce themselves.

A. Approval of Donor Resolutions and Named Gift Policy Actions

Mr. Ken Steen, Associate Vice President for University Advancement for Alumni Relations, presented background information for the donor resolutions and naming honors. The individual resolutions are attached to the BoardDocs agenda. A motion was called for approval of the resolutions as a block.

Action Item:

A motion was made by Mr. Del Toro, seconded by Ms. Bulova, that the Administration, Advancement, Finance, and Facilities Committee recommend to the Board of Visitors approval of the following donor resolutions and naming honors, as presented. All committee members present approved the motion.

Donor Resolutions

1. Juanita S. Carpenter '39 Scholarship
2. Financial Services Internship

Naming Honors as specified by the Named Gift Policy

1. William B. Crawley Great Lives Lecture Series
2. Morin Men's Basketball Office

B. Financial Reports: September 2016

Mr. Lopez called upon Mr. Rick Pearce, Vice President for Administration and Finance and CFO, to review the financial reports. Mr. Pearce stated that the Financial Report for September 2016 and Executive Summary are attached to the BoardDocs agenda. Mr. Pearce added that the Executive Summary piece is a comprehensive statement that provides an overview of the revenue and expenditure budgets using supplemental revenue and expenditure categories.

Committee members suggested that written comments on the Executive Summary or an analysis that zeroes in on the specifics would be helpful to better understand where the university actually stands. Additional suggested edits to the document were relative to internal budget and salary adjustments. Mr. Pearce thanked the committee for their suggestions and stated that he would track trends and work to add verbiage to future reports making it easier to comprehend.

By consensus, the committee accepted the report.

C. Approval of National Guard Temporary Transfer Agreement

Vice President Pearce provided background information and answered inquiries from the committee regarding a request from the Virginia Army National Guard to lease a portion of acreage owned by the University that is adjacent to the Fredericksburg National Guard Armory. The proposed transfer agreement is attached to the BoardDocs agenda.

Following discussion and consultation with Senior Assistant Attorney General Carrie Nee, Chairperson Lopez called for a motion of approval from the committee.

Action Item

A motion was made by Mr. Houck, seconded by Ms. White, that the Administration, Advancement, Finance and Facilities Committee recommend to the Board of Visitors approval of the temporary transfer agreement between the University of Mary Washington and the Commonwealth of Virginia Department of Military Affairs, as presented. All committee members present approved the motion.

D. Approval of Tier II Decentralized Authority Renewal

In October 2013, the University of Mary Washington met the criteria required to enter into a memorandum of understanding with the Commonwealth of Virginia granting appropriate autonomy for operational authority for information technology and procurement for a period of three years, expiring October 29, 2016. As a condition to enter into a subsequent memorandum with the Commonwealth, the Board of Visitors must approve a resolution stating that the University is qualified to be governed by the subsequent memorandum for an additional three years. Following this three year period, and if successful, the University will be granted a five-year autonomy.

Following discussion, a call for a motion of approval from the committee was made.

Action Item

A motion was made by Mr. Houck, seconded by Ms. Bulova, that the Administration, Advancement, Finance and Facilities Committee recommend to the Board of Visitors approval of the Level II Operational Authority Renewal Resolution as presented. All committee members present approved the motion.

E. Jepson Science Center Update

Vice President Pearce briefed the committee on the upcoming renovation project for the Jepson Science Center. Design for the new addition is expected to be complete by April or May 2017. It may take 12-18 months to complete the construction. At that point, Jepson staff will be moved to the new addition and the older portion of the building will then be remodeled. Full completion is expected by fall of 2019.

In addition, Seacobeck cannot be bid out for another year. Suggestions are coming in as to the use of the building.

F. Room and Board

Mr. Pearce noted that room and board charges represent one-half of the total cost to residential students. President Paino tasked Dr. Landphair with increasing the number of upper class students residing on campus. She has formed a task force that is examining options, including differential pricing. Specific recommendations will come to the Board in February 2017.

G. Memorandum of Understanding between Board of Visitors and UMW Foundation

The Board of Visitors will work with the UMW Foundation Board on a five-year review of the MOU. The committee discussed the timeline and thoughts by the committee. The goal is to finalize the MOU at the summer retreat. Mr. Jeff Rountree, CEO of the UMW Foundation, recommended that initial discussion take place between Mr. Lopez and Rector Rankin from the Board of Visitors and Ms. Mehfoud and Mr. Allison from the Foundation. A joint work session could be held in the spring.

The committee engaged in discussion of the history of the MOU, its rationale, and the development and past revision. Mr. Rountree noted that the purposes of the Foundation are to manage the University's endowment funds through an investment committee and for real estate management/development. One major driver in the formation of the Foundation was the acquisition of the Park & Shop center and its redevelopment into Eagle Village. The Foundation manages private debt for the University, currently over \$200 million. A major refinancing of that debt is coming up and it is important to maintain stability going forward.

Mr. Lopez outlined an initial timeline for review and revision of the MOU. This calls for discussion with the Foundation in December, presentation to and discussion with the committee in February, April presentation of a draft to the Board of Visitors, and finalization at the summer retreat.

H. Assess Committee Meeting

Mr. Lopez solicited feedback regarding the committee meeting. It was agreed that the open conversation was very productive. Committee members also appreciate the opportunity to dive deeper into the budget development process. Members engaged in further discussion of the role and expectations of the committee. Understanding the connections between the budget and the strategic plan is important, but the committee should not get too far into operational details. Mr. Lopez thanked everyone for a productive meeting. He then adjourned the meeting at 10:25 a.m.

10. ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Members present: Heather M. Crislip '95, Chair; Holly T. Cuellar '89, Edward (Ted) B. Hontz, Davis C. Rennolds '06, Lisa D. Taylor '85, Rhonda S. VanLowe

Committee Members absent: None

Also present: Troy D. Paino, President; Martin A. Wilder, Jr., Chief of Staff; Jonathan Levin, Provost; Juliette Landphair, Vice President for Student Affairs; Kimberley Buster-Williams, Associate Provost for Enrollment Management; Sabrina Johnson, Jacqueline Khawand, Honor Council President; Timothy O'Donnell, Associate Provost for Academic Engagement and Student Success; Christine Porter, Director of Residence Life and Commuter Student Services; David Fleming, Associate Director of Residence Life for Residential Education; Hunter Rauscher, Associate Director of Housing and Operations; Richard Finkelstein, Dean, College of Arts and Sciences; Angela Mills '01, President, Alumni Association Board of Directors; Zafeer Mobashar, Audio Visual Technician

Other faculty, staff, and members of the public were also present.

Chairperson Crislip called the committee meeting to order at 8:23 a.m.

A. Faculty Representative Report

Dr. Anand Rao presented the Faculty Representative report. The written report is attached to the BoardDocs agenda.

Dr. Rao noted the following priority items for the faculty:

- Faculty workload – a group has been working on these issues and has proposals under consideration.
- Faculty development plans for August are being considered– these activities are very important.
- Morale issues– To promote broader discussion and enhance communication, a Staff Advisory Council (SAC) representative may be asked to attend University Faculty Council (UFC), as there is much common ground and areas of mutual support between these groups. The UFC is engaged in merit pay discussions and discussions regarding the faculty evaluation system.
- Class format – faculty are engaged in discussions of distance and blended learning. The desire is to move forward in an appropriate manner with a strong commitment to ensuring high quality.

- Academic calendar discussion – this year, faculty had two weeks on contract before the fall term began, which facilitated important professional development activities. Faculty are also considering options regarding breaks, etc.
- 503D retirement plan – an advisory committee considering this plan is to include faculty.

B. Student Government Representative Report

SGA President Alex Clegg presented the report. The written SGA report is attached to the BoardDocs agenda. In addition, Mr. Clegg emphasized the following issues and concerns:

- Commuter Student Association lounge space adequacy in the University Center. Consideration is being given to the Talon lounge as an alternative.
- Student engagement issue – it is difficult to get students engaged in the SGA. Efforts are underway to try to increase awareness and engagement.
- Food options are under discussion. These include the University Center, Eagles Nest, and Underground.
- The students love President Paino, and appreciate his engagement with students and visibility on campus.

C. Honor Council Report

Honor Council President Jacqueline Khawand's report is attached to BoardDocs. There are currently nine pending cases. The council has completed its first expedited sanctioning case. A rationale is being included for each decision from Honor Council hearings. Faculty engagement is an issue. Ms. Khawand is trying to increase faculty awareness by meeting with department chairs.

D. Approval of Historic Properties Loan

Provost Levin brought before the committee a request from the James Monroe Museum and Memorial Library for the loan of a snuff box belonging to James Monroe to the Herbert Hoover Presidential Library and Museum for an exhibit. The length of the loan will be April-November 2017. The proposed resolution is attached to the BoardDocs agenda.

Action Item

A motion was made by Mr. Hontz, seconded by Ms. Taylor, that the Academic and Student Affairs Committee recommend to the Board of Visitors approval of the historic property loan of James Monroe's snuff box, as presented. All committee members present approved the motion.

E. NSSE Student Survey

Provost Levin introduced Dr. Timothy O'Donnell, Associate Provost for Academic Engagement and Student Success. Dr. O'Donnell gave a presentation on the National Survey of Student Engagement (NSSE), which was administered to seniors and first-year students at UMW last spring. The presentation, which is attached to the BoardDocs agenda, highlights positive areas and challenges revealed by the survey results.

NSSE began in 2000. It provides an in-depth look at student engagement themes and indicators. It measures student participation in activities that represent academic challenge, experiences with faculty, learning with peers, the campus environment, and high-impact educational practices.

Dr. O'Donnell stressed the value and importance of the NSSE. This survey allows the university to see where our strengths are, determine opportunities to improve the student experience, and determine how UMW compares to other institutions, particularly COPLAC institutions and aspirational peers.

Areas that need improvement were noted in the following areas where UMW ranked lower than COPLAC institutions and aspirants:

- Academic Challenge – Quantitative Reasoning (first year students)
- Experiences with Faculty – Student-Faculty Interaction and Effective Teaching Practices (seniors)
- Learning with Peers – Collaborative Learning and Discussions with Diverse Others (first year students)
- Campus Environment – Supportive Environment (seniors)

Positive strengths were noted in the following areas where UMW ranked higher than COPLAC institutions and aspirants:

- Learning with Peers – Collaborative Learning and Discussions with Diverse Others (seniors)
- Interactions with Faculty – Excellent rating from both first-year students and seniors
- Campus Environment – Quality of Interactions (first-year students and seniors)

Additional UMW strengths are found in the high-impact areas of research, internship or field experience, and culminating the senior experience. Areas of opportunity for improvement are in the areas of participation in learning communities, service learning, and study abroad.

The response rate for the survey has been low. Another area for improvement would be to build more rigorous assessment methods. Faculty could use this data when assessing core curriculum. UMW needs to be engaged in this area over the next several years. Discussion was held about best practices to get response rate up.

F. Admissions Policy Change: TOEFL Score for International Students

Ms. Kimberley Buster-Williams, Associate Provost for Enrollment Management, brought before the committee a request for approval to modify the current Admissions Policy regarding the minimum score for the Test of English as a Foreign Language (TOEFL). Ms. Buster-Williams noted that this modification is in line with required scores required by other peer institutions. The full proposal is attached to the BoardDocs agenda.

Action Item

A motion was made by Ms. Taylor, seconded by Ms. Cuellar, that the Academic and Student Affairs Committee recommend to the Board of Visitors approval to modify the required TOEFL score requirement, as presented. All committee members present approved the motion.

G. Residence Life Overview

Ms. Crislip thanked Vice President Landphair and members of her staff for conducting the residence halls tour on Thursday for Board members. Dr. Landphair then introduced members of the Residence Life staff, Ms. Chris Porter, Director of Residence Life and Commuter Student Services, Mr. David Fleming, Associate Director of Residence Life for Residential Education, and Mr. Hunter Rauscher, Associate Director of Housing and Operations.

Dr. Landphair noted that the Residence Life and Commuter Student Services written report is attached to the BoardDocs agenda. A presentation on on-campus housing was given. This presentation can also be found as an attachment to the BoardDocs agenda.

Mary Washington embraces the importance of tradition. On-campus living fosters relationships among students and a lifelong affinity for the school. Incorporating classrooms and communal spaces in residence halls is important. There is much concern for the conditions of many residence halls at UMW. Over time, a number of students have migrated to off-campus housing. There are several reasons given for why students are moving off campus, including the perception of lower cost.

The Office of Residence Life is formulating new incentives to retain students on campus. Ms. Porter discussed new meal plan options that may appeal to the upper class students. A review of room rates is currently taking place to develop ideas to alleviate some of the higher costs. Flexible housing and allowing part-time students to reside on campus are options that are becoming popular with upperclass students. The Housing Agreement has been revised to be more consistent with other institutions and has been vetted by the Attorney General's Office.

Proposed housing rates will be brought before the Board in February 2017.

H. Faculty Tenure Procedure

Provost Levin briefed the committee that a search for the Music Department chairperson is ongoing. Should the search be successful, the administration may be requesting that the Board of Visitors grant individual tenure upon appointment. This was for informational purposes only. Any requests for the Board will come at a later date.

I. Personnel Docket

Action Item:

By consensus, the committee determined that there was no need to hold a closed meeting to discuss the personnel docket. Therefore, a motion was made by Ms. Cuellar, seconded by Mr. Rennolds, that the Academic and Student Affairs Committee recommend to the Board of Visitors approval of the Personnel Docket, as presented. All committee members present approved the motion.

Ms. Crislip adjourned the Academic and Student Affairs Committee meeting at 10:30 a.m.

11. AUDIT COMMITTEE

Committee Members present: Lisa D. Taylor '85, Chair; Sharon Bulova, Kenneth J. Lopez '92, Deirdre Powell White '91, and Fred M. Rankin III, ex-officio

Committee Members absent: None

Also present: Martin A. Wilder, Jr., Chief of Staff; Tera Kovanes, Internal Auditor; Alex Clegg, Student Government Association Representative; Susan Worrell, Special Assistant to the President for Events and Conferencing; Zafeer Mobashar, Audio Video Technician; Betsy J. Chinn, Deputy Clerk, Lindley Estes '12, Reporter, *Free Lance-Star*

Other faculty, staff, and members of the public were also present.

Chairperson Taylor called the committee meeting to order at 10:36 a.m.

A. Audit Committee Charter

Ms. Taylor led discussion of a proposed edit to the Audit Committee Charter regarding the number of annual meetings the Audit Committee should conduct. Consensus was to use the proposed first edit, "The Audit Committee will meet no less than twice annually."

Action Item:

A motion was made by Ms. Bulova, seconded by Mr. Lopez, that the Audit Committee recommend to the Board of Visitors approval of the proposed edit to the Audit Committee Charter as presented. All committee members present approved the motion.

Ms. Kovanes stated that ongoing audit matters are on track. Three projects will come before the committee at a later time.

Ms. Taylor adjourned the Audit Committee meeting at 10:41 a.m.

12. DIVERSITY AD-HOC COMMITTEE

Committee Members present: Rhonda S. VanLowe, Chair; Holly T. Cuellar '89, Carlos Del Toro; Edward (Ted) B. Hontz (arrived at 10:53 a.m.), Lisa D. Taylor '85, Deirdre Powell White '91, and Fred M. Rankin, ex-officio

Committee Members absent: None

Other Board Members present: Kenneth J. Lopez '92, Davis C. Rennolds '06

Also present: Troy D. Paino, President; Martin A. Wilder, Jr., Chief of Staff; Leah K. Cox, Special Assistant to the President for Diversity and Inclusion; Sabrina Johnson, Associate Vice President for Human Resources and Affirmative Action; Jonathan Levin, Provost; Kimberley Buster-Williams, Associate Provost for Enrollment Management; Richard Finkelstein, Dean, College of Arts and Sciences; Debra Schleef, Interim Assistant Provost for Institutional Effectiveness; Marion Sanford, Director of Multicultural Affairs; Craig Vasey, Chair/Professor, Classics, Philosophy, and Religion; Tera Kovanes, Internal Auditor; Anand Rao, University Faculty Council Representative; Alexander Clegg, Student Government Association President; Carrie S. Nee, Senior Assistant Attorney General, Education Section; Angela Mills '01, President, Alumni Association Board

of Directors; Susan Worrell, Special Assistant to the President for Events and Conferencing; Betsy J. Chinn, Deputy Clerk, Zafeer Mobashar, Audio Visual Technician; Lindley Estes '12, Reporter, *The Free Lance-Star*

Other faculty, staff, and members of the public were also present.

Chairperson VanLowe called the committee meeting to order at 10:46 a.m.

A. Report from the Task Force on Diversity and Inclusion

Dr. Leah Cox reported on the meetings of the Task Force on Diversity and Inclusion that were held on October 11 and November 10, 2016. The Task Force has discussed a number of issues regarding diversity at UMW. These include strategic investments, retention matters, achieving across-the-board buy in, the perception of UMW, the importance of safe spaces, and the impact upon students.

The Task Force subcommittees have met to hear the perspectives of Cedric Rucker, Dean of Student Life, a longtime member of the UMW administrative staff and alumnus of the University. Dr. Craig Vasey, Professor of Philosophy, reported on faculty and staff recruitment challenges. The climate subcommittee will examine results of a student climate survey and will send out faculty and staff climate surveys in January. During the week of February 27, a number of focus group sessions will be conducted.

B. Foundational Information

Dr. Marion Sanford, Director of the James Farmer Multicultural Center, provided a report of the Center's activities. The report is attached to BoardDocs. Dr. Sanford reviewed staffing and organization, mission, goals and objectives, programs, metrics, budget, and challenges and opportunities for the Center.

Ms. VanLowe noted the large number of programs offered by the Center and inquired regarding the metrics of success for those programs. She further noted the apparent disconnect between the range of programs and the assessment of campus climate.

Dr. Leah Cox provided a presentation on the Office of Diversity and Inclusion. The report is attached to BoardDocs. Dr. Cox discussed the mission and goals of the office, its budget and staffing, and various initiatives it undertakes.

The committee received a written report on the racial/ethnic breakdown of the UMW teaching faculty by departments.

Ms. VanLowe remarked on the need to establish short-term goals to move the needle on diversity. It is also important to have both medium-term and long-term goals. It was suggested that some students and faculty be invited to the next Board of Visitors meeting for lunch and discussion.

The next meeting of the Diversity Ad-Hoc Committee will examine statistics on diversity, seek to understand how issues of diversity and inclusion are embedded in the curriculum, and discuss recruitment and retention plans for faculty, staff, and students.

There was discussion of the role of the Ad-Hoc Committee in relation to the Task Force. The Ad-Hoc Committee should monitor the progress of the Task Force and drive the process along to achieve results. A joint training activity for the two groups will be scheduled in early 2017.

C. Statement of Community Values

Committee members were provided with the UMW Statement of Community Values and the UMW Principles on Diversity and Inclusion. These documents will be considered at a later meeting and possible revisions will be considered.

Ms. VanLowe adjourned the meeting of the Diversity Ad-Hoc Committee at 12:18 p.m.

13. LUNCH

The Board of Visitors and members of the President's Cabinet had lunch in the Rector's Gallery.

14. BOARD OF VISITORS MEETING RECONVENES

Rector Fred Rankin reconvened the Board of Visitors meeting at 1:18 p.m. Mr. Rankin asked all present to introduce themselves. He noted that the Board is utilizing a new process for its meeting and that the next portion will be the summary reports and action items from each of the committees.

15. COMMITTEE REPORTS AND BOARD ACTIONS

A. Administration, Advancement, Finance and Facilities

I. Report from Chairperson Lopez

Mr. Lopez reported that the committee had very good discussion and found the new committee format positive. He noted that the committee had received and discussed the financial reports and made recommendations for additional narrative and summary data going forward. This will include some further analysis of the budget status. The committee discussed linking the budget and financial reports more closely to the strategic plan. He was happy to report that the budget is on target and that revenues are slightly ahead of the same time last year.

The committee received facilities project updates, particularly focusing on the Jepson Science Center project and consideration of possible uses for Seacobeck.

The committee began discussion of the five-year review of the Memorandum of Understanding with the UMW Foundation. A preliminary timeline and commitment to work in close concert with the Foundation Board leadership were discussed.

The committee began discussion of the process for setting budget priorities at a high level and ensuring alignment of the budget with the strategic plan and the president's priorities.

II. and III. Approval of Donor Resolutions and Named Gift Policy Actions

On behalf of the Committee, Mr. Lopez moved approval of the following:

Donor Resolutions

1. Juanita S. Carpenter '39 Scholarship
2. Financial Services Internship

Naming Honors as specified by the Named Gift Policy

1. William B. Crawley Great Lives Lecture Series
2. Morin Men's Basketball Office

All Board members present voted in favor of the motion.

IV. Approval of National Guard Temporary Transfer Agreement

On behalf of the Committee, Mr. Lopez moved approval of the temporary transfer agreement between the University of Mary Washington and the Commonwealth of Virginia Department of Military Affairs, as presented. All Board members present approved the motion.

V. Approval of Tier II Decentralized Authority Renewal

On behalf of the Committee, Mr. Lopez moved approval of the Level II Operational Authority Renewal Resolution as presented. All Board members present approved the motion.

B. Academic and Student Affairs

I. Report from Chairperson Crislip

Ms. Crislip reported that the Committee had received reports from the faculty representative, the Student Government Association President, and the Honor Council President. It also received reports on the National Survey of Student Engagement (NSSE), a residence life overview, and a potential faculty tenure matter that could require Board action.

II. Approval of Historic Properties Loan

On behalf of the Committee, Ms. Crislip moved approval of the historic property loan of James Monroe's snuff box as presented. All Board members present approved the motion.

III. Admissions Policy Change: TOEFL Score for International Students

On behalf of the Committee, Ms. Crislip moved approval to modify the required TOEFL score requirement, as presented. All Board members present approved the motion.

IV. Personnel Docket

On behalf of the Committee, Ms. Crislip moved approval of the Personnel Docket, as presented. All Board members present approved the motion.

C. Audit

I. Report from Chairperson Taylor

Ms. Taylor noted that the Audit Committee had held a very short meeting. She further noted that the work of the Internal Auditor is on track and that she is also looking into some additional matters that have been brought forward.

II. Approval of Audit Committee Charter

On behalf of the Committee, Ms. Taylor moved approval of the Audit Committee Charter as presented. All Board members present approved the motion.

D. Diversity Ad-Hoc Committee

I. Report from Chairperson VanLowe

Ms. VanLowe commended President Paino for his message to the campus community regarding the work of the Task Force on Diversity and Inclusion and the Board's Diversity Ad-Hoc Committee. She noted that Dr. Cox has placed a number of good articles on diversity and inclusion in the BoardDocs Library for Board members to access. The Diversity Ad-Hoc Committee has held two meetings so far and is moving ahead with its work. The Task Force will be bringing recommendations to the President, which she will then bring to the Board of Visitors for any necessary action. The Ad-Hoc Committee is working to learn more about the state of the University regarding the climate and issues of diversity and inclusion.

E. Nominating and Governance

I. Report from Chairperson Del Toro

Mr. Del Toro noted that the Nominating and Governance Committee did not convene during the current Board of Visitors meeting. However, the Committee will schedule a meeting in January to begin work on draft bylaws revisions to reflect the new committee structure and to consider any other necessary changes. The Committee will also begin working to plan a recommended agenda for the summer retreat.

16. ADJOURNMENT

President Paino expressed his appreciation to the Board of Visitors for their service to UMW and commitment and care about important issues.

A brief discussion and assessment of the new meeting format was held. By consensus, Board members agreed that this had been a successful and productive meeting.

Action Item:

A motion was made by Ms. Cuellar, seconded by Mr. Hontz, that the Board of Visitors offers its sincere and enthusiastic congratulations to the UMW Women's Volleyball Team on their Regional Championship and their appearance at the National "Elite Eight" Tournament in Oshkosh, Wisconsin. All members of the Board were in favor of the motion.

There being no further business to come before the Board, Rector Rankin adjourned the meeting at 2:38 p.m.

17. TRANSPORTATION TO BUILDING REDEDICATION CEREMONY

18. BUILDING REDEDICATION – MERCER AND WOODARD HALLS

19. BROMPTON, DINNER WITH THE PRESIDENT AND INVITED GUESTS

**MEETING MINUTES APPROVED
UNIVERSITY OF MARY WASHINGTON
BOARD OF VISITORS
FEBRUARY 16, 2017**