Minutes of the Board of Visitors Retreat, William & Mary
July 28–30, 2026
Wintergreen, Virginia

The Board of Visitors of William & Mary held its annual retreat from Tuesday, July 28, through Thursday, July 30, 2026, at Wintergreen Resort, 39 Mountain Inn Loop, Wintergreen, Virginia. Unless otherwise noted, all sessions were held in the Upper Crust meeting room.

Tuesday, July 28, 2026 — Orientation for Newly Appointed Members

The retreat began at 3:00 p.m. with a lightning round session titled All Your Questions Answered, an orientation for newly appointed Board members - Jennifer Davis, Jeff Bourne, and Cynthia Hudson. President Katherine Rowe provided an overview of university operations and, together with the Board officers, Rector Ardine Williams and Secretary John Brownless, Provost Peggy Agouris, Mr. Mike Todd, and University Counsel Carrie Nee, responded to questions about the year ahead and Board operations.

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 Dane Pascoe for new Board members. The orientation session adjourned at 5:15 p.m.

The day concluded with a dinner from 6:15 to 8:00 p.m. in the Windsong Room at The Edge, attended by Rector Williams, Secretary Brownlee, President Rowe, Provost Agouris, Mr. Todd and the new members of the Board. A fireside gathering followed from 8:00 to 9:00 p.m. on the Shamokin Terrace.

Wednesday, July 29, 2026

Following a buffet breakfast at 8:00 a.m., the full Board convened at 8:30 a.m. Rector Ardine Williams welcomed the Board, provided an overview of the retreat, and led a session introducing a shared framework for strategic analysis. Members received the pre-read, A Shared Framework for Strategic Analysis, in advance of the meeting.

Board Members Present	Board Members Absent	Others Present
Ms. Ardine Williams, Rector	Ms. Jill Vogel	Dr. Katherine Rowe, President
Ms. Melissa Ballenger	Mr. Oz Parvaiz	Mr. Mike Todd, EVP/COO
Mr. John L. Brownlee, Secretary		Dr. Peggy Agouris, Provost
Ms. AnnaMaria DeSalva		Mr. Michael Fox, Clerk to the Board of Visitors
Mr. Charles Poston		Ms. Lisa Keegan, Vice Provost, Enrollment Strategy
Mr. Courtney M. Malveaux		Dr. Matthew T. Lambert, SVP for University Advancement
Mr. John Rathbone		Mr. Brian Mann, Director of Athletics
Ms. Hillary Waldron		Ms. Carrie Nee, University Counsel
Ms. Jennifer Davis		Mr. Sean Hughes, Chief Business Officer
Ms. Cynthia Hudson		Mr. Brian Whitson, Chief Communications Officer
Mr. Taylor Franklin		Dr. Dane Pascoe, Deputy Clerk to the Board of Visitors
Mr. Rob Estes		Dr. Chon Glover, Senior Advisor to the President
Mr. Jeff Bourne		Dr. Ginger Ambler, SVP for Student Affairs & Public Safety
Mr. Tommy Norment		Dr. Carlane Pittman-Hampton, Chief of Staff
Dr. Jack Martin, Faculty Representative		
Ms. Sophie Kennedy, Student Representative		
Ms. Colleen Prosser, Staff Liaison		

Jennifer Mackesy was unable to attend the Retreat in person and requested approval from the Rector for remote participation. Secretary Brownlee read the remote participation language, permitting Ms. Mackesy to participate beginning at 9:45 a.m.

At 9:45 a.m., President Rowe presented Session 1: Annual Rhythms and Presidential Goals, framing the rhythms of the academic year and her priorities for the year ahead. The session concluded at 11:15 a.m., followed by a brief break.

At 11:30 a.m., Mr. Brownlee moved that the Board of Visitors convene in closed session pursuant to Va. Code § 2.2-3711.A.8 for consultation with legal counsel regarding certain construction contracts and FOIA compliance; and Va. Code § 2.2-3711.A.9 for discussion of fundraising activities to be performed by the institution. The motion was seconded by Mr. Rathbone, and a roll-call vote conducted by Clerk Fox was approved 14–0.

The Board reconvened in open session at 12:00 p.m. Mr. Brownlee 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 Ms. DeSalva and certified by a roll-call vote of 14–0 conducted by Clerk Fox.

The Board recessed for a buffet lunch from 12:00 to 1:30 p.m.

At 1:30 p.m., the Board reconvened for Session 2: W&M Business Strategy, presented by EVP/COO Mike Todd and Vice Provost for Enrollment Strategy Lisa Keegan. The presentation explored the relationship between enrollment demand and tuition revenue.

The session concluded at 2:30 p.m.

Session 3 occurred in two windows. From 2:30 to 3:30 p.m., the Board received a comprehensive overview of Board Committee work for AY 2026–27, with members having received the committees' annual work plans as pre-reads. Presentations were made in the following order:

- Academic Affairs — Ms. DeSalva and Dr. Agouris
- Administration, Buildings and Grounds — Mr. Brownlee and Mr. Todd
- Athletics — Mr. Mann
- Audit, Risk and Compliance — Mr. Malveaux and Mr. Todd

Following a break at 3:30 p.m., the Board reconvened at 3:45 p.m. for additional committee overviews:

- Financial Affairs — Mr. Rathbone and Mr. Todd
- Institutional Advancement —Dr. Lambert
- Student Success — Ms. Waldron and Dr. Agouris

The session concluded at 4:45 p.m.

At 4:45 p.m., the Board convened Session 4: Presidential Review, led by Rector Williams

Mr. Brownlee moved that the 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 terms of appointment; 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. Rathbone, and a roll-call vote conducted by Clerk Fox was approved 14–0. Everyone but the voting members of the Board, the President, and University Counsel were excused.

The Board reconvened in open session at 5:26 p.m.

Mr. Brownlee 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. Malveaux and certified by a roll-call vote of 14–0 conducted by Clerk Fox. The session concluded at 5:30 p.m. Mr. Franklin departed following Wednesday's session.

At 6:00 p.m., members gathered for a Board reception and dinner at Lookout Lodge, concluding at 7:30 p.m. An evening social followed from 7:30 to 9:00 p.m. at the Lookout Lodge. There was no organized agenda for the evening, which was primarily intended as an opportunity for attendees to get to know one another.

Thursday, July 30, 2026

Board Members Present

Ms. Ardine Williams, Rector
Ms. Melissa Ballenger
Mr. John L. Brownlee
Ms. AnnaMaria DeSalva
Mr. Charles Poston
Mr. Courtney M. Malveaux
Mr. John Rathbone
Ms. Hillary Waldron
Ms. Jennifer Davis
Ms. Cynthia Hudson
Mr. Tommy Norment
Mr. Rob Estes
Mr. Jeff Bourne

Board Members Absent

Ms. Jennifer Mackesy
Ms. Jill Vogel
Mr. Oz Parvaiz
Mr. Taylor Franklin

Others Present

Dr. Katherine Rowe, President
Mr. Michael Fox, Clerk to the Board of Visitors
Ms. Carrie Nee, University Counsel
Dr. Dane Pascoe, Deputy Clerk to the Board of Visitors
Dr. Carlane Pittman-Hampton, Chief of Staff

Following a buffet breakfast at 8:00 a.m., the Retreat's final day began at 8:30 a.m. with Session 5: Presidential Review, led by Rector Williams.

Mr. Brownlee moved that the 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 terms of appointment; 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. Malveaux and a roll-call vote conducted by Clerk Fox was approved 13–0. Everyone but the voting Board members and University Counsel Nee were excused.

The Board reconvened in open session at 9:53 a.m. Mr. Brownlee 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 certified by a roll-call vote of 13–0 conducted by Deputy Clerk Pascoe. The session concluded at 10:00 a.m.

At 10:00 a.m., the Board recessed briefly and reconvened at 10:15 a.m. for Session 6: Governance and Best Practices, led by Deputy Clerk Pascoe. The presentation covered the legal basis of Board of Visitors' governance and AGB (Association of Governing Boards) best practices.

At 11:00 a.m., University Counsel Carrie Nee led Session 7: FOIA and COIA in Real Life, covering the Virginia Freedom of Information Act, the State and Local Government Conflict of Interests Act, and frequently asked questions relating to each. The session concluded at 12:00 p.m.

At 12:00 p.m., the Board turned to Session 8: New Business, led by Rector Williams.

- Appointment of the Dean of University Libraries (Resolution 1): Mr. Malveaux moved approval of the resolution. The motion was seconded by Mr. Estes and approved by voice vote.
- Report from the Nominating Committee:

  The Rector called on Mr. Malveaux, chair of the Nominating Committee, to review the process for the nomination of Board officers. Mr. Malveaux then presented the slate recommended by the Nominating Committee:

  John Brownlee – Vice Rector
  AnnaMaria DeSalva - Secretary

  The Rector asked if there were any officer nominations from the floor. Hearing none, she called for a vote on the slate presented by the Nominating Committee. The slate was approved by unanimous vote.

The 2026 Board Retreat adjourned at 12:15 p.m., and box lunches were provided to members for departure.