

UNIVERSITY OF MARY WASHINGTON
BOARD OF VISITORS RETREAT
July 16-18, 2010
MINUTES

Present:

Mary J. Berry
Holly T. Cuellar '89
Randall R. Eley (July 17-18)
Martha K. Leighty '75
Patricia B. Revere '63 (July 16)
Xavier R. Richardson
Russell H. Roberts
Nanalou W. Sauder '56
Daniel K. Steen '84
Pamela J. White '74
Joseph R. Wilson
Betsy J. Chinn, Deputy Clerk of the Board (July 16-17)
Mary R. Corbin '71, Clerk of the Board

Also Present:

Richard V. Hurley, President
President's Cabinet (July 16-17):
Dana B. German, Vice President for Information Technologies
Jay A. Harper, Provost
Richard R. Pearce, Acting Vice President for Administration and Finance
Salvatore M. Meringolo, Vice President for Advancement and University Relations
Jeffrey W. Rountree, Chief Executive Officer of UMW Foundation
Douglas N. Searcy, Vice President for Student Affairs
Martin A. Wilder, Jr., Chief of Staff (July 16-18)
George Farrar, Associate Vice President for University Relations and Communication
Richard Finkelstein, Dean of the College of Arts and Sciences (July 17, 2010)
Ronald C. Forehand, Senior Assistant Attorney General
Larry W. Penwell, Acting Dean of the College of Business (July 17, 2010)
Members, UMW Foundation Board (July 16)

Absent:

Princess R. Moss '83

Rector Sauder convened the meeting on Friday, July 16, at 1:30 p.m. following lunch with members of the UMW Foundation Board at the Jepson Alumni Executive Center. Kathy Mehfoud, President of the Foundation Board, introduced three new Board members, Lloyd Backstrom, Snookie Nutting, and Conrad Warlick, and thanked the Rector and members of the Board of Visitors for the joint meeting. Mrs. Sauder introduced the new members of the Board of Visitors, Mrs. Cuellar and Mr. Wilson, thanked Mrs. Mehfoud and the Foundation Board for hosting the meeting, and introduced Mr. Hurley as the ninth President of the University.

President Hurley introduced Mr. Scott Jones and Mr. Scott Sullivan from Burt Hill architectural firm to present the first public draft of a campus master plan, noting that the last master plan was

completed in 2001; since then, UMW has acquired property at the former Park and Shop shopping center and developed a new Strategic Plan.

Mr. Sullivan reviewed the data collection process to date, including seven focus group sessions and numerous questionnaires to varied UMW constituencies, and the nine goals to address the UMW Strategic Plan and future needs. Existing academic, residential, dining, and parking space was considered. Existing classrooms and laboratories can accommodate an additional 365 students, and parking is adequate for the current enrollment, but Seacobeck Hall and the Eagles Nest are at the end of their useful life. Recommendations by Burt Hill include an enhanced student center; additional parking and 50,000 square feet of academic space for enrollment growth; an extension of Campus Walk; and renovation of housing to meet the needs of students.

Specifically, Mr. Sullivan proposed by 2019 the renovation of eight residence halls; an addition to Jepson Science Center; a new parking deck on College Avenue next to the heating plant; a new three-story student center/dining facility on the site of Seacobeck Hall; repurposing Woodard Campus Center for academic use; renovation of Chandler Hall; replacement of Jefferson and Bushnell Halls with living/learning suite-style residence halls and replacement of Framar and South Hall with new four or five-story residence halls; a Performing Arts Center at the corner of William Street and Sunken Road; a pedestrian bridge over William Street to the UMW Apartments; renovation of the amphitheatre for outdoor performing arts; public restrooms and athlete-changing rooms at the Battleground Complex; and expansion of the George Washington Hall parking lot in place of Fairfax, Tyler, and Hamlet Houses.

Mr. Sullivan responded to questions from Board members, noting that the heritage of Georgian-style architecture will be maintained and that materials and construction techniques will ensure a life span of 100 years for new buildings. The next phase of the Master Plan will be costing and sequencing of implementation so that the campus never looks like a construction zone.

Rector Sauder introduced the Chief Executive Officer of the UMW Foundation, Jeff Rountree, and UMW Vice President for Advancement and University Relations Torre Meringolo to review the Memorandum of Understanding approved in 2007 by the Foundation Board and Board of Visitors. Mr. Meringolo provided an historical review of public education and private fundraising, and Mr. Rountree described the fundraising responsibilities of the two Boards. Essentially, the Board of Visitors is responsible for the establishment of funding priorities and fundraising, and the Foundation is prepared to assist when asked. Mr. Meringolo noted that UMW is a small institution and needs the assistance of both the Board of Visitors and the Foundation Board.

Mr. Meringolo introduced preliminary plans for the next fundraising campaign at the University, noting that the initiatives will be based on the Strategic Plan: develop support for three colleges; keep UMW accessible; increase the University endowment; seek support for distinctive programs; increase support for core academic needs and the fine arts; and create a student leadership program. The first step will be a feasibility study followed by identification of the leadership. The quiet phase of the campaign is anticipated from July 2011 to December 2013.

Mrs. Sauder thanked members of the Foundation Board for their support and work on behalf of the University, and Mrs. Mehfood adjourned their meeting. Following a break, members of the Board of Visitors reconvened to discuss the Master Plan presentation. Mr. Richardson noted that the end consumer is the student and that UMW facilities must be competitive to attract the best

students. Ms. Revere emphasized the importance of communicating to alumni the need to replace numerous residence halls.

At 4:30 p.m., Rector Sauder adjourned the meeting. Members later attended the ribbon-cutting ceremony and reception at Eagle Village and had dinner at the home of Distinguished Professor of Biology Rosemary Barra and her husband Joseph Caruso.

On Saturday, July 17, Rector Sauder reconvened the Board at 9:05 a.m. following breakfast at the Gari Melchers Home and Studio at Belmont. Dr. Harper stated that the new structure for three colleges became effective on July 1. He introduced Richard Finkelstein as the new Dean of the College of Arts and Sciences and Larry Penwell as Acting Dean of the College of Business. Dr. Finkelstein reviewed his background, having served most recently as the chair of the English Department at State University of New York, College at Geneseo, and provided his impressions of the arts and sciences program at UMW. Dr. Penwell began his career at UMW in 1989, directed the SACS Self-Study in 2003, and is a Professor in the Departments of Business and Psychology. He traced the development of the College of Business, beginning with 2009-10 when the organizational structure and curriculum were developed. Application for accreditation of the undergraduate and graduate programs by the Association to Advance Collegiate Schools of Business (AACSB) is anticipated in 2013-14. This is a five-year process, and post-tenure review will be required every five years.

Ms. Corbin coordinated a Web demonstration of an electronic Board book by BoardDocs, currently in contract negotiation with the University. Following some discussion, Board members concluded that the advantages of a paperless environment outweigh any potential risks, and agreed to move forward with the project. Rector Sauder thanked Ms. Corbin for moving the project forward since first learning of the possibility at the annual Association of Governing Boards (AGB) conference last March.

Following a break, Dr. Harper provided an update on the Stafford campus faculty transition from the rules and regulations governing their employment at the former College of Graduate and Professional Studies into the new Colleges of Business and Education. A committee comprising faculty from the Stafford and Fredericksburg campuses and chaired by Distinguished Professor Carter Hudgins was charged to develop the specific plans and decision-making process necessary for faculty to migrate from expiring rolling contracts to a new contractual tenure/tenure-track status. The report was forwarded to the President on July 16.

Judge White introduced revisions of the UMW Board of Visitors Bylaws proposed by a committee appointed in May, including Ms. Berry, Mrs. Leighty, Mr. Roberts, and Judge White. After continued discussion, the Committee intends to forward a proposal to the Executive Committee in August. Its views along with the proposed amendments will be provided to all Board members with the notice of the regular meeting in September, as required by the current Bylaws. Philosophically, the changes are intended to identify a supportive role of the Board to the President. The AGB publication titled *Illustrative Bylaws for Public Colleges and University Governing Boards* (2003) was used as a model for the role and duties of the President and for a Nominating Committee.

Following lunch, Judge White concluded the review of the proposed revisions, emphasizing that it is an early work in progress and that pieces of the existing Bylaws that are obsolete remain to be reviewed. She welcomed comments from members of the President's Cabinet, particularly those pertaining to Standing Committees in their varied divisions. Mr. Forehand advised that it

is unnecessary to include items in the Bylaws that are provided in the Code of Virginia. Rector Sauder thanked the Bylaws Committee for their work and called upon Mr. Pearce to discuss UMW tuition and fees.

At the regular meeting of the Board last April, members questioned the advisability of remaining in a middle rank for tuition and fees among State-supported and competitor institutions. Mr. Pearce reviewed the recent State funding reductions, which by the end of FY11 will have resulted in a loss of at least \$8M or 35% since 2007. He described State funding as unpredictable, volatile, and subject to politics. Presently, only 22% of the UMW operating budget comes from State funds compared to 49% in 1991. In addition, the number of out-of-state students has decreased from 1,202 in 2002 to 822 in 2010, resulting in a loss of \$4.5M. Tuition and fees at UMW between 1999 and 2010 have increased 145% for in-state students and 103% for those from out of state. Mr. Pearce reviewed various tuition methodologies, including application of a percentage, a dollar amount, tiered tuition, and discounting.

President Hurley recommended that UMW grow enrollment from the existing 4,200 to no more than 4,500 undergraduates over the next five years in order to retain the small size common to the best public liberal arts schools. Following a discussion, the general sense of the Board was that in order to stay small, selective, and distinctive, UMW must price tuition and fees more aggressively due to an unreliable State-funding stream. Mr. Richardson cautioned that some of the additional tuition revenue must be applied to unmet needs in order to advance the diversity initiative. Mr. Steen advised that some unique aspect of UMW must be communicated widely to compensate for a tuition increase and that Board members be more visible externally to promote the University of Mary Washington.

Rector Sauder thanked President Hurley and his team for a good discussion, and presented a resolution to recognize the service of John Pearce, who retired recently as the Director of the James Monroe Museum and Memorial Library.

On motion by Mr. Roberts and seconded by Mr. Richardson, the following resolution was approved unanimously:

WHEREAS, John N. Pearce has served the University of Mary Washington with dedication and devotion for 27 years, teaching in the Department of Historic Preservation and directing programs for the Center of Historic Preservation, James Monroe Museum and Memorial Library, James Monroe Presidential Center, and Enchanted Castle Site at Germanna; and

WHEREAS, his commitment to the study, interpretation, and presentation of the life, times, and legacy of James Monroe has enhanced the University's regional outreach through the James Monroe Museum and Memorial Library, the creation of the James Monroe Presidential Center, and support for the James Monroe Papers project; and

WHEREAS, Mr. Pearce has incessantly advocated legislative support to assure the safety from fire or water damage of the Museum's collection of more than 1,600 items owned by James and Elizabeth Monroe, 10,000 rare books, and 27,000 documents relating to the life and times of Monroe and his descendants – a valuable resource for historians, educators, the community, and the general public; and

WHEREAS, his personal advocacy of James Monroe has been instrumental in the founding and expansion of the Friends of the James Monroe Museum to procure private support for the advancement of the Museum; and

WHEREAS, through his personal demeanor and broad and deep knowledge of the fifth President of the United States, John Pearce has come to epitomize the character of James Monroe to many in the Mary Washington community;

NOW, THEREFORE, BE IT RESOLVED that the Rector and Visitors of the University of Mary Washington extend to John Pearce their sincere appreciation for his countless contributions to the University and to the James Monroe Museum and Memorial Library in particular, and convey to him their best wishes for a well-deserved retirement.

There being no further business for discussion during the Saturday session, the Rector adjourned the meeting at 5 p.m. Dinner followed at 6:30 p.m. at the Eagles Nest.

On Sunday, July 18, Rector Sauder convened the Board at 9:05 a.m. following breakfast at the Gari Melchers Home and Studio at Belmont.

President Hurley distributed an excerpt from a study by consultants Segal and Sibson, who were retained by George Mason University and other Virginia colleges and universities including UMW to study the cost of living throughout the State. Their report, dated May 25, 2010, was presented to the State Council for Higher Education in Virginia (SCHEV) for consideration in their recommendations of faculty salaries to the General Assembly. Since 1988, SCHEV has based its recommendation for each school on a comparison with the faculty salary average of 25 of its peers.

Mr. Hurley also distributed and highlighted a list of his activities since his appointment as Acting President on April 1. He announced the date of his inauguration as President on September 30, 2011, and stated that he has assigned leadership responsibility for each of the objectives in the UMW Strategic Plan.

On motion by Mrs. Leighty, seconded by Mr. Roberts, the Board went into Closed Meeting pursuant to Section 2.2-3711 (A) (1) of the Code of Virginia to discuss presidential performance and Personnel. Everyone except President Hurley and Mr. Forehand left the room. At the end of the discussion, on motion by Mr. Roberts, seconded by Mr. Richardson, and agreed to by all members, the Board came out of Closed Meeting. In compliance with the Virginia Freedom of Information Act, Mr. Roberts made a motion, seconded by Mr. Steen, to adopt the Certification of Closed Meeting that was read and is attached to these minutes as Appendix A. Mrs. Leighty called the roll to ascertain whether each member was in agreement with the certification that the purpose of the closed meeting had been strictly adhered to. All members present were in agreement.

Rector Sauder passed chairmanship of the meeting to President Hurley in order to conduct the election of officers and members of the Executive Committee. Mr. Roberts reviewed the process of the Nominating Committee appointed at the May meeting of the Board, comprising Ms. Berry, Mr. Eley, and Mr. Roberts as Chair, and noted that the slate presented was adopted by the Committee unanimously. Mr. Roberts made a motion, seconded by Ms. Berry, to elect Mr. Steen for Rector, Judge White for Vice Rector, Ms. Revere for Secretary, all for two-year terms,

and Mrs. Leighty and Mr. Richardson as at-large members of the Executive Committee for one-year terms. All members present were in favor.

Rector Steen assumed chairmanship of the meeting and thanked Mrs. Sauder for her service, time, leadership, and focus on the future. President Hurley also expressed his appreciation to Mrs. Sauder for her support, and she thanked Board members for their work and support. Mr. Steen agreed with President Hurley's vision for UMW to be the best public liberal arts school in the nation and requested increased visibility of Board members among alumni and political contacts to enable that vision. He also asked that Board members consider the feasibility of a five-year, \$50M capital campaign. He described his plans to work with the Vice Rector and Executive Committee as a team, and invited all Board members to attend all committee meetings. Board meeting dates were discussed and will be distributed to Board members along with committee assignments when finalized.

Adjournment

Having no further business to discuss, Rector Steen thanked the President, Clerk, and Mrs. Sauder for planning and conducting a productive meeting. He adjourned the meeting at 11:55 a.m.

Approved: _____
Rector

Approved: _____
Secretary

Attachments – Appendix A: Closed Meeting and Certification