

**Minutes of the Board of Visitors Retreat, William & Mary
July 22–24, 2025
Washington, D.C.**

The Board of Visitors of William & Mary held its annual retreat from Tuesday, July 22, through Thursday, July 24, 2025, at the W&M Washington Center in Washington, D.C., with lodging provided at the Arlo Hotel.

Tuesday, July 22, 2025 — Orientation for Newly Appointed Members

The retreat began at 2:30 p.m. with a session titled *All Your Questions Answered*, an orientation for newly appointed Board members held in the Board Room of the W&M Washington Center. President Katherine Rowe provided an overview of university operations and responded to Board member questions about the year ahead. In attendance were Rector Charles Poston, Vice Rector Ardine Williams, Board members Eric Cantor, Melissa Ballenger and Hillary Waldron, University Counsel Carrie Nee, Clerk to the Board Michael Fox and Deputy Clerk to the Board Dane Pascoe.

Following a break at 4:00 p.m., orientation resumed at 4:15 p.m. with a technology overview and guided tour of the Board's OnBoard platform, led by Deputy Clerk Pascoe for Board members Ms. Ballenger, Mr. Cantor, and Ms. Waldron. The orientation session adjourned at 4:50 p.m.

Also at 4:15 p.m., the Subcommittee on Compensation met. Present were Rector Poston; Vice Rector Williams; Mr. Estes; Mr. Petters, Chair of the Subcommittee; and Mr. Ashton, Secretary of the Board. Mr. Ashton and Mr. Petters were granted permission to participate by phone for personal reasons pursuant to the Bylaws. Mr. Ashton participated from Springfield, Virginia beginning at 4:17 p.m. and Mr. Petters participated from Newport News, Virginia.

Following a brief welcome, Ms. Williams moved the Subcommittee meet in closed session for the purposes of Va. Code § 2.2-3711.A.1 for consideration of the terms of appointment of the President; and Va. Code § 2.2-3711.A.8 for consultation with legal counsel regarding contractual matters and FOIA compliance; the motion was seconded by Mr. Estes and approved unanimously following a roll-call vote of the members conducted by Clerk to the Board Michael Fox. Members of the Subcommittee, the Rector, President Rowe and University Counsel Nee went into closed session at 4:17 p.m.

The Subcommittee reconvened in open session at 4:45 p.m.

Ms. Williams moved that members of the Subcommittee certify by roll-call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have a closed session were discussed. The motion was seconded by Mr. Estes and was certified by roll-call vote, 5–0, conducted by Clerk Fox.

The day concluded with a dinner from 6:30 to 8:00 p.m. at Rasika on New Hampshire Avenue attended by Rector Poston, Vice Rector Williams, Secretary Ashton, President Rowe, and the new members of the Board, Ms. Ballenger, Mr. Cantor, and Ms. Waldron.

Wednesday, July 23, 2025

Board Members Present

Hon. Charles E. Poston	Ms. AnnaMaria DeSalva	Ms. Hillary Waldron
Ms. Ardine Williams, Vice Rector	Mr. W. Taylor Franklin	Hon. Jill Holtzman Vogel
Mr. Kendrick Ashton, Jr., Secretary	Mr. Stephen J. Huebner	Dr. Scott Swan, Faculty Representative
Ms. Melissa Ballenger	Ms. Jennifer Tepper Mackesy	Ms. Zoe Wang, Student Representative
Mr. John L. Brownlee	Mr. Courtney M. Malveaux	Mr. Adam White, Staff Liaison
Hon. Eric Cantor	Mr. C. Michael Petters	
Mr. Rob W. Estes	Ms. Laura Keehner Rigas	

Board Members Absent

Hon. Thomas K. Norment, Jr.

Others Present

Dr. Peggy Agouris, Provost	Ms. Ashley Hood, Assistant Vice President for Government & External Affairs	Ms. Carrie Nee, University Counsel
Dr. Ginger Ambler, Senior Vice President for Student Affairs & Public Safety	Mr. Sean Hughes, Chief Business Officer	Dr. Dane Pascoe, Deputy Clerk to the Board of Visitors
Dr. Taylor Brings, Business Affairs Chief of Staff	Dr. Matthew T. Lambert, Senior Vice President for University Advancement	Dr. Katherine Rowe, President
Mr. Michael Fox, Senior Assistant to the President and Clerk to the Board of Visitors	Mr. Brian Mann, Director of Athletics	Mr. Brian Whitson, Chief Communications Officer

Mr. Sam Belmar, Flat Hat Reporter

Ms. Alex Nakamitsu, Flat Hat Reporter

The full Board convened at 8:45 a.m. with a welcome by Rector Poston and Roxane Adler-Hickey, Director of the W&M Washington Center.

From 8:50 to 9:30 a.m., Rector Poston and Vice Rector Williams led a retreat overview and introductions, incorporating a Board icebreaker.

At 9:30 a.m., President Rowe presented her FY26 goals and used the “Peter Atwater Confidence Map” to frame leadership priorities for the year ahead. A brief break followed at 10:15 a.m.

At 10:30 a.m., committee chairs and staff facilitated a fiduciary orientation reviewing FY26 responsibilities. Committee breakout sessions were conducted in the following order:

- Academic Affairs and Administration, Buildings, and Grounds
- Athletics and Student Experience
- Audit, Risk, and Compliance and Institutional Advancement
- Financial Affairs (concluded by 11:45 a.m.)

At noon, the Board transitioned directly into a working lunch and presentation on the draft Campus Comprehensive Plan, led by Mr. Sean Hughes and Dr. Taylor Brings. This session concluded at 1:00 p.m.

Following a short break, the Board reconvened at 1:15 p.m. for a strategic planning session on institutional direction. President Rowe, Secretary Ashton, and staff — including Chief Marketing Officer M. Heather Golden (joining at this point) — presented on internal planning for national preeminence and next steps in strategic alignment. The session concluded at 2:15 p.m.

After a 30-minute break, the Board held a business session from 2:45 to 3:45 p.m., during which the following items were addressed:

- Introduction of the new Director of Federal Affairs, Julia Jester, by Ashley Hood
- Appointment of Director of Internal Audit (Resolution 1): Mr. Huebner moved approval of the resolution. The motion was seconded by Vice Rector Williams and approved by voice vote.
- Resolutions 2–4:
 - Acquisition of Property: Matoaka Dam
 - Law School Project Funding Change
 - Amendments to the Campus Capital PlanThese resolutions were introduced and moved as a block by Vice Rector Williams, seconded by Mr. Huebner, and unanimously approved by voice vote.

Secretary of the Board Ashton moved that the Board of Visitors convene in closed session pursuant to Va. Code § 2.2-3711.A.9 for discussion of matters relating to gifts and fund-raising

activities on behalf of the university; and Va. Code § 2.2-3711.A.7 for consultation with legal counsel and briefing by staff regarding probable litigation involving a public contract where discussion in open session would impact the university's negotiating position

The motion was seconded by Mr. Huebner and a roll-call vote conducted by Clerk Fox was approved 16-0.

The voting members of the Board and staff leadership participated in the closed session which began at 3:10 p.m.; the other members and guests were excused.

The Board reconvened in open session at 3:45 p.m.

Mr. Ashton moved that members of the Board certify by roll-call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have a closed session were discussed. The motion was seconded by Ms. Rigas and certified by a roll-call vote 16-0 conducted by Clerk Fox.

The Board adjourned at 3:45 p.m. and members returned to the hotel to prepare for the evening.

At 5:15 p.m., members departed the Arlo Hotel for a reception and dinner hosted by Mr. Brownlee and his wife Lee Ann in Great Falls, Virginia. The evening gathering, held from 6:30 to 8:15 p.m., was attended by members of the Board, President Rowe, and members of the Executive Leadership Team. There was no organized agenda for the evening, which was primarily intended as an opportunity for attendees to get to know each other. Informal conversations occurred in small groups.

Thursday, July 24, 2025

Board Members Present

Hon. Charles E. Poston	Ms. AnnaMaria DeSalva	Ms. Hillary Waldron
Ms. Ardine Williams, Vice Rector	Mr. W. Taylor Franklin	Hon. Jill Holtzman Vogel
Mr. Kendrick Ashton, Jr., Secretary	Mr. Stephen J. Huebner	Dr. Scott Swan, Faculty Representative
Ms. Melissa Ballenger	Ms. Jennifer Tepper Mackesy	Ms. Zoe Wang, Student Representative
Mr. John L. Brownlee	Mr. Courtney M. Malveaux	Mr. Adam White, Staff Liaison
Hon. Eric Cantor	Mr. C. Michael Petters	
Mr. Rob W. Estes	Ms. Laura Keehner Rigas	

Board Members Absent

Hon. Thomas K. Norment, Jr.

Others Present

Dr. Taylor Brings,
Business Affairs Chief of
Staff

Mr. Sean Hughes, Chief
Business Officer

Dr. Katherine Rowe,
President

Mr. Michael Fox, Senior
Assistant to the President
and Clerk to the Board of
Visitors

Ms. Carrie Nee, University
Counsel

Mr. Brian Whitson, Chief
Communications Officer

Dr. Dane Pascoe, Deputy
Clerk to the Board of
Visitors

Mr. Sam Belmar, Flat Hat Reporter

Ms. Alex Nakamitsu, Flat Hat Reporter

The retreat's final day began at 8:45 a.m. with a session on emerging issues in governance communications, led by Rector Poston, Ms. DeSalva, and President Rowe.

At 10:15 a.m., the Board recessed briefly before meeting in the W&M Washington Center Board Room at 10:30 a.m.

Mr. Ashton moved that the William & Mary Board of Visitors convene in closed session pursuant to Va. Code §2.2-3711.A.1 for consideration and evaluation of the performance of the President; and Va. Code §2.2-3711.A.8 for consultation with legal counsel regarding contractual matters and FOIA compliance.

The motion was seconded by Mr. Huebner.

The voting members of the Board and University Counsel met in closed session beginning at 10:31 a.m.

Ms. Waldron departed the closed session at 11:00 a.m.

At 11:15 a.m. the Board reconvened in open session.

Mr. Ashton moved that members of the Board certify by roll-call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion by which the closed session was convened were discussed. The motion was seconded by Mr. Estes and certify by a roll-call vote 15-0 conducted by Clerk Fox.

The Board then immediately transitioned into a governance training session led by the Rector, Vice Rector, and University Counsel. The session covered topics such as FOIA, best practices, and frequently asked questions.

At noon, the Board held a working lunch to receive updates on the Historic Campus, presented by Vice Rector Williams and Sean Hughes.

Resolution HC1 (appended) was introduced on behalf of Rector Poston, who moved its approval. The motion was seconded by Ms. Williams and approved unanimously.

Following a final break at 1:00 p.m., the retreat concluded with a Board self-assessment session from 1:15 to 1:45 p.m., facilitated by Rector Poston.

The 2025 Board Retreat adjourned at 1:45 p.m.

July 24, 2025

HC #1

Board of Visitors Retreat

RESOLUTION TO PRESERVE AND REIMAGINE THE PRESIDENT'S HOUSE

WHEREAS, the President's House in the Wren Yard was built in 1732 and is among the oldest university buildings on campus and in the country; and

WHEREAS, the President's House has historically been used as the primary residence of William & Mary's President and for university events and business; and

WHEREAS, in 1978, the Board of Visitors approved a resolution affirming the long-standing custom of providing the President with a residence on campus known as the President's House; and

WHEREAS, the 1978 Board-approved resolution stated that providing the President with a residence serves the best interest of the institution; and

WHEREAS, in 2023, the Board directed the President to vacate the President's House while preservation needs could be comprehensively evaluated; and

WHEREAS, William & Mary and Colonial Williamsburg evaluated the structure and found that significant work is required to continue its use and to prevent further degradation; and

WHEREAS, the Board directed university staff to study and explore options to stabilize and preserve the historic building; and

WHEREAS, Glavé & Holmes Architecture is one of the nation's most respected architectural and preservation firms, endorsed by preservation leaders in both government and industry and known to William & Mary through past work and current preservation work at the Wren Building; and

WHEREAS, Glavé & Holmes, along with its project team, was commissioned to comprehensively assess the President's House, providing a scope of work, a priority order for addressing preservation needs, and schematic options for both residential and office/event uses; and

WHEREAS, Glavé & Holmes also provided estimated costs for each option, noting that a base level of preservation is necessary regardless of use, and that the residential reuse option would be the costliest given the scope of work required to meet modern standards while preserving the building's historic integrity; and

WHEREAS, the Board recognizes its obligation to preserve this treasured building and to ensure it continues to serve William & Mary, its community, and the nation; and

WHEREAS, the Board further recognizes that the President's House has played a central role in the story of William & Mary and desires to restore and preserve it for university use for generations to come; and

WHEREAS, the Board affirms its commitment to having the President reside on campus.

NOW, THEREFORE, BE IT RESOLVED that the Executive Vice President for Finance and Administration, Chief Business Officer, and University Architect are directed to initiate a preservation effort to transform the first floor of the President's House into event space serving as the "living room of the university" for community, celebration and ceremony with the name "President's House" retained regardless of future use.

BE IT FURTHER RESOLVED that the Finance and Administration team is directed to explore alternative locations on campus for a presidential residence.

AND BE IT FINALLY RESOLVED, the Board requests an initial report of findings and recommendations by December 31, 2025.