

UNIVERSITY OF MARY WASHINGTON

BOARD OF VISITORS RETREAT

July 17, 2008

MINUTES

Present:

Randall R. Eley
Elizabeth F. Foster '69
Martha K. Leighty '75
J. William Poole
Patricia B. Revere '63
Xavier R. Richardson
Russell H. Roberts
Nanalou W. Sauder '56
Daniel K. Steen '84)
C. Maureen Stinger '94

Also Present:

Rosemary Barra, Vice President for Academic Affairs and Dean of the Faculty for the College of Arts and Sciences
Meta Braymer, Vice President for Graduate and Professional Studies and Dean of the Faculty
Bernard M. Chirico, Vice President for Student Affairs and Dean of the Students
Judy G. Hample, President
Richard V. Hurley, Vice President for Administration and Finance
Nina Mikhalevsky, Acting Provost and Vice President for Strategy and Policy
Jeffrey W. Rountree, Vice President for Advancement and CEO, UMWF
Amy Andersen Taft, Clerk of the Board
Martin A. Wilder, Vice President for Enrollment and Communications

Absent:

Benjamin W. Hernandez ('95)
Princess R. Moss ('83)

Rector Poole convened the meeting of the Board of Visitors in the King Carter Room of the Tides Inn Resort at 1:30 p.m. and invited President Hample to introduce the afternoon discussion.

President Hample described the University of Mary Washington as an institution in a state of change and explained her three main goals as follows: 1) help UMW develop into a fully functioning university while still embracing its collegiate history, 2) enhance Mary Washington's reputation and public value, and 3) raise funds to help the University achieve its goals.

Paramount to achieving these goals is the development of a robust strategic plan which details the University's vision statement (where we want to go) and its mission statement (what we want to do and how we will distinguish ourselves from the rest of the American Association of State Colleges and Universities – AASCU - institutions).

One of the challenges the strategic plan must address is how to effectively integrate and market a University that has three distinct campuses: the College of Arts and Sciences, the College of Graduate and Professional Studies, and eventually the Dahlgren campus. The plan should reflect common values, mutual respect, and appreciation for diversity among students, faculty, and staff. It must encourage thoughtful discussion among all stakeholders. Once developed, the strategic plan must hold people accountable for achieving these outcomes through careful evaluation.

Once a strategic plan is in place, it provides focus for a more carefully crafted capital construction plan. Allocation of funds becomes more deliberate. Recruitment and fund raising gain new momentum, and the shared vision creates more unity.

Mr. Hurley and Dr. Mikhalevsky explained the shared role of the strategic planning process and the state planning process. While responding to the state goals outlined in the Restructuring Act, UMW will also implement its own mission, character, and vision. The state mandates that higher education in Virginia be accessible, affordable, high quality, and sufficient to meet the broad-based needs in the state. These needs center around health care, technology, engineering, and education. The purpose of the Restructuring Act of 2005 was to provide public institutions with more autonomy in exchange for demonstrated commitment to achieving these goals. There are currently three levels of commitment to the Restructuring Act. UMW is a Level I with plans to move to Level II, a transition that will give the University more autonomy in the areas of procurement and Information Technology. To be certified annually, UMW must meet its agreed upon targets and the following twelve goals: Access, Affordability, Academic Offerings, Academic Standards, Student Progress and Success, Enhanced Access and Affordability, Economic Development, Research, Enhancing K12, Six Year Plans, Finance and Administration, and Campus Safety. Ensuring that UMW continues to achieve institutional certification is one of the Board's oversight roles.

Adjournment

Having no further business to discuss, Mr. Poole adjourned the meeting at approximately 5:00 p.m.

**BOARD OF VISITORS RETREAT
(Joint Meeting with UMW Foundation Board)**

July 18, 2008

MINUTES

Present:

Randall R. Eley
Elizabeth F. Foster '69
Martha K. Leighty '75
J. William Poole
Patricia B. Revere '63
Xavier R. Richardson
Russell H. Roberts
Nanalou W. Sauder '56
Daniel K. Steen '84
C. Maureen Stinger '94

Also Present - UMWF Board Members:

Florian N. Hofer, Chairman, UMW Foundation; Proposed Chair, Executive Committee
Kathleen Shepherd Mehfood '70 Vice Chairman, UMW Foundation
Theresa Young Crawley '77, Secretary, UMWF; Proposed Chair, Committee on Directors
Jeff W. Rountree '91, CEO, UMW Foundation
Richard V. Hurley, Treasurer, UMW Foundation
Dr. Judy Hample, President, University of Mary Washington
Edward V. Allison, Jr., Proposed Chair, Operations and Finance Committee
Paul A. Dresser, Jr., Proposed Chair, Investment Committee
Marjorie Meredith Poyck '66, Proposed Chair, Audit Committee
Virginia Lewis Dalton '40, Parliamentarian, UMW Foundation
Mona D. Albertine '71
K. Sue Bridi '81 (Ex-officio)
Gwendolyn Amory Cumming '52
André Eglevsky, Jr.
Jean Polk Hanky '69
Samuel C. Harding, Jr.
Mark Kuechler
Ruby Lee Norris '36
J. William Poole
Josiah P. Rowe III
Rita Morgan Stone '52
Fred D. Thompson, Jr.
C. M. Williams
Sylvia McJilton Woodcock '61

Also Present – UMW Staff:

Rosemary Barra, Vice President for Academic Affairs and Dean of the Faculty for the College of Arts and Sciences
 Meta Braymer, Vice President for Graduate and Professional Studies and Dean of the Faculty
 Bernard M. Chirico, Vice President for Student Affairs and Dean of the Students
 Judy G. Hample, President
 Richard V. Hurley, Vice President for Administration and Finance
 Nina Mikhalevsky, Acting Provost and Vice President for Strategy and Policy
 Gyles Norwood, Director of Finance and Accounting, UMW Foundation
 Jeffrey W. Rountree, Vice President for Advancement and CEO, UMWF
 Peggy Simpkins, Exec. Assistant to CEO, UMW Foundation
 Amy Andersen Taft, Clerk of the Board
 Nina Thompson, Deputy Director, UMW Foundation
 Martin A. Wilder, Vice President for Enrollment and Communications

The Board of Visitors participated in a joint meeting with the University of Mary Washington Foundation (UMWF) Board on Friday afternoon in the West Cove Room of the Tides Inn. The meeting convened at 1:15 p.m. with welcoming remarks by Rector Poole and UMWF Chairman Red Hofer. No action was taken at this meeting, as its purpose was primarily informational. Drs. Bill and Terrie Crawley, Mr. Steen, and Ms. Sauder reported on the successes and future goals of the Centennial Campaign. Mr. Rountree summarized recent modifications to the Foundation, including new bylaws, an updated memorandum of understanding between the Board of Visitors and the UMWF, new staff and updated organizational plan, revised articles of incorporation, and the merger of the Foundation and the UMW Real Estate Foundation (UMWREF). He also reviewed the current UMWF real estate portfolio and briefly summarized possible future acquisitions. At the conclusion of his report, Mr. Rountree introduced the following guest presenters:

Mr. Gary Nuckols, Esq., *Hirschler Fleisscher*

Mr. Nuckols provided an update concerning the recent merger of the UMWF and UMWREF. The merger was approved in April and became effective on July 1, 2008. The UMWREF has been terminated and only the UMWF remains.

Mr. Jeffrey Turner, *Brailsford & Dunlavey*

Mr. Turner summarized the results of a housing survey and reported that the general student population ranks convenience, attractiveness, sense of community, and wireless internet access as the primary requirements for new housing.

Mr. Jeff Arnold, *Concord-Eastridge, Inc.* and Mr. John Maddux, *RRMM Architects*

Following the housing survey presentation, Mr. Arnold and Mr. Maddux unveiled Phase I of Eagle Village. The property was purchased by UMWREF in December 2007 and includes 21 acres and 31 storefront tenants. The presenters discussed the current vision for the mixed use development as well as possible concepts to be integrated in the future.

Mr. Randy Dunning, *Dunning & Associates*

To conclude the afternoon presentations, Mr. Dunning described the RFP selection process and shared the finance plan for Phase I of Eagle Village.

Adjournment

Having no further business to discuss, Mr. Poole adjourned the meeting at approximately 4:00 p.m.

UNIVERSITY OF MARY WASHINGTON

BOARD OF VISITORS RETREAT

July 19, 2008

MINUTES

Present:

Randall R. Eley
 Elizabeth F. Foster '69
 Benjamin W. Hernandez '95
 Martha K. Leighty '75
 Princess R. Moss '83
 J. William Poole
 Patricia B. Revere '63
 Xavier R. Richardson
 Russell H. Roberts
 Nanalou W. Sauder '56
 Daniel K. Steen '84
 C. Maureen Stinger '94

Also Present:

Rosemary Barra, Vice President for Academic Affairs and Dean of the Faculty for the College of Arts and Sciences
 Meta Braymer, Vice President for Graduate and Professional Studies and Dean of the Faculty
 Bernard M. Chirico, Vice President for Student Affairs and Dean of the Students
 Judy G. Hample, President
 Richard V. Hurley, Vice President for Administration and Finance
 Nina Mikhalevsky, Acting Provost and Vice President for Strategy and Policy
 Jeffrey W. Rountree, Vice President for Advancement and CEO, UMWF
 Amy Andersen Taft, Clerk of the Board
 Martin A. Wilder, Vice President for Enrollment and Communications

Rector Poole convened the meeting of the Board of Visitors in the King Carter Room of the Tides Inn Resort at 1:35 p.m. Dr. Hample introduced six sets of questions to be addressed in the UMW Strategic Plan and the afternoon discussion focused on these issues.

1. Who are our students? Who will they be in the future?
2. What is the current image of UMW? And what do we want it to be tomorrow?
3. How well are we meeting the expectations of our students? And what should we do differently?
4. What type of working environment do we envision for our faculty and staff?
5. What are our current and future roles and responsibilities vis-à-vis the region and the Commonwealth?
6. Where are we now in terms of resources? And where should we aspire to be?

Our Students

UMW serves two distinct student markets and must recruit them in very different ways. The majority of our student population (approximately 4,000) comprises graduating high school seniors and community college transfer students. These tend to be full-time residential students, predominantly from the greater Northern Virginia area and other Virginia locales. With the founding of our graduate campus, UMW also serves the adult learner. In general, this population (currently about 1,000 students) comprises working adults.

Researchers have labeled this newest generation of college students “millennials.” In general, these students consider themselves to be special, to be entitled to certain privileges, and have perspectives that are closely aligned with their parents. They tend to stay closer to home and insist on a work-life balance. Furthermore, they expect that a college degree will automatically guarantee them a job. While some researchers refer to them as the “next great generation” because of their altruistic endeavors, this population has also experienced an increase in binge drinking, drug abuse, addiction, depression, and other harmful behaviors.

With these characteristics in mind, UMW has found it increasingly difficult to attract students to our campus. Students tend to apply to more schools and therefore have more options. While the minority population is increasing, the population of students that UMW typically attracts is on the decline, thus creating more competition with both private and public institutions.

Dr. Hample’s response to this data was that we need to be aware of the demographic trend, but not be a victim of it. First of all, she stated that we need a more detailed breakdown of Virginia’s demographics – data that is detailed county by county. She advised that UMW create more majors that are more closely linked with jobs. She also recommended that the state of our residence halls receive immediate attention, as she feels they currently detract from our applicant pool. Furthermore Dr. Hample stated that faculty and staff should consider developing online classes, a growing trend in higher education. Though it might not be a popular discussion, it is a necessary one. UMW also needs to develop a plan that addresses the increase in minority and first-generation students.

Image of UMW

Although *US News and World Report* ranks UMW high on the annual list of America’s Best Colleges, it is still ranked below other schools whose academic programs are substandard to ours. Princeton Review has included UMW on its list of most homogeneous schools. Many students perceive UMW as not affordable and have a fear of assuming student loans in order to finance their education.

Comments and suggestions raised on this issue included meeting with focus groups in order to round out the data of these perceptions; improving the website; faculty and staff must think beyond themselves and work together to address common challenges; UMW has an ethical imperative to develop strategies that meet the financial needs of students. Mr. Hurley commented that UMW has multiple images depending on whose perspective is being considered: the local community, city government, the Virginia legislature, prospective students and faculty,

parents, and others. It is important that the institution look for overall trends and not get overly concerned about individual details.

Faculty and Staff

Faculty and staff should be involved in the development of a strategic plan. Currently morale varies depending on the issue, but the major complaints center on salary and workload.

Current and Future Resources

As part of the strategic planning process, targets and percentage goals should be determined. The University should look carefully at all of its revenue streams and make sure they are being tapped to the full potential.

Adjournment

Having no further business to discuss, Mr. Poole adjourned the meeting at approximately 6:00 p.m.

UNIVERSITY OF MARY WASHINGTON

BOARD OF VISITORS RETREAT

July 20, 2008

MINUTES

Present:

Randall R. Eley
 Elizabeth F. Foster ('69)
 Benjamin W. Hernandez ('95)
 Martha K. Leighty ('75)
 Princess R. Moss ('83)
 J. William Poole
 Patricia B. Revere ('63)
 Xavier R. Richardson
 Russell H. Roberts
 Nanalou W. Sauder ('56)
 Daniel K. Steen ('84)
 C. Maureen Stinger ('94)

The Board met in closed meeting with President Hample at 9:10 a.m., recessing at 10:45 in order to move to a Nominations Committee session as a committee of the whole. The Nominations Committee will take to the full Board in September the following slate of candidates:

Nanalou Sauder: Rector
 Dan Steen: Vice Rector
 Pat Revere: Secretary
 Marti Leighty: At Large Member
 Betty Foster: At Large Member

Until the new Officers and Executive Committee are elected in September, the current Executive Committee will continue to serve.

Approved: _____
 Rector

Approved: _____
 Secretary