

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
BOARD OF VISITORS ORIENTATION
OCTOBER 22-23, 2019
MINUTES**

Mr. Peter Blake, Director of SCHEV welcomed the attendees and provided a brief overview of the agenda. Attached is a copy of the attendee list.

Mr. Blake introduced the President and CEO of The Virginia Museum of History and Culture (VMHC), Mr. Jamie Bosket. Mr. Bosket provided welcoming remarks to the group and spoke about the museum's history, collections and current exhibits.

Mr. Blake introduced the Chair of the State Council of Higher Education for Virginia (SCHEV), Mr. Heywood Fralin. Mr. Fralin gave an overview of the agenda and explained the importance of service as a member of a board of visitors (BOV).

Mr. Blake introduced the first panel featuring Marge Connelly, Vice Chair of SCHEV and former Rector, Board of Visitors, Longwood University, Alan Gernhardt, Senior Attorney, FOIA Advisory Council, and Deb Love, Senior Attorney General and Chief of the Education Section, Office of the Attorney General.

Synopsis of Virginia's Coordinated System of Higher Education and of Boards' Legal and Ethical Responsibilities In It

Mr. Blake presented on the Virginia Higher Education landscape, including the numbers of institutions and the history and role of SCHEV as the coordinating board. He talked about the importance of higher education, in terms of return on investment of state funding. The governance structure involves the Governor and General Assembly, state committees, boards of visitors and SCHEV. Ms. Connelly presented on the Virginia Plan for Higher Education. The Plan's objective is to make Virginia the best educated state by 2030. She reviewed Virginia's strengths and challenges relative to meeting each goal that has been set in pursuit of this objective. She listed actions needed from the institutions in order to address the challenges.

Mr. Gerhardt talked about the Freedom of Information Act (FOIA) and said that FOIA permeates all actions that the board must take. It ensures that the people are informed about government decisions. Public records are subject to FOIA, and must be disclosed unless disclosure is prohibited or the records are exempted under one of about 150 exemptions in the law. Public meetings must be properly noticed and open to the public, and minutes must be taken. For closed meetings, the body must first have an open meeting, hold a vote to close the meeting, and then follow specific requirements. All actions taken by the board must be done in open session.

Ms. Love briefed the group on the role of the Office of the Attorney General (OAG) as the exclusive counsel for the institutions of higher education. The OAG may appoint outside counsel for matters outside its expertise. There has to be consistency among

the division's attorneys. Many board members do not have experience in the public sector, and it is very different from the private sector. She encouraged members to turn to assigned counsel to answer questions, although the Rector may prefer that communications go through her/him. Relying on advice of counsel may be a defense if sued.

Mr. Blake referred members to the SCHEV website to view the FOIA video and other relevant materials.

The panel answered questions from the group, which mainly concerned FOIA meeting requirements). Katie Webb, member of SCHEV Council, provided concluding remarks.

Cabinet Perspectives on Board Service:

Ms. Webb introduced the panel of cabinet members.

Atif Qarni, Secretary of Education, thanked and greeted the group. He shared the Governor's "cradle to classroom to career" approach. Early childhood development is a priority because the best way of addressing gaps that exist is to focus on the early years of brain development. Secretary Qarni praised institutions for embracing diversity for students and faculty and announced plans to do an equity summit.

Megan Healy, Governor's Chief Workforce Development Advisor, talked about building partnerships with institutions to make sure that students have pathways to jobs with living wages. All of Virginia should have the skills to get a great job. She wants to make sure that we are putting resources where they are needed. Work-based learning and paid internships are important to providing access.

Kelly Thomasson, Secretary of the Commonwealth, talked about the process of appointment to the boards. She shared a goal to make sure that boards reflect the diversity of the state. Among 60 board appointments this year, over 50% were non-white.

Aubrey Layne, Secretary of Finance shared a presentation on issues that impact state funding for higher education. Secretary Layne discussed key factors used by the rating agencies to assess the health of Virginia's economy. National and state economic indicators point to a slowing economy. The health of the national economy, federal policy and issues such as health care costs and pre-K-12 education costs are among the factors that create funding challenges for higher education. He provided a general overview of SCHEV recommendations for the Governor's budget.

Achieving and Maintaining Institutional Excellence, Equity and Innovation in Times of Change and Uncertainty

Mr. Blake introduced Janice Underwood, Virginia Director of Diversity, Equity and Inclusion in the Office of the Governor. Dr. Underwood provided information about her background and the role of her office. She provided a set of three questions for boards

to ask regarding diversity, equity and inclusion efforts: 1) What are you doing on your campus?; 2) how do you know if measures are working?; 3) how can we transform colonized manifestations that are only in place to make the status quo comfortable?

Dr. Underwood introduced Toyia Younger, Vice President for Leadership Development, American Association of State Colleges and Universities (AASCU). Dr. Younger provided information on her connection with the Commonwealth and her family history. Her educational background gave her the passion for providing future generations with the opportunity to surpass the generation before. She described the mission and membership of AASCU and its involvement in equity initiatives. Equity is not necessarily a conversation about race; there are other dimensions, including diversity of thought, ideology, religion, sexual orientation and socio-economic status. Equity is making sure that all students have what they need to achieve their degrees and avoiding assumptions that all students are coming to us with the same level of preparation and same resources. Boards should assess institutional readiness to make significant changes.

Governor Northam's Remarks on Higher Education and Board Service

Mr. Fralin introduced Governor Ralph Northam. Governor Northam addressed the group and thanked them for serving. He praised the members of his administration. He stressed the importance of diversity to his administration. His cabinet is majority women. Addressing his appointment of the first officer for diversity, equity and inclusion, he pointed out that the Commonwealth has over 100,000 state employees. Most corporations of that size have an officer of diversity and inclusion. Regarding the budget, Virginia overall is doing well, with lowest unemployment rate in history. But there are challenges. Many regions of the state are competing for talent, so we have to address the talent pipeline.

The Governor spoke of education as a continuum. Early childhood education is important, as is preparing for the jobs of the future. He urged members to consider affordability and predictability of costs for families, recruitment of faculty and serving veterans.

WEDNESDAY, OCTOBER 23

Mr. Blake provided a greeting and opening remarks and introduced the panel of Henry Stoever, President and CEO of the Association of Governing Boards of Universities and Colleges and Heather Crislip, Rector of the Board of Visitors of the University of Mary Washington.

Best Practices of Effective Boards: Governing Change-averse Institutions in a Fast-paced World

Mr. Stoever spoke about board service and strategic leadership, which requires board members to be very engaged. They should ask the Governor why they were appointed. He provided an overview of AGB, its mission and membership. He spoke of the

environment in higher education. He said that board members should leverage staff to understand the impacts on that environment in which the institution must operate.

Six principles of board leadership:

- Accountability to stakeholders.
- Hiring and evaluating the president
- Strategy
- Board composition
- Oversight
- Commitment

He recommended strategies for more effective engagement, then answered questions from the group.

Ms. Crislip provided recommendations on board operations based on her experience as the University of Mary Washington Rector. Her institution took a number of measures to make meetings more efficient. As rector, she acts as a conduit for all board members' concerns to address to the administration, to ensure that the president is clear on board priorities.

Mr. Stoever and Ms. Crislip answered questions.

Peter Blake introduced Tom Slater, member of SCHEV and former President of the board of visitors of Virginia Military Institute, who provided concluding remarks.

Hot Topic: Issues in College Student Life

Deputy Secretary Fran Bradford served as moderator and introduced Dr. R. Kelly Crace, Associate Vice President of Health and Wellness at the College of William & Mary and Kevin Foust, Vice President of Campus Safety and Security at Virginia Tech.

Dr. Crace talked about macro-shifts in student life. There are students who previously would not have been able to go to college, such as those on the spectrum or w/ mental health issues. Demand for services and care is high and exceeds the resources that we have. He does not agree that this generation is a snowflake generation; research shows that they are very resilient. Competition is high and fear of failure is higher than ever. He said there is a need for different types of mental health care for different needs. Mental health on campus is everyone's responsibility.

Mr. Foust spoke about mental health issues on campus. Some studies suggest that 20 to 30 percent of students coming in with pre-diagnosed conditions. Others are not pre-diagnosed but will experience a crisis once they are on campus. Many will go into crisis because they don't know how to take their prescribed medications.

Regarding sexual assault, Dr. Crace said need to ensure that everyone comes onto campus with some baseline understanding about healthy sexual relationships. He recommended bystander training/courage intervention. Mr. Foust recommended that

the members understand the consequences of failing to follow Title IX and Clery Act and learn how the institution partners with other law enforcement in the area.

On drug and alcohol abuses issues, Dr. Crace said need to understand the fuel that moves people toward that behavior. Mr. Foust said members should know about the programs offered to the community and what types of abuse is most common.

The panelists answered questions.

Sarah Izabel, Co-Chair of the SCHEV Student Advisory Committee and a student at Virginia Commonwealth University, provided concluding remarks. She said that students are aware of their unhealthy behaviors but believe that is what they must do to get what they want. She said that diversity and inclusion issues are important. On sexual assault, informing students is key, e.g., VCU has made it very clear about a student's options if something happens. Regarding substance abuse, drugs are very easy to get on campus and it is not perceived to be a problem when people over-drink on the weekends. Students should understand the problems of becoming dependent.

Hot Topic: Issues of Equity

Ms. Izabel introduced the panelists. Dr. Susan Gooden, Chair of the State Board for Community Colleges and Interim Dean of the Wilder School of Government and Public Affairs at Virginia Commonwealth University, and Paola Santana, the Strategy Officer for State Policy, Lumina Foundation.

Ms. Santana introduced herself and talked about Lumina's attainment goal. She provided national statistics on the demographics of current students enrolled in postsecondary institutions. The system is really not designed for modern students. Important to understand how policies affect these students. Attainment has been increasing pretty steadily in the Commonwealth, but the growth has not been equitable; it has not affected all racial groups the same way. There is a gap for students of color. Lumina met with Governor Northam, and he said equity is a priority of his administration and shared his strategies, which boards should embrace.

Dr. Gooden recommended that members build an equity initiative with the president to hold all senior administrators accountable for diversity and equity. She said board members should ask if the institution really wants diversity success and work through what some of the issues may be. She said board members should challenge myths around diversity and employ specific strategies for faculty recruitment.

The panel answered questions.

Boards' Fiduciary Obligations for Institutions' Financial Health and Sustainability and their Impacts on Students' Affordability and Debt

Victoria Harker, Member, SCHEV and Former Chair, Finance Committee, Board of Visitors for the University of Virginia, introduced the panel. Michael Maul, Associate Director for Education and Transportation, Department of Planning and Budget, Jennifer “J.J.” Wagner Davis, Executive Vice President and Chief Operating Officer, University of Virginia, and Kevin Davenport, Vice President of Finance, Virginia State University.

Mr. Maul presented on the state budgeting process. He broke down the general fund by categories of expenses and provided an overview of trends in state funding per full-time-equivalent student. Increases in tuition have surpassed inflation. Currently, the economy is slowing. The administration is developing the biennial budget and questioning the amount that will be available for discretionary spending.

Ms. Davis advised members to get to know their institution’s Chief Financial Officer and Chief Operating Officer. At the most macro level, that person is always looking for efficiencies and lowering costs. Find out what they are working on.

Mr. Davenport said the finance officer has a tough job because there are so many stakeholders and not enough resources for everyone’s needs. It is their job to be focused on the strategic plan.

On recruitment of students, competition has increased and tuition discounting is common. Out-of-state students pay a higher tuition and they have become more sophisticated in understanding that. Members should understand their own institution’s mix of in-state and out-of-state and know who competing with for students. Be aware of strategic enrollment plan.

The panel answered questions, including about student demand for technology and the role of foundations.

Perspectives from Rectors and Presidents on Issues Confronting Board Leadership and Executive Administration

Anne Holton, Interim President of the George Mason University, introduced the panel and provided questions for the panel members. Panel members included Katherine Rowe, President, William & Mary; Brian Hemphill, President, Radford University; Marianne Radcliff, Rector, Longwood University, and Dennis Treacy, Member and Immediate Past Rector, Board of Visitors, Virginia Tech.

The panel provided advice on the primary focus of a new board member. Be aware of the distinction between governance and management roles. Members should speak with one voice through the rector. New members should take time to learn and ask a lot of questions.

The panel answered questions from the audience regarding such topics as how to best leverage the strengths of board members, encouraging open discussions within the

confines of Freedom of Information Act meeting laws, and time management. Panelists gave examples of good and bad board/administration interaction.

Ms. Holton wrapped up the panel by saying that the most important job is to show up and be prepared. Show up on campus at events other than board meetings.

Mr. Blake provided concluding remarks about the program and said a representative from the Secretary's office would distribute pins and commissions.

Katie Webb
Council Secretary

Beverly Rebar
SCHEV staff

Registered Attendees - 2019 Boards of Visitors Orientation

George Mason University

Simmi Bhuller
Carolyn Moss
Juan Carlos Iturregui

James Madison University

Kathy Warden

Longwood University

Cookie (N.H.) Scott

Norfolk State University

Mary Blunt
Pamela Boston
Kim Brown
Jim Dyke
Harry Watkins

Old Dominion University

Robert Broermann
Peter Decker

Radford University

Robert Archer (Rector)
David Smith
Lisa Throckmorton

University of Mary Washington

Heather Crislip (Rector)
Deborah Santiago

Virginia Commonwealth University

Pamela El
Carolina Episinal
Colleen Santana
Alexis Swann

Virginia Community College System

RJ Narang
Terri Thompson

Virginia Military Institute

Michael Hamlar

Virginia State University

Raul Herrera

Virginia Tech

Shelley Barlow
Sharon Brickhouse Martin
Melissa Nelson
Horacio Valeiras (Rector)

William & Mary

Mari Carmen Aponte
Charles Poston

State Council of Higher Education for Virginia

Peter Blake, Director
Marge Connelly, Vice Chair
Heywood Fralin, Chair
Victoria Harker
Marianne Radcliff
Thomas Slater
Katharine Webb, Secretary

Board Professionals

April Allbritton, Norfolk State University
Ericke Cage, Norfolk State University
Karen Castelee, Radford University
Chelsea Gray, Virginia Commonwealth University
Donna Harper, James Madison University
Jeffrey McClurken, University of Mary Washington
Kim O'Rourke, Virginia Tech
Annie Redd, Virginia State University
Michele Schumacher, Virginia Commonwealth University
Donna Thornburg, Virginia Commonwealth University

Student Advisory Committee

Ethan Crouson, Old Dominion University
Sarah Izabel, Virginia Commonwealth University

Governor

The Hon. Ralph Northam, Governor of Virginia

Cabinet Members

The Hon. Fran Bradford, Deputy Secretary of Education
The Hon. Megan Healy, Governor's Chief Workforce Development Advisor
The Hon. Aubrey Layne, Secretary of Finance
The Hon. Atif Qarni, Virginia Secretary of Education
The Hon. Kelly Thomasson, Secretary of the Commonwealth

Other Participants

Jamie Bosket, President & CEO, Virginia Museum of History & Culture
Caroline Corl, Governor's Office
Kelly Crace, Associate VP for Health & Wellness, William & Mary
Kevin Davenport, Vice President of Finance, Virginia State University
Ron Forehand, Sr. Assistant Attorney General, Office of Attorney General
Kevin Foust, Chief of Police & Director of Security, Virginia Tech
Alan Gernhardt, Executive Director, FOIA Advisory Council
Susan Gooden, State Board for Community Colleges
Brian Hemphill, President, Radford University
Mark Herring, Attorney General, Office of the Attorney General
Sarah Herzog, Deputy Director, Senate Finance Committee
Anne Holton, President, George Mason University
Julie Laskaris, American Association of University Professors
Deb Love, Senior Assistant Attorney General, Chief of the Education Section, Office of the Attorney General
Michael Maul, Associate Director, Department of Planning & Budget
Katherine Rowe, President, William & Mary
Paola Santana, Strategy Officer for State Policy, Lumina Foundation
Henry Stoeber, Association of Governing Boards
Saranna Thornton, American Association of University Professors
Dennis Treacy, Member and Past Rector, Board of Visitors, Virginia Commonwealth University
Janice Underwood, Virginia Director of Diversity, Equity and Inclusion, Governor's Office
Jennifer Wagner Davis, Executive Vice President And CEO, University of Virginia
Toyia Younger, American Association of State Colleges and Universities