Director’s Note

From Strategic Planning to Emergency Response

When we assemble on April 15, we will focus on both the enduring mission of the Miller Center and the urgent crisis of COVID-19. We will do so knowing that the COVID-19 crisis will have a long-term impact on the world and on our organization, but we do not know what that impact will be.

This meeting was to be devoted to the enduring: our strategic planning. We will still devote time and attention to the final pieces of that multiyear effort.

The urgent matter is the COVID-19 crisis that is testing the world, our nation, and our government. The crisis is as grand and complex as any world challenge ever—combining elements of past world wars, global financial crises, and natural and humanitarian disasters.

It is also testing the Miller Center. The crisis could not be more relevant to our enduring mission. We study the presidency. We study our democracy. And we engage in public and civil discussion of those issues. We also are adapting as an organization to a new operational reality.

The crisis is testing the presidency. Four years ago, we launched a project with a core assumption: Presidents need to be prepared for crises. This crisis has tested President Trump as a leader and as a manager. More than the president, it has tested the White House staff and the executive branch agencies and authorities that traverse public health, economic and financial markets, diplomacy, homeland security, transportation, and education. It has required Congress to act with both speed and magnitude to ease the public’s health and economic anxieties.

The scholars and staff at the Miller Center are in their element as they tackle the intellectual complexity of this challenge. The strength of our wide, deep bench of scholars has been affirmed as they navigate the complicated issues at hand. Our team combines our core full-time presidential scholars with our affiliated faculty from throughout the University, across a wide swath of disciplines.

Our 2019–2020 priorities, laid out at the beginning of the academic year, connect directly to major dimensions of the crisis:

- the presidency in a constitutional system, with an emphasis on executive powers and the legislature
- the economy, with an emphasis on health care
- national security, with an emphasis on democracy and on China
- national identity, with an emphasis on immigration
While those areas of focus do not exhaust the issues raised by the coronavirus pandemic, they have given us an ability to bring our insights to bear. And our scholars responded by quickly developing and delivering a series of written and spoken contributions to public debates around these issues.

The crisis will also test our democracy. The design and current performance of executive branch agencies and collaboration with Congress have faced challenges. Beyond that, in the coming year, it will test our electoral system—especially during a presidential election. Will we be able to conduct a free and fair election? It will test the role of the media—traditional and new digital and social platforms. It will test our commitment to equal opportunity, particularly as unemployment skyrockets and public schools shut down. How do we protect and serve all our citizens equally in a life-or-death moment? It will also test our diplomacy. How do we work with foreign governments, democratic and non-democratic, in fighting the virus and its spread?

If the crisis is as grand and complex as I’ve listed above, then the long-term implications of the crisis will test every part of our democracy for many years to come. This meeting will discuss our deeper relationship with the University, in particular through the partnership with the College on the Democracy Initiative. That is a platform for exploring a world in turmoil.

The crisis will test our ability to deliver rigorous public and civil discussion. Beyond that, we are very much like nearly every place on Earth: learning how to work in an entirely new environment. Like the rest of the world, we have pulled together a new set of web-based events. As mentioned above, our events and communications teams have worked to produce nearly two events every week through May.

Finally, the crisis will test our organization. Here, there is good news. While there is no doubt that the crisis will present operational and financial challenges, I am genuinely grateful to begin in a healthy organization. We begin this crisis with a robust set of advantages:

- a solid financial base, after many years of strong Governing Council engagement, financial discipline, and focused philanthropy;
- a broad and deep bench of scholars, drawing talent from across UVA and former practitioners from both political parties;
- a proven ability to collaborate, combining scholarship with exceptional events, communications, development, and administrative colleagues;
- a commitment to be a diverse, respectful, and supportive community.

There is little doubt that each of those strengths will be tested by the virus. But we should count our blessings in this moment. I am deeply appreciative of everyone in our organization who has given us a chance to succeed. Now we must move forward.

Bill Antholis
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Draft Meeting Agenda

Via Zoom teleconference: https://virginia.zoom.us/j/307781890
Or call 646-518-9805
Meeting ID: 307 781 890

Wednesday, April 15, 2020

1:00–1:10 p.m. Welcome
Alice W. Handy

Welcome
William J. Antholis

Approval of January 2020 minutes
Alice W. Handy

1:10–1:25 p.m. Coronavirus Impact on Programming
William J. Antholis, Stefanie Georgakis Abbott, Cristina Lopez-Gottardi Chao

1:25–1:55 p.m. Democracy Initiative *please view video presentation before meeting
Co-directors Melody Barnes and Andrew Kahrl

1:55–2:15 p.m. Budget Approval *please view video presentation before meeting
Stephen M. Burns and Andrew Chancey

2:15–2:25 p.m. Strategic Plan
Meghan Murray

2:25–2:40 p.m. Advancement update
Kelly McCaskill and Jon Hirtle

2:40–2:55 p.m. Governance & Nominating
Alice Handy

2:55–3:10 p.m. Executive session
ANDREW KAHRL, the Democracy Initiative’s interim co-director for academic affairs, is an associate professor of history and African American studies at the University of Virginia. His research focuses on the social, political, and environmental history of real estate, land use, and taxation in 20th-century America. He teaches courses on race and real estate in post–World War II America, the civil rights movement, and American cities in the 20th century. His first book, *The Land Was Ours: African American Beaches from Jim Crow to the Sunbelt South* (2012), received the Organization of American Historians’ Liberty Legacy Foundation Award. Kahrl has received fellowships from the American Council of Learned Societies, Andrew W. Mellon Foundation, and the W. E. B. Du Bois Institute at Harvard University. He has written about the issue of public beach access in *The New York Times* and other publications and is finishing a book on the modern struggle for public access to beaches in Connecticut, America’s most privatized shoreline. His current work examines the history of discriminatory taxation against African Americans and explores the shadowy world of tax lien investing, its impact on urban minority neighborhoods, and its role in shaping real estate markets.
Programming

**Spring 2020.** This spring’s programming season originally included an array of robust conferences and events focused on critical 2020 election themes, including impeachment and the state of the American presidency, questions of American identity, immigration policy, U.S. foreign relations, and other important topics. The Miller Center continues its strong programming collaborations with the Democracy Initiative and other partners from across UVA and in the Charlottesville community.

The emergence of the COVID-19 pandemic presented the Miller Center with both a challenge and an opportunity to fulfill our mission of bringing the best talent from across the University and beyond to policy-makers and the public. To this end, our team quickly mobilized to reschedule existing conferences and events, and develop a new series of events, delivered virtually on the Miller Center website. These include addressing the pandemic and its economic and political effects, ongoing issues facing the presidency (including the pandemic), and enduring challenges to democracy.

**Events conducted prior to the COVID-19 pandemic:**

- **How great was the Great Society? A view from 2020,** a National Endowment for the Humanities–funded podcast taping event (distributed by Public Radio Exchange [PRX]) with Melody Barnes (Democracy Initiative/Miller Center), Julian Zelizer (Princeton University), Guian McKee (Miller Center) and Kevin Gaines (History/Carter Woodson/UVA).

- **Impeachment pop-up event,** in the Rotunda with Deborah Hellman (UVA Law), Kyle Kondik (UVA), and Chris Lu (Miller Center), moderated by Barbara Perry (Miller Center). In partnership with the Batten School, the Karsh Center, the Center for Politics, and the Jefferson Debating Society.

- **Frederick Douglass: Prophet of freedom,** a book talk with David Blight (Yale University), moderated by Bill Antholis and Larycia Hawkins (UVA). This program was part of UVA’s Martin Luther King Jr. Day celebrations.

- **Autonomy limited: Hong Kong, Taiwan, China, and the U.S.,** a moderated conversation with Evan Feigenbaum and Shirley Lin, moderated by Harry Harding.


- **Ambassadors unplugged: A hard look at the state of the world,** with Eric Edelman and Nancy Soderberg, moderated by John Owen.

- **The Trump impeachment episode: Party wars and the Constitution,** with Claire Finkelstein (University of Pennsylvania School of Law) and Jonathan Turley (George Washington University School of Law), moderated by Sid Milkis (Miller Center/Politics). This was the Miller Center’s President’s Day event.
Webinar series (developed after the COVID-19 outbreak):

- **The developing economic crisis and the pandemic**, with Bob Bruner, David Leblang, and David Smith, March 26.
- **Diplomacy on trial**, with Ambassador Bill Taylor, April 1.
- **Presidential leadership in times of crisis**, with Allan Stam, April 2.
- **China and the geopolitics of COVID-19**, with Aynne Kokas and Brantly Womack, April 7.
- **Reaching Across the Aisle**, with Chris Lu and Mary Kate Cary, April 16.
- **The healthcare system and COVID-19**, Guian McKee, Kathryn Quissell (UVA Department of Public Health Sciences), April 21.

**Fall 2020.** As we head into the heart of the 2020 presidential campaign, we are beginning to work on scheduling for the fall 2020 semester. We will also reschedule as many of the postponed events from spring 2020 as possible. Here are a few programs already in the works:

- Pulitzer Prize-winning journalist, Isabel Wilkerson, will join us for a cosponsored event discussing her research on race and the Great Migration.
- Multiple events in both Charlottesville and across the country related to “The Art of Statecraft” documentary screening on the presidency of George H. W. Bush.
- “The Presidency and Endless War,” 2020 Stevenson Conference. **RESCHEDULED**
- An initiative to celebrate the centennial of the 19th Amendment, a joint effort of the Miller Center, the Democracy Initiative, and the UVA Law School’s Karsh Center, including programming at the Tom Tom Festival & Summit featuring former presidential candidates Hillary Rodham Clinton and Carly Fiorina. **RESCHEDULED**
The Democracy Initiative

Overview

The Democracy Initiative (DI)—a partnership led by the College of Arts & Sciences with guidance and support from the Miller Center—has experienced a period of rapid growth. It has begun robust public programming at UVA and beyond; continued to align research, teaching, and engagement in public affairs; and added key staff and infrastructure.

Activities and accomplishments

- **Public programming and engagement.** As the DI enters its second year, its public programming and civic dialogue have increased. Spring events are being re-scheduled:
  - February 17, 2020, DI hosted the *New York Times’* 1619 Project founder Nikole Hannah-Jones for a series of events on the effects of slavery on modern society, generating significant media coverage and constructive discussion.
  - DI, in partnership with the Miller Center and the Karsh Center, planned Democracy4Women, a conference examining the centennial of the 19th Amendment. (Originally March 25, postponed.)
  - The Democracy4Women partnership will cohost the Tom Tom Summit & Festival headliner, featuring Carly Fiorina and Hillary Clinton on the 19th Amendment, focusing on two women who have run for the presidency. (Originally April 14, postponed.)
  - DI will partner with the Virginia Festival of the Book to host Matt Desmond, author of *Evicted,* for an affordable housing workshop. (Originally April 23, postponed.)
  - In 2021, the DI will join the Miller Center as a lead partner in its biennial thought leadership festival. Building on the great success of PrezFest, it will collaborate with the Miller Center to produce version 2.0—DemFest.

- **Rotating labs and projects.** DI has four rotating “Democracy Labs”—three-year research projects led by interdisciplinary faculty members—and two special projects with which it partners at the direction of the University. All involve graduate students and undergraduates in core research, as well as coursework and public engagement.
  - The Religion, Race & Democracy Lab (RRD Lab) is in its final year with DI. The Lab has produced student-driven documentary work, as well as robust public programming. It is planning a fall 2020 program on religion and politics, and is focused on fundraising so that the work of the Lab can continue.
  - The Corruption Laboratory on Ethics, Accountability, and the Rule of Law (CLEAR) is nearing the end of its second full year, and in November 2019 held a public launch event at the Miller Center featuring David Gergen and U.S. businessman William Browder. CLEAR is focused on the effects of corruption on democracies, as well as a new project headed by visiting professor Vineet Kapoor on corruption in the Indian police force.
  - The Statecraft Lab is in its first year and is in the planning stages of staffing, research, teaching, and engagement. It will launch in October 2020 by hosting “Should America
Defend the Liberal World Order?”—a debate between Harvard’s Stephen Walt and Princeton’s Anne Marie Slaughter, moderated by NPR reporter Mary Louise Kelly.

- The Deliberative Media Lab, in its first year, is also in the planning stage, and will engage on the topics of social media and elections in Brazil and the United States in the fall of 2020. It is planning a public launch in early 2021.
- The Memory Project hosts an international graduate seminar on public memory, cultural trauma, and memorials that includes 10 students from UVA and 10 international students (via video conference). Its launch event in fall 2020 will feature a discussion at UVA and in Charlottesville with Smithsonian Secretary Lonnie Bunch (invited).
- The Equity Center formally launched in fall 2019, hosting events both on Grounds with faculty and in the Charlottesville community with local activists. Additionally, the Center announced its “UVA Community Fellows-in-Residence” program by naming four Charlottesville residents who will spend a year at UVA sharing their expertise on equity.
- DI will announce a new call for proposals in April 2020.

- **Increased staff capacity and facilities.** The DI is expanding internal capacity:
  - A search for a codirector for academic affairs was undertaken by the UVA Executive Search Team in Q4 of 2019 and Q1 2020. The DI expects to announce the co-director by May. Andrew Kahril, UVA associate professor of history and African American affairs, has served as the interim co-director for the 2019–20 academic year.
  - Two DI Lab/Project managers have been hired to increase capacity for the CLEAR Lab, the Statecraft Lab, the Deliberative Media Lab, and the Memory Project.
  - The DI has made an offer to a finance manager to assist the DI, the Core Lab, and all Rotating Labs/Projects with budgeting and financial transactions.
  - The DI has posted a job listing for a communications manager who will work in concert with the College of Arts & Sciences and the Miller Center’s communications teams.
  - The DI will move to the new Bond House on UVA’s South Lawn this summer. It includes offices, a 100-person event space, and a classroom for Initiative and Lab teaching.

- **Student Advisory Council.** The Initiative is working to develop programs and methods to engage students. It held two “listening sessions” with undergraduates and is launching the inaugural DI Student Advisory Council in August 2020 (with 20 undergrad students).

**Strategic plan and look ahead**

- **Strategic Plan.** With input from Bill Antholis and the Miller Center, the DI’s strategic plan has been approved by the College; a summary is in the Miller Center strategic plan.
- **Look Ahead.** DI is joining the “Crises of Democracy Consortium” led by Dublin’s Trinity College Trinity Long Room Hub Arts & Humanities Research Institute. Other participants include more than a dozen academic institutions spanning four continents.
  - DI’s Core Lab will host its first graduate seminar in 2020–21: “War, Violence, and Democracy.” It will be open to graduate students from schools across the College and will receive resources to host public programming for the entire UVA community.
Budget and Finance

Making financial sustainability our priority
The Miller Center and Miller Center Foundation have developed proposed operating budgets for the coming fiscal year, with the priority of maintaining financial sustainability guiding us at each step. If anticipated revenue and expenses for the current fiscal year hold, then the Center and Foundation will balance the budget—for programs/operations—for the third year in a row. Given the coronavirus and its economic shocks, we are carefully monitoring end-of-year gifts. As with the rest of UVA Advancement, we are currently refraining from new solicitations.

FY 2020 year-to-date: July 1, 2019–February 29, 2020
Income
- Total income for programs/operations through February is down by $531K, or 10 percent, from the same period last year, which was greater in FY19 due to PrezFest 2019.
- Success from fundraising activity in the final quarter of FY20 is anticipated to be sufficient to close the year in the black for programs/operations.
- Total net income is anticipated to be negative. However, we anticipate this to be $130K closer to a balance than was originally budgeted.

Expenses
- Total expenses for programs/operations through February are $181K, or 4 percent, lower than for the same period last year, but overall are at 57 percent of the budget, in line with expectations.
- Total expenses for programs/operations for the full fiscal year are anticipated to be 10 percent less than budgeted, due primarily to unfilled staff and faculty positions and reduced event/conference/programming costs.

Endowments
- UVMCO posted a 1.8 percent loss for February 2020 and a 2.6 percent gain for the fiscal year through February.
- Endowment market value chart shows values as of February 29 (pre-crisis) that reflect market performance, fees, distributions of $3.36M, and new contributions of $634K.

FY2021 proposed operating budget: July 1, 2020–June 30, 2021
Income
- Proposed income for programs/operations includes $3.55M in endowment distributions, the portion of the endowment distribution anticipated to be used in the coming fiscal year. Any
additional distributions are included on the deferred revenue, unrecognized line or will be reinvested in the endowment.

- Proposed income includes $435K in expected pledge payments and $1.012M from the University. The funds from the University include the last portion of the current commitment in support of the Obama Oral History project ($217K), the commitment for the Democracy Initiative Co-Director ($274K), the endowment assessment fee rebate ($322K), and a verbal commitment for PrezFest planning ($200K).
- Proposed income for restricted gifts and grants includes $42.5K in a federal grant in support of the Presidential Recordings Program.
- Proposed income for unrestricted gifts includes $725K for the annual fund and $250K in a verbal commitment of a recurring gift.

**Expenses**

- Expenses include the following fully funded projects: Hillary Clinton Oral History project, new democracy-related activities funded by a recent $1M gift, and new activities funded by a Carnegie grant in support of a project by a senior fellow.
- Expenses include new equipment and furnishings, the majority of which are funded by a grant and matching funds.
- Expenses also include merit increases for faculty and staff.

**Deferred revenue, recognized**

- Deferred revenue, recognized includes funding received in FY20 or past years to be used in FY22, the largest portions in support of the Hillary Clinton Oral History project, Democracy Praxis activities, the Carnegie-funded project, and equipment and furnishings.

**Scenario planning**

- Staff, in partnership with the Budget and Finance Committee, is currently working on an alternative budget scenario that accounts for the economic disruption caused by the pandemic.

**Summary—for adoption**

- Column “A” on “Summary—For Adoption, Proposed Operating Budget Fiscal Year 2021” is the budget for Governing Council review and adoption.
- Column “B” was reviewed and adopted by the Miller Center Foundation Board of Directors at its meeting earlier this month.
- Note: Staff is working with the Budget & Finance Committee to create scenarios to adjust income and expenses, reflecting the Center’s organizational response to various economic conditions.
## Income for Programs/Operations

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<th>Item</th>
<th>FY2020</th>
<th>FY2019</th>
<th>Variance</th>
</tr>
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<tbody>
<tr>
<td>1. Endowment Distribution</td>
<td>$3,359,652</td>
<td>$3,167,924</td>
<td>$191,728</td>
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<td>2. Pledge Payments</td>
<td>$50,000</td>
<td>$120,000</td>
<td>$(70,000)</td>
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<td>3. Restricted Gifts and Grants</td>
<td>$109,128</td>
<td>$784,027</td>
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<td>4. Unrestricted Gifts and Grants</td>
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<td>$364,007</td>
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<td>5. University of Virginia</td>
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<td>$1,197,883</td>
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<td>6. Other</td>
<td>$3,587</td>
<td>$6,375</td>
<td>$(2,788)</td>
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<td><strong>Total Income for Programs/Operations</strong></td>
<td>$5,109,581</td>
<td>$5,640,216</td>
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## Expenses for Programs/Operations

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<th>FY2020</th>
<th>FY2019</th>
<th>Variance</th>
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<td>8. Presidential Studies</td>
<td>$1,469,306</td>
<td>$1,615,441</td>
<td>$(146,135)</td>
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<td>9. Other Faculty and Chairs</td>
<td>$654,223</td>
<td>$514,621</td>
<td>$139,603</td>
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<td>10. Library and Information Services</td>
<td>$176,738</td>
<td>$155,889</td>
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<td>11. Marketing and Communications</td>
<td>$763,721</td>
<td>$831,256</td>
<td>$(67,535)</td>
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<td>12. Executive Office and Governing Council</td>
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<td>$585,668</td>
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<td>13. Administration and Operations</td>
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<td>14. Advancement</td>
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<td>15. Foundation Operations</td>
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<td><strong>Total Expenses for Programs/Operations</strong></td>
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## NET Income for Programs/Operations

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<td>16. <strong>Total NET Income for Programs/Operations</strong></td>
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## Net Income, Total

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<td>20. <strong>Net Income, Total</strong></td>
<td>$1,327,640</td>
<td>$1,351,540</td>
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## Percentage of Programs/Operations Budget

### FY2020

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<th>FY2020</th>
<th>8/12 or 66.6%</th>
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<td><strong>MC% of Expenses YTD</strong></td>
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<tr>
<td><strong>MCF% of Expenses YTD</strong></td>
<td>56.1%</td>
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<tr>
<td><strong>Total % of Expenses YTD</strong></td>
<td>57.4%</td>
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<tr>
<td><strong>% of Total Income for Programs/Operations YTD</strong></td>
<td>74.2%</td>
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### FY2019

<table>
<thead>
<tr>
<th>Percentage</th>
<th>FY2019</th>
<th>8/12 or 66.6%</th>
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<tbody>
<tr>
<td><strong>MC% of Expenses YTD</strong></td>
<td>67.8%</td>
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<tr>
<td><strong>MCF% of Expenses YTD</strong></td>
<td>40.9%</td>
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<tr>
<td><strong>Total % of Expenses YTD</strong></td>
<td>64.1%</td>
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<tr>
<td><strong>% of Total Income for Programs/Operations YTD</strong></td>
<td>80.8%</td>
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<tr>
<td>FY2018 Actuals</td>
<td>FY2019 Actuals</td>
<td>Budget</td>
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<td>----------------</td>
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</tr>
<tr>
<td><strong>INCOME for Programs/Operations</strong></td>
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<tr>
<td>2. Pledge Payments</td>
<td>892,518</td>
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<td>3. Restricted Gifts and Grants</td>
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<tr>
<td>4. Unrestricted Gifts and Grants</td>
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<td>5. University of Virginia</td>
<td>609,550</td>
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<td>6. Other</td>
<td>931</td>
<td>7,286</td>
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<tr>
<td>7. <strong>TOTAL INCOME for Programs/Operations</strong></td>
<td>$6,609,680</td>
<td>$6,581,133</td>
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<tr>
<td><strong>EXPENSES for Programs/Operations</strong></td>
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</tr>
<tr>
<td>8. Presidential Studies</td>
<td>$1,773,553</td>
<td>$2,707,863</td>
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<tr>
<td>9. Democracy and Governance Studies</td>
<td>617,528</td>
<td>751,702</td>
</tr>
<tr>
<td>10. &quot;American Forum&quot;</td>
<td>659,077</td>
<td>-</td>
</tr>
<tr>
<td>11. Policy Conferences and Programs</td>
<td>15,008</td>
<td>-</td>
</tr>
<tr>
<td>12. Library and Information Services</td>
<td>183,622</td>
<td>244,562</td>
</tr>
<tr>
<td>13. Marketing and Communications</td>
<td>1,006,450</td>
<td>1,207,875</td>
</tr>
<tr>
<td>14. Executive Office and Governing Council</td>
<td>859,018</td>
<td>897,152</td>
</tr>
<tr>
<td>15. Administration and Operations</td>
<td>623,622</td>
<td>744,562</td>
</tr>
<tr>
<td>16. Advancement</td>
<td>1,006,450</td>
<td>1,207,875</td>
</tr>
<tr>
<td>17. Foundation Operations</td>
<td>201,732</td>
<td>559,794</td>
</tr>
<tr>
<td>18. <strong>TOTAL EXPENSES for Programs/Operations</strong></td>
<td>$6,647,861</td>
<td>$7,101,432</td>
</tr>
<tr>
<td>19. <strong>NET INCOME for Programs/Operation</strong></td>
<td>$ (38,180)</td>
<td>$ (520,299)</td>
</tr>
<tr>
<td>20. Deferred Revenue, Recognized</td>
<td>201,732</td>
<td>559,794</td>
</tr>
<tr>
<td>21. <strong>TOTAL NET INCOME for Programs/Operations</strong></td>
<td>$ 163,552</td>
<td>$ 39,495</td>
</tr>
<tr>
<td>22. Plus Sublease of Washington DC Office</td>
<td>222,080</td>
<td>230,963</td>
</tr>
<tr>
<td>23. Less Lease of Washington DC Office</td>
<td>(343,410)</td>
<td>(353,351)</td>
</tr>
<tr>
<td>24. Plus University Central Services Allocation</td>
<td>891,134</td>
<td>962,280</td>
</tr>
<tr>
<td>25. Less University Central Services Assessment</td>
<td>(1,016,032)</td>
<td>(1,093,295)</td>
</tr>
<tr>
<td>26. Plus New Contributions Designated for Endowment</td>
<td>271,689</td>
<td>105,000</td>
</tr>
<tr>
<td>27. Less Transfers of Contributions Designated for Endowment</td>
<td>(271,689)</td>
<td>(105,000)</td>
</tr>
<tr>
<td>28. <strong>NET Income, Total</strong></td>
<td>$ (82,676)</td>
<td>$ (213,908)</td>
</tr>
<tr>
<td>29. Beginning Cash Balance</td>
<td>$ 2,099,316</td>
<td>$ 2,316,371</td>
</tr>
<tr>
<td>30. Plus Deferred Revenue, Unrecognized</td>
<td>501,461</td>
<td>1,269,701</td>
</tr>
<tr>
<td>31. Less Deferred Revenue, Recognized</td>
<td>(201,732)</td>
<td>(559,794)</td>
</tr>
<tr>
<td>32. Plus Divestment from Quasi-Endowment Reserve Funds</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>33. <strong>Ending Cash Balance</strong></td>
<td>$ 2,316,371</td>
<td>$ 2,812,370</td>
</tr>
</tbody>
</table>
## Endowment Market Value

**February 29, 2020**

$79,958,980

<table>
<thead>
<tr>
<th>Market Value As of</th>
<th>True Endowment</th>
<th>Quasi-Endowment Reserve Funds*</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/29/2020</td>
<td>$50,090,563</td>
<td>$14,003,914</td>
<td>$64,094,477</td>
</tr>
<tr>
<td>6/30/2019</td>
<td>$50,325,539</td>
<td>$14,069,874</td>
<td>$64,395,413</td>
</tr>
<tr>
<td>6/30/2018</td>
<td>$50,200,222</td>
<td>$14,086,749</td>
<td>$64,286,971</td>
</tr>
<tr>
<td>6/30/2017</td>
<td>$47,360,029</td>
<td>$13,338,580</td>
<td>$60,698,609</td>
</tr>
<tr>
<td>6/30/2016</td>
<td>$44,461,482</td>
<td>$13,309,530</td>
<td>$57,771,012</td>
</tr>
</tbody>
</table>

### Miller Center

- **Newman Professor** $1,816,695 (Zelikow)
- **DDCompton Professor** $976,340 (Barnes)
- **RPCompton Professor** $1,116,883 (Leblang)
- **Compton Visiting Professor** $1,082,001 (Lin)
- **Ethics & Institutions Professor** $1,206,959 (Riley)
- **Yen Professor** $1,807,881 (Womack)
- **WB Miller Professor** $12,103,422 (Milkis, Zelikow)
- **Middleditch Fellow** $259,005
- **Holton Scholar** Quasi $2,011,242
- **Miller Center Professor** $11,992,672
- **Miller Center Operating** $26,055,731

Total: $64,094,477

### Miller Center Foundation

- **Forum Fund** $3,540,491
- **Battle Symposium** $369,342
- **Goode Conference** $2,003,690
- **Presidential Studies** $59,673
- **Baliles Professor** $1,954,415 (Perry)
- **National Fellows** $2,166,806
- **MCF Fund** Quasi $2,222,163

Total: $15,864,503

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*Quasi-Endowment Reserve Funds are funds designated by the Miller Center Governing Council and/or Miller Center Foundation Board of Directors, rather than by the donor, to be retained and invested. The Council and Board, at their discretion, may spend both principal and income.*
Miller Center and Miller Center Foundation
SUMMARY Endowment Performance and Activity
FY2016 - FY2020YTD

<table>
<thead>
<tr>
<th></th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020 YTD t/ 02/29/20</th>
<th>Cumulative +/- All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td>$75,978,609</td>
<td>$70,543,045</td>
<td>$74,920,581</td>
<td>$79,566,052</td>
<td>$79,933,235</td>
<td>$79,933,235</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,348,887</td>
<td>475,164</td>
<td>1,502,197</td>
<td>105,000</td>
<td>634,033</td>
<td>$4,065,280</td>
</tr>
<tr>
<td>Gains/Losses</td>
<td>(1,138,456)</td>
<td>8,443,004</td>
<td>8,253,348</td>
<td>4,380,087</td>
<td>2,036,628</td>
<td>21,974,611</td>
</tr>
<tr>
<td>Management Fee (1)</td>
<td>(204,039)</td>
<td>(179,672)</td>
<td>(110,154)</td>
<td>(175,061)</td>
<td>(111,879)</td>
<td>(780,805)</td>
</tr>
<tr>
<td>Administration Fee (2)</td>
<td>(313,869)</td>
<td>(317,010)</td>
<td>(288,855)</td>
<td>(303,493)</td>
<td>(321,435)</td>
<td>(1,544,663)</td>
</tr>
<tr>
<td>Cap Campaign Fee (3)</td>
<td>(193,022)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(193,022)</td>
</tr>
<tr>
<td>Distributions</td>
<td>(3,128,087)</td>
<td>(3,293,950)</td>
<td>(3,355,849)</td>
<td>(3,446,328)</td>
<td>(2,211,602)</td>
<td>(15,435,815)</td>
</tr>
<tr>
<td>Redemptions</td>
<td>(2,000,000)</td>
<td>(750,000)</td>
<td>(1,355,216)</td>
<td>-</td>
<td>-</td>
<td>(4,105,216)</td>
</tr>
<tr>
<td>Ending Balance</td>
<td>$70,543,045</td>
<td>$74,920,581</td>
<td>$79,566,052</td>
<td>$79,933,235</td>
<td>$79,958,980 TCV (4)</td>
<td>$3,980,371</td>
</tr>
</tbody>
</table>

(1) Management Fee for FY2018 includes a rebate from UVIMCO of $66,903.
(2) Administration Fees for Miller Center endowments are 1/2% and are assessed annually by the University to each endowment based on the endowment’s June 30 market value for the preceding fiscal year. From FY2010 through FY2016, 50% of the fee was rebated to the Center and is reflected elsewhere as income. Beginning in FY2017, 100% of the fee was rebated to the Center, as well as the additional retroactive 50% of the FY2016 fee.
(3) TCV = Total Change in Value since beginning of FY2016.

UVIMCO Investment Returns

<table>
<thead>
<tr>
<th></th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020 YTD t/ 02/29/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Return</td>
<td>(1.5)</td>
<td>12.4</td>
<td>11.4</td>
<td>5.8</td>
<td>2.6</td>
</tr>
<tr>
<td>Policy Benchmark</td>
<td>1.8</td>
<td>11.4</td>
<td>7.6</td>
<td>7.9</td>
<td>1.2</td>
</tr>
<tr>
<td>5-Yr Annualized</td>
<td>8.5</td>
<td>10.0</td>
<td>9.6</td>
<td>7.0</td>
<td>6.8</td>
</tr>
<tr>
<td>10-Yr Annualized</td>
<td>8.5</td>
<td>7.3</td>
<td>7.9</td>
<td>11.0</td>
<td>10.1</td>
</tr>
<tr>
<td>20-Yr Annualized</td>
<td>11.3</td>
<td>11.0</td>
<td>10.9</td>
<td>10.3</td>
<td>8.8</td>
</tr>
</tbody>
</table>
# Proposed Summary Operating Budget Fiscal Year 2021 - by PROGRAM

Miller Center and Miller Center Foundation

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>FY2020 Budget</th>
<th>Targets, as of March 15</th>
<th>Proposed Budget</th>
<th>Variance from &quot;Targets, as of March 15&quot; by $</th>
<th>Variance from &quot;Targets, as of March 15&quot; by %</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME for Programs/Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Endowment Distribution</td>
<td>$3,526,442</td>
<td>$3,359,652</td>
<td>$3,552,341</td>
<td>$192,688</td>
<td>5.7%</td>
</tr>
<tr>
<td>2. Pledge Payments</td>
<td>$455,000</td>
<td>60,000</td>
<td>435,000</td>
<td>375,000</td>
<td>625.0%</td>
</tr>
<tr>
<td>3. Restricted Gifts and Grants</td>
<td>$775,000</td>
<td>283,989</td>
<td>342,500</td>
<td>58,511</td>
<td>20.6%</td>
</tr>
<tr>
<td>4. Unrestricted Gifts and Grants</td>
<td>$975,000</td>
<td>1,025,000</td>
<td>975,000</td>
<td>(50,000)</td>
<td>-4.9%</td>
</tr>
<tr>
<td>5. University of Virginia</td>
<td>$1,157,943</td>
<td>1,129,510</td>
<td>1,012,212</td>
<td>(117,298)</td>
<td>-10.4%</td>
</tr>
<tr>
<td>6. Other</td>
<td>-</td>
<td>4,200</td>
<td>3,500</td>
<td>(700)</td>
<td>-16.7%</td>
</tr>
<tr>
<td>7. TOTAL INCOME for Programs/Operations</td>
<td>$6,889,385</td>
<td>$5,862,351</td>
<td>$6,320,553</td>
<td>$458,201</td>
<td>7.8%</td>
</tr>
<tr>
<td>EXPENSES for Programs/Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Presidential Studies</td>
<td>$2,681,445</td>
<td>$2,378,545</td>
<td>$2,441,361</td>
<td>$62,816</td>
<td>2.6%</td>
</tr>
<tr>
<td>9. Democracy and Governance Studies</td>
<td>$1,163,047</td>
<td>1,021,202</td>
<td>1,547,575</td>
<td>526,373</td>
<td>51.5%</td>
</tr>
<tr>
<td>10. Library and Information Services</td>
<td>$254,973</td>
<td>254,973</td>
<td>256,609</td>
<td>1,636</td>
<td>0.6%</td>
</tr>
<tr>
<td>11. Marketing and Communications</td>
<td>$1,191,796</td>
<td>1,191,796</td>
<td>1,257,090</td>
<td>65,294</td>
<td>5.5%</td>
</tr>
<tr>
<td>12. Executive Office and Governing Council</td>
<td>$944,017</td>
<td>891,417</td>
<td>981,610</td>
<td>90,193</td>
<td>10.1%</td>
</tr>
<tr>
<td>13. Administration and Operations</td>
<td>$701,541</td>
<td>721,541</td>
<td>965,337</td>
<td>243,796</td>
<td>33.8%</td>
</tr>
<tr>
<td>14. Advancement</td>
<td>$787,761</td>
<td>524,661</td>
<td>585,396</td>
<td>60,735</td>
<td>11.6%</td>
</tr>
<tr>
<td>15. Foundation Operations</td>
<td>$95,200</td>
<td>89,200</td>
<td>87,100</td>
<td>(2,100)</td>
<td>-2.4%</td>
</tr>
<tr>
<td>16. TOTAL EXPENSES for Programs/Operations</td>
<td>$7,819,780</td>
<td>$7,073,335</td>
<td>$8,122,078</td>
<td>$1,048,743</td>
<td>14.8%</td>
</tr>
<tr>
<td>17. NET INCOME for Programs/Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. Deferred Revenue, Recognized</td>
<td>$974,843</td>
<td>1,276,249</td>
<td>1,924,235</td>
<td>647,986</td>
<td>50.8%</td>
</tr>
<tr>
<td>19. TOTAL NET INCOME for Programs/Operations</td>
<td>$44,448</td>
<td>65,265</td>
<td>122,710</td>
<td>57,445</td>
<td>88.0%</td>
</tr>
<tr>
<td>20. Plus Sublease of Washington DC Office</td>
<td>$239,420</td>
<td>240,202</td>
<td>249,810</td>
<td>9,608</td>
<td>4.0%</td>
</tr>
<tr>
<td>21. Less Lease of Washington DC Office</td>
<td>(392,658)</td>
<td>(371,805)</td>
<td>(380,974)</td>
<td>(9,169)</td>
<td>2.5%</td>
</tr>
<tr>
<td>22. Plus University Central Services Allocation</td>
<td>$959,304</td>
<td>1,147,885</td>
<td>1,190,434</td>
<td>42,549</td>
<td>3.7%</td>
</tr>
<tr>
<td>23. Less University Central Services Assessment</td>
<td>(1,146,626)</td>
<td>(1,247,885)</td>
<td>(1,390,818)</td>
<td>(142,933)</td>
<td>11.5%</td>
</tr>
<tr>
<td>24. Plus New Contributions Designated for Endowment</td>
<td>$100,000</td>
<td>639,033</td>
<td>50,000</td>
<td>(589,033)</td>
<td>-92.2%</td>
</tr>
<tr>
<td>25. Less Transfers of Contributions Designated for Endowment</td>
<td>(100,000)</td>
<td>(639,033)</td>
<td>(50,000)</td>
<td>589,033</td>
<td>-92.2%</td>
</tr>
<tr>
<td>26. NET Income, Total</td>
<td>$296,113</td>
<td>(166,338)</td>
<td>(208,838)</td>
<td>(42,501)</td>
<td>25.6%</td>
</tr>
<tr>
<td>27. Beginning Cash Balance</td>
<td>$2,377,875</td>
<td>$2,812,370</td>
<td>$4,220,795</td>
<td>$1,408,425</td>
<td>50.1%</td>
</tr>
<tr>
<td>28. Plus Deferred Revenue, Unrecognized</td>
<td>$197,627</td>
<td>2,851,012</td>
<td>221,683</td>
<td>(2,629,329)</td>
<td>-92.2%</td>
</tr>
<tr>
<td>29. Less Deferred Revenue, Recognized</td>
<td>(974,843)</td>
<td>(1,276,249)</td>
<td>(1,924,235)</td>
<td>(647,986)</td>
<td>50.8%</td>
</tr>
<tr>
<td>30. Plus Divestment from Quasi-Endowment Reserve Funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>31. Ending Cash Balance</td>
<td>$1,304,546</td>
<td>$4,220,795</td>
<td>$2,309,405</td>
<td>$1,911,390</td>
<td>-45.3%</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>FY2020 Budget</td>
<td>Targets, as of March 15</td>
<td>Proposed Budget</td>
<td>Variance from &quot;Targets, as of March 15&quot; by $</td>
<td>Variance from &quot;Targets, as of March 15&quot; by %</td>
</tr>
<tr>
<td>----------</td>
<td>---------------</td>
<td>-------------------------</td>
<td>----------------</td>
<td>---------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>INCOME for Programs/Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Endowment Distribution</td>
<td>$3,526,442</td>
<td>$3,359,652</td>
<td>$3,552,341</td>
<td>$192,688</td>
<td>5.7%</td>
</tr>
<tr>
<td>2. Pledge Payments</td>
<td>455,000</td>
<td>60,000</td>
<td>435,000</td>
<td>375,000</td>
<td>625.0%</td>
</tr>
<tr>
<td>3. Restricted Gifts and Grants</td>
<td>775,000</td>
<td>283,989</td>
<td>342,500</td>
<td>58,511</td>
<td>20.6%</td>
</tr>
<tr>
<td>4. Unrestricted Gifts and Grants</td>
<td>975,000</td>
<td>1,025,000</td>
<td>975,000</td>
<td>(50,000)</td>
<td>-4.9%</td>
</tr>
<tr>
<td>5. University of Virginia</td>
<td>1,157,943</td>
<td>1,129,510</td>
<td>1,012,212</td>
<td>(117,298)</td>
<td>-10.4%</td>
</tr>
<tr>
<td>6. Other</td>
<td>-</td>
<td>4,200</td>
<td>3,500</td>
<td>(700)</td>
<td>-16.7%</td>
</tr>
<tr>
<td>7. TOTAL INCOME for Programs/Operations</td>
<td>$6,889,385</td>
<td>$5,862,351</td>
<td>$6,320,553</td>
<td>$458,201</td>
<td>7.8%</td>
</tr>
<tr>
<td>EXPENSES for Programs/Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Personnel</td>
<td>$6,109,473</td>
<td>$5,705,373</td>
<td>$6,286,455</td>
<td>$581,082</td>
<td>10.2%</td>
</tr>
<tr>
<td>9. Events/Services</td>
<td>1,346,207</td>
<td>1,049,162</td>
<td>1,064,903</td>
<td>15,741</td>
<td>1.5%</td>
</tr>
<tr>
<td>10. Maintenance/Repairs/Renovations/Equipment</td>
<td>47,000</td>
<td>47,000</td>
<td>300,500</td>
<td>253,500</td>
<td>539.4%</td>
</tr>
<tr>
<td>11. Miscellaneous/Faculty Research Funds</td>
<td>33,000</td>
<td>19,000</td>
<td>43,400</td>
<td>24,400</td>
<td>128.4%</td>
</tr>
<tr>
<td>12. Sponsored Research</td>
<td>53,500</td>
<td>57,000</td>
<td>87,000</td>
<td>30,000</td>
<td>52.6%</td>
</tr>
<tr>
<td>13. Supplies/Materials</td>
<td>49,800</td>
<td>39,100</td>
<td>56,800</td>
<td>17,700</td>
<td>45.3%</td>
</tr>
<tr>
<td>14. Travel/Lodging/Meals</td>
<td>180,800</td>
<td>156,700</td>
<td>283,020</td>
<td>126,320</td>
<td>80.6%</td>
</tr>
<tr>
<td>15. TOTAL EXPENSES for Programs/Operations</td>
<td>$7,819,780</td>
<td>$7,073,335</td>
<td>$8,122,078</td>
<td>$1,048,743</td>
<td>14.8%</td>
</tr>
<tr>
<td>16. NET INCOME for Programs/Operations</td>
<td>$(930,395)</td>
<td>$(1,210,984)</td>
<td>$(1,801,525)</td>
<td>$(590,541)</td>
<td>48.8%</td>
</tr>
<tr>
<td>17. Deferred Revenue, Recognized</td>
<td>974,843</td>
<td>1,276,249</td>
<td>1,924,235</td>
<td>647,986</td>
<td>50.8%</td>
</tr>
<tr>
<td>18. TOTAL NET INCOME for Programs/Operations</td>
<td>$44,448</td>
<td>$65,265</td>
<td>$122,710</td>
<td>$57,445</td>
<td>88.0%</td>
</tr>
<tr>
<td>19. Plus Sublease of Washington DC Office</td>
<td>239,420</td>
<td>240,202</td>
<td>249,810</td>
<td>9,608</td>
<td>4.0%</td>
</tr>
<tr>
<td>20. Less Lease of Washington DC Office</td>
<td>(392,658)</td>
<td>(371,805)</td>
<td>(380,974)</td>
<td>(9,169)</td>
<td>2.5%</td>
</tr>
<tr>
<td>21. Plus University Central Services Allocation</td>
<td>959,304</td>
<td>1,147,885</td>
<td>1,190,434</td>
<td>42,549</td>
<td>3.7%</td>
</tr>
<tr>
<td>22. Less University Central Services Assessment</td>
<td>(1,146,626)</td>
<td>(1,247,885)</td>
<td>(1,390,818)</td>
<td>(142,933)</td>
<td>11.5%</td>
</tr>
<tr>
<td>23. Plus New Contributions Designated for Endowment</td>
<td>100,000</td>
<td>639,033</td>
<td>50,000</td>
<td>(589,033)</td>
<td>-92.2%</td>
</tr>
<tr>
<td>24. Less Transfers of Contributions Designated for Endowment</td>
<td>(100,000)</td>
<td>(639,033)</td>
<td>(50,000)</td>
<td>589,033</td>
<td>-92.2%</td>
</tr>
<tr>
<td>25. NET INCOME, Total</td>
<td>$(296,113)</td>
<td>$(166,338)</td>
<td>$(208,838)</td>
<td>$(42,501)</td>
<td>25.6%</td>
</tr>
<tr>
<td>26. Plus Divestment from Quasi-Endowment Reserve Funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>27. Beginning Cash Balance</td>
<td>$2,377,875</td>
<td>$2,812,370</td>
<td>$4,220,795</td>
<td>$1,408,425</td>
<td>50.1%</td>
</tr>
<tr>
<td>28. Less Deferred Revenue, Unrecognized</td>
<td>197,627</td>
<td>2,851,012</td>
<td>221,683</td>
<td>(2,629,329)</td>
<td>-92.2%</td>
</tr>
<tr>
<td>29. Plus Divested Revenue, Recognized</td>
<td>(974,843)</td>
<td>(1,276,249)</td>
<td>(1,924,235)</td>
<td>(647,986)</td>
<td>50.8%</td>
</tr>
<tr>
<td>30. Ending Cash Balance</td>
<td>$1,304,546</td>
<td>$4,220,795</td>
<td>$2,309,405</td>
<td>$(1,911,390)</td>
<td>-45.3%</td>
</tr>
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</table>
## Proposed Operating Budget Fiscal Year 2021

**Miller Center and Miller Center Foundation**

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miller Center</td>
<td>Miller Center Foundation</td>
<td>Total</td>
</tr>
<tr>
<td><strong>INCOME for Programs/Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Endowment Distribution</td>
<td>$2,904,040</td>
<td>$648,301</td>
</tr>
<tr>
<td>2. Pledge Payments</td>
<td>-</td>
<td>435,000</td>
</tr>
<tr>
<td>3. Restricted Gifts and Grants</td>
<td>42,500</td>
<td>300,000</td>
</tr>
<tr>
<td>4. Unrestricted Gifts and Grants</td>
<td>-</td>
<td>975,000</td>
</tr>
<tr>
<td>5. University of Virginia</td>
<td>1,012,212</td>
<td>0</td>
</tr>
<tr>
<td>6. Other</td>
<td>-</td>
<td>3,500</td>
</tr>
<tr>
<td>7. <strong>TOTAL INCOME for Programs/Operations</strong></td>
<td>$3,958,752</td>
<td>$2,361,801</td>
</tr>
<tr>
<td><strong>EXPENSES for Programs/Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Personnel</td>
<td>$6,286,455</td>
<td>-</td>
</tr>
<tr>
<td>9. Events/Services</td>
<td>979,803</td>
<td>85,100</td>
</tr>
<tr>
<td>10. Maintenance/Repairs/Renovations/Equipment</td>
<td>300,500</td>
<td>-</td>
</tr>
<tr>
<td>11. Miscellaneous/Faculty Research Funds</td>
<td>41,400</td>
<td>2,000</td>
</tr>
<tr>
<td>12. Sponsored Research</td>
<td>87,000</td>
<td>-</td>
</tr>
<tr>
<td>13. Supplies/Materials</td>
<td>56,800</td>
<td>-</td>
</tr>
<tr>
<td>14. Travel/Lodging/Meals</td>
<td>283,020</td>
<td>-</td>
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<tr>
<td>15. <strong>TOTAL EXPENSES for Programs/Operations</strong></td>
<td>$8,034,978</td>
<td>$87,100</td>
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<tr>
<td>16. <strong>NET INCOME for Programs/Operations</strong></td>
<td>$(4,076,226)</td>
<td>$2,274,701</td>
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<tr>
<td>17. Deferred Revenue, Recognized</td>
<td>516,876</td>
<td>1,407,359</td>
</tr>
<tr>
<td>18. <strong>TOTAL NET INCOME for Programs/Operations</strong></td>
<td>$(3,559,350)</td>
<td>3,682,060</td>
</tr>
<tr>
<td>19. Plus Sublease of Washington DC Office</td>
<td>-</td>
<td>249,810</td>
</tr>
<tr>
<td>20. Less Lease of Washington DC Office</td>
<td>-</td>
<td>(380,974)</td>
</tr>
<tr>
<td>21. Plus University Central Services Allocation</td>
<td>1,190,434</td>
<td>-</td>
</tr>
<tr>
<td>22. Less University Central Services Assessment</td>
<td>(1,390,818)</td>
<td>-</td>
</tr>
<tr>
<td>23. Plus New Contributions Designated for Endowment</td>
<td>-</td>
<td>50,000</td>
</tr>
<tr>
<td>24. Less Transfers of Contributions Designated for Endowment</td>
<td>-</td>
<td>(50,000)</td>
</tr>
<tr>
<td>25. Plus/Less Transfers of Programmatic Funds from Foundation to Center</td>
<td>3,599,650</td>
<td>(3,599,650)</td>
</tr>
<tr>
<td>26. <strong>NET INCOME, Total</strong></td>
<td>$(160,085)</td>
<td>$(48,754)</td>
</tr>
<tr>
<td>27. Beginning Cash Balance</td>
<td>$2,692,755</td>
<td>$1,528,040</td>
</tr>
<tr>
<td>28. Plus Deferred Revenue, Unrecognized</td>
<td>167,501</td>
<td>54,182</td>
</tr>
<tr>
<td>29. Less Deferred Revenue, Recognized</td>
<td>(516,876)</td>
<td>(1,407,359)</td>
</tr>
<tr>
<td>30. Plus Divestment from Quasi-Endowment Reserve Funds</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>31. <strong>Ending Cash Balance</strong></td>
<td>$2,183,295</td>
<td>$126,109</td>
</tr>
</tbody>
</table>
March 18, 2020

UVIMCO Shareholders,

We hope you, your family, and your colleagues are healthy and safe in these uncertain times. This letter provides an update on UVIMCO’s response to the coronavirus and related market activity.

UVIMCO’s primary objective is to generate exemplary investment returns to support the University of Virginia’s mission. Ensuring the wellbeing and efficacy of our team is foundational to this effort. Beginning this week, UVIMCO staff are working remotely at full capacity. Our continuity of operations plan enables the entire team to operate on a remote basis using our secure cloud-based servers and an operational framework that has been frequently and successfully tested many times over the past two decades.

Financial markets are pricing in the expectation that COVID-19 will have a significant impact on economic activity and corporate profits, and investors are demanding lower prices to bear the risk of financial assets. Equity and commodity prices suggest a meaningful and prolonged hit to demand across most industries, while interest rates reflect a similar expectation of extended market weakness and concerns about the long-term fiscal impact from necessary stimulus.

The global market drawdown began on February 20th. During February, our Policy Portfolio of 65% global equities, 10% global real estate and 25% global bonds fell 5.5%, driven by an 8.0% decline in the value of global equities during the month. Meanwhile, the value of the Long Term Pool fell 1.8% in February. As a reminder, the Long Term Pool has a meaningful allocation to private assets that are marked on a quarterly basis, and this limits the utility of short-term performance comparisons of the Long Term Pool to the Policy Portfolio. However, performance of the liquid portion of the Long Term Pool was strong versus public indices in February and contributed favorably to the relatively modest decline in the Long Term Pool.

Markets like this are the reason why diversification is vital to the long-term health of investment portfolios. Buoyed by both monetary and fiscal policies, strong corporate earnings and cash flows drove global equities up 39.1% during the three years ended January 31, 2020. In 2019 alone, global equities rose 27.3% as both individuals and institutions drove up valuations in their search for returns. Equities were a fantastic place to invest, and diversified portfolios lagged the equity markets year after year. Now, undiversified portfolios that participated fully in the rise in public equity prices in 2019 are fully participating in the downturn, while balanced portfolios are outperforming.

The Long Term Pool is both diversified and positioned somewhat conservatively relative to both the Policy Portfolio and other institutions. As of January 31, 2020, the Long Term Pool held 10.7% in cash and fixed income, and another 25.5% in hedged and absolute return strategies. A month later, the Long Term Pool had 10.5% in fixed income and cash, 26.1% in hedged and absolute return strategies, and 35.8% in other liquid strategies as of February 29, 2020. The current market environment, in contrast to February’s, will test all strategies, whether hedged or fully long. Diversification across ~90 active manager relationships should help mitigate the idiosyncratic risk of any one.
Our internal processes are working well. Investment committee meetings continue as scheduled, and our risk committee is in constant communication with each other and the markets. Our portfolio management approach in times of market stress has four components: 1) over-communicate across the team and with stakeholders and managers, 2) ensure sufficient Long Term Pool liquidity, 3) actively manage the risk profile of the Long Term Pool, and 4) incrementally rebalance into the most interesting opportunities. Through this approach, we balance the need to be prepared to weather future market declines with allocating capital to capture future exceptional returns.

Over the past few weeks, we have been in close contact with University and foundation staff, our managers, and our team. We have maintained the Long Term Pool’s cash and fixed income reserves to ensure we can meet shareholder redemption needs and capital calls while also reserving capital to take advantage of new opportunities. We are actively managing the Long Term Pool’s risk exposures to maintain a level of overall risk similar to that of the Policy Portfolio. Finally, we have begun and will continue to deploy capital into new opportunities, but at a careful and measured pace.

Market volatility has continued into the month of March, and our Policy Portfolio benchmark has fallen about 12% month-to-date through March 17, 2020. We do not publish intra-month performance estimates for the Long Term Pool, as the majority of our external public managers provide performance information only at month end. However, the Policy Portfolio’s return can be used as a reasonable estimate of the Long Term Pool’s return, as the global equity market exposure of the Long Term Pool is generally comparable to that of the Policy Portfolio benchmark. Our March 2020 flash report and statements will be available to shareholders on April 14, 2020.

Periods of market stress create exceptional opportunities for long-term investors. However, we are also cognizant that the eventual impact of COVID-19 is as yet unknown. We will manage the Long Term Pool in a steady fashion as this crisis unfolds.

We wish the best for you, your families, and your communities, and hope for a return to normal life as soon as possible. Please do not hesitate to reach out to us as needed.

Sincerely,

Robert W. Durden
Chief Executive Officer
Chief Investment Officer
RDurden@uvimco.org

Kristina M. Alimard
Chief Operating Officer
KAlimard@uvimco.org
Governance and Nominating

Strategic Directives

• **Committee assignments**: The Governance and Nominating Committee has worked to ensure each Council member has at least one committee assignment, stressing the importance of engaged committees to support the work of the Center.

• **In memoriam**: The committee has engaged with the Development team to create a spring luncheon (April 24, 2020; now postponed) to honor the passing of a range of individuals who meant a great deal to the Center. Governor Gerald Baliles, Mortimer Caplin, A.D. Hart, Rosemary Galbraith, Richard Kreitler, Jim Lehrer, Elizabeth Scott, and Anne Worrell. Each played a significant role at the Miller Center, sharing talent and time through, for example, board service and also support of the Center philanthropically. Each also is featured in our spring *IllumiNation* magazine, with highlights on Governor Baliles and Jim Lehrer.

• **Oversight**: The committee also weighs issues of importance to the Center, having provided direction on content for the January and April 2020 Council meetings.

Nominations

• Researching and nominating new Governing Council members is an essential role the committee plays.

• Members of the committee have had exploratory conversations with six potential new members since the January 2020 meeting.

• The committee recommends the Council approve six new members to be invited to join the Council at its April 2020 meeting. If they are able to join the Council, we will include their names for final approval by the Board of Visitors at its June 4–5, 2020, meeting in Charlottesville.

• See bios of nominated persons on the following page.
Governing Council Nominations Discussion

The Governance and Nominating Committee has been meeting regularly to continue to review and revise a list of potential candidates for the Governing Council. The list below includes those who have indicated an interest in serving, as well as those where additional conversations are needed. We are seeking your approval for the entire slate and will continue conversations with those with whom we have not yet confirmed their interest.

Names for Approval

**TOM BECHERER**
Thomas L. Becherer, president and CEO, Delta Bridge, Inc., Charlottesville, VA (2006–present). Delta Bridge offers commercial communications consulting and international telecommunications services and support. He is a former research and policy director for the Commission on Protecting and Reducing Government Secrecy in Washington, DC (1997). The commission was chaired by Senator Daniel P. Moynihan of New York. Mr. Becherer was a legal assistant at the DC firm Akin, Gump, Strauss, Hauer & Feld (1991). He is married to Jenny Cockburn-Becherer, and they have two children. Mr. Becherer’s gifts to the Miller Center have totaled $100K since 2015, including $25K for PrezFest. Mr. Becherer has indicated that he would be prepared to serve beginning in September.

**CARLOS BROWN**
Carlos Brown is senior vice president and general counsel and chief compliance officer at Dominion Energy. He also serves on the Richmond Metropolitan Transportation Authority, Next-UP, and Dominion Energy Credit Union. Prior to joining Dominion in 2007, he served as managing partner of Brown Martin PC and president and managing member of the Obsidian Capital Co., and also had practiced law as an associate at McGuireWoods LLP and McCandlish Holton PC. He received both his BA and JD degrees from the University of Virginia. He was president of the student council and president of the Black Law Students Association. We have just begun our conversations with Mr. Brown about the Governing Council.

**DAVID CROWE**
David Crowe regularly comes to Miller Center events (including PrezFest). He is president of Rockfish Realty LLC and retired managing director at Lehman Brothers. He graduated from Yale Law School in 1981. Crowe’s wife is Patricia and he has three children: Erin (UVA alum 2004), Zackary (UVA alum 2005), and Megan. He has donated to the Miller Center at the Presidential Cabinet level every year since 2005. Mr. Crowe is interested in serving.
JOHN GEORGES
John serves as chief executive officer for Georges Enterprises, a Louisiana conglomerate that includes Imperial Trading Co., a national food distribution for convenience stores headquartered in New Orleans and with regional offices in 12 states. He offered his financial support of PrezFest 2019. He is a Trustee for the National World War II Museum, past president of the Young Presidents Organization of Louisiana, past member of the Tulane University President's Council, the University of New Orleans Foundation, the LSU Medical Foundation Board, New Orleans and Jefferson Parish Business Councils, World Trade Center and the Chamber of Commerce. Mr. Georges founded the Lemonade Day in Louisiana, a community event that gives children an opportunity to learn the inner workings of running a business. He also established the Galatoire Foundation, named after the restaurant he owns, to expand local cultural programs. He lives in New Orleans with his wife, Dathel, and their children Zana, Liza, and John Jr. (Nike)—two of whom are UVA graduates. We have just begun conversations with Mr. Georges.

MAYA GHAEMMAGHAMI
Dr. Maya Ghaemmaghami is an oncologist in Charlottesville. She is affiliated with Sentara Martha Jefferson Hospital and Augusta Health. She received her medical degree from Northeast Ohio Medical University and has been in practice for more than 20 years. She is one of the founders of the Friends of the Miller Center and is currently serving on the Miller Center’s Foundation Board. Ms. Ghaemmaghami is interested in serving on the Governing Council as well.

RODNEY SLATER
Rodney Slater is a partner in the Washington, D.C., law firm of Squire Patton Boggs, and former secretary of transportation in the Clinton administration. Prior to becoming Secretary, Mr. Slater was head of the Federal Highway Administration, and was the first African American administrator in the agency’s century-long history. He held several positions in Arkansas, including director of government relations at Arkansas State University; executive assistant for economic and community programs for then-Governor Bill Clinton; the governor’s special assistant for community and minority affairs; assistant attorney general in the litigation division of the Arkansas State attorney general’s office; and secretary-treasurer of the Arkansas Bar Association. He was also liaison for the Martin Luther King Jr. Federal Holiday Commission. From 1987 to 1992, Mr. Slater was a member of the Arkansas State Highway Commission, serving as its chairman, before joining the Clinton-Gore administration. Mr. Slater is from Arkansas and currently resides in Washington, DC. Ann Compton and L. F. Payne met with him, and he is assessing his time commitments.
Strategic Plan

Please click here to view the Miller Center Strategic Plan online.
Advancement

The Advancement operation at the Miller Center has grown and developed significantly over the past eight months. We are seeing the fruits of our relationship with University Advancement through the introduction of new prospects (five specific new prospects to date) from other advancement officers, and increased efficiency across the development operation. We are also working closely with the Finance office to clarify specific critical needs at the Miller Center, and with Communications to improve our outreach to all constituents, including event attendees and donors outside Charlottesville.

Honor the Future Campaign—Miller Center
July 1, 2013, through March 31, 2020

Total commitments: $20,330,886

Year-to-date as of March 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Fund</td>
<td>$427,352</td>
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</tr>
<tr>
<td>Philanthropic Cash Flow</td>
<td>$1,457,719</td>
<td>$3,225,882</td>
</tr>
<tr>
<td>Total Commitments</td>
<td>$2,581,560</td>
<td>$2,407,978</td>
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</tbody>
</table>

These numbers reflect official cash flow and multi-year pledges and commitments from University Advancement, the official record of campaign totals. These differ from numbers reflected in the budget, which interprets cash flow and multi-year commitments differently for planning purposes.

FY2020 Priorities: Status

In FY2020, the Miller Center Development office has focused on the following:

- Establish a new, cohesive, organized team that will best address the current and future needs of fundraising efforts at the Miller Center. This includes active cultivation and solicitation of prospects as well as donor communications, stewardship, special event management, annual fund operations, and prospect discovery. Complete team of four
- Raise $3.5 million in new commitments and future support to help basic operations and build endowment. $2.3M raised as of March 6
- Raise an additional $2 million for the Hillary Rodham Clinton Oral History Project. $1M raised as of March 6

Review of FY20 Activities

- More than 100 strategic prospect visits to date by two officers.
• 10 Development events, including prospect/donor lunches and evening events.
• Development-specific travel to: New York City; California; Washington, D.C.; Roanoke; Norfolk/VA Beach; Richmond; Florida
• Refresh Presidential Cabinet benefits—In process
• Complete staffing plan and finalize hires—Complete
• Re-energize the Development Committee of the Governing Council—Ongoing
• Establish a working campaign goal and specific priorities—Complete
• Create a framework to operationalize our fundraising campaign—Ongoing
• Develop a creative Annual Fund plan to grow unrestricted annual support—Ongoing
• Collaborate with Office of Gift Planning to increase future support—Ongoing
• Raise $130K for a matching grant from the Perry Foundation, which has committed $100K to upgrade audio-visual equipment to give us the highest-level technological standards and to reach a wider audience—Ongoing

COVID-19 outbreak update
• All University solicitations on HOLD as of March 12, 2020; Miller Center spring solicitation and Perry Foundation match outreach are on hold.
• All development-related travel and events suspended.
• Development team will focus on the following:
  o Stewardship of Presidential Cabinet: sending books, providing special online opportunities;
  o Team professional development opportunities online;
  o Logging and recording activity to date;
  o Note cards, phone calls, and emails to prospects and donors;
  o Data mining for new prospects;
  o Other analysis, planning activities, usually done during summer months.
Presidential Studies

Presidential Oral History Program (POHP)

- **Bush 41 documentary**: The film, based on the Miller Center’s oral histories and supplemented with new interviews, has been submitted to the national PBS to be considered for an autumn public release date. We also hope to host public screenings, once the pandemic has subsided.

- **Bill Clinton Presidential History Project**: The POHP team recorded interviews and worked up a list of foreign leaders to interview in the coming year, including Ireland’s former taoiseach, Bertie Ahern; Gerry Adams; and former Finnish president and Nobel laureate Martti Ahtisaari.

- **Bush 43 Oral History**: On November 1, the Miller Center rolled out the George W. Bush Oral History Project. Roughly half of the Bush Project oral histories were opened, including interviews with Karl Rove, Richard Gephardt, Robert Gates, Stephen Hadley, and Pete Wehner. The event featured lively discussions among scholars who participated in the interviews and a number of Bush administration alumni. A volume of essays based on the Bush archive will be published.

- **Barack Obama Oral History**: The Obama Oral History Project Advisory Board met on December 16.
  The following interviews on the Obama presidency were scheduled to be recorded:
  - Chris Lu (follow-up), deputy secretary of labor and White House cabinet secretary
  - Antony Blinken, deputy secretary of state
  - Todd Stern (follow-up), special envoy for climate change
  - Mona Sutphen, deputy White House chief of staff
  - Kathleen Sebelius, secretary of health and human services (postponed)
  - General David Petraeus, director of Central Intelligence (postponed)
  - Jason Furman, chair, Council of Economic Advisors (postponed)
  - Other Obama project interviews are currently scheduled with Cecilia Muñoz, Lawrence Summers, Antony Blinken [follow-up], James Clapper, and David Axelrod.

Presidential Recordings Program (PRP)

- **JFK tapes**: Completed two-year project, supported by the National Historical Publications and Records Commission (NHPRC) of JFK tapes on Vietnam.
  - Publication expected in 2021 through UVA Press.
  - Upon release, PRP will have published more than 250 transcripts and 132 hours of the Kennedy recordings—51 percent of the entire corpus.
• **LBJ tapes.**
  
  o In October 2019, PRP published its second volume of Johnson transcripts related to the War on Poverty.
    ▪ Comprises 56 transcripts and 15 hours of recorded material.
  
  o In early March 2020, PRP published the first of four installments on “The Election of 1964, vol. I.”
    ▪ Comprises 60 transcripts and approximately four hours of Johnson recordings on the election of 1964.
    ▪ With this release, PRP has now published 3,301 transcripts and 324 hours of Johnson telephone recordings—just over 50 percent of the entire corpus.
  
  o Commenced NHRPC-funded project to transcribe the LBJ tapes on the 1964 election.
    ▪ Comprises 232 transcripts and 27 hours of recorded material, to be completed by December 2020.
  
  o PRP will apply to the NHPRC in June 2020 for another award to complete transcription of recordings on the 1964 election.

• **Outreach.**
  
  o PRP is collaborating with *50PlusPrime*, a television show appearing on AXS TV on a 20-episode series on the 1960s and 1970s.
    ▪ First episode airs March 2020 and will feature clips from the Kennedy, Johnson, and Nixon recordings, as well as material from the Carter and Reagan oral histories.
    ▪ Presidential Studies scholars will also appear on-air as experts.
  
  o PRP supported a New York Historical Society exhibit, “Meet the Presidents,” which opened in February 2020.
  
  o PRP provided vital scholarly and research support to the PRX podcast “LBJ and the Great Society,” which debuted in February 2020.

**American President**

The American President section of the website (aka “U.S. Presidents”) comprises the bulk of our site traffic and is typically the first touchpoint in a series of user interactions.

- The web team is reassessing user experience and the site’s information architecture by reconsidering the Educational Resources section, evaluating what is considered an “educational resource,” how we can make online exhibits more accessible, examining “key events” to make them more useful, and updating presidential essays.
March 16, 2020

To: Academic Affairs Committee, Miller Center Governing Council
From: Bill Antholis

Subject: Hillary Clinton Oral History Project, Phase I

I would like to propose beginning work on the Hillary Clinton Oral History Project, Phase I, which covers her service as secretary of state.

The exact start of the project would depend, in part, on Barbara Perry, as co-director of the Miller Center’s Oral History Program, to make her own time available to begin work. The initial steps required would be as follows:

- Assembling an advisory committee
- Developing a list of prioritized interviews
- Extending invitations to conduct interviews
- Hiring a research and administrative team
- Conducting the interviews themselves

The current agreement with Secretary Clinton indicates that work will begin as soon as half of the funds for the $2.2 million budget have been raised. We currently are at $875,000 in hard commitments, with another $150,000 identified. (The potential supporters for the final $150,000 have indicated that they want to wait on signing a pledge until financial markets stabilize.)

I would like to proceed in authorizing the project for several reasons. Given the work slowdown due to the coronavirus pandemic, our fundraising is likely to face constraints, with uncertain travel for our development team, the inability to host events, and uncertainty in the financial markets. If we are able to confirm all of the current gifts, we can set next fiscal year’s budget to include this project in it. The current level of confirmed funding provides one full year of work, and also about two months of a second year. That will allow us to begin our work, while continuing to complete the funding.

We will need to reach an agreement with Secretary Clinton’s team on what this entails. I would suggest the following, subject to further discussion with Barbara Perry and Allida Black, co-directors of the HRC Project. Allida has considered many of the initial steps listed above and could begin as soon as feasible for her schedule.

- Prioritize interviews with Secretary Clinton
• Prioritize interviews with her senior State Department staff and cabinet counterparts
• Prioritize interviews with key international partners

Typically, in an oral history project, some early interviews are conducted with midlevel officials as a way of building up information in advance of interviewing the more senior officials. In this case, given the uncertainty of funds for the second half of interviews, it makes sense to prioritize senior officials first. We would conduct interviews as long as funds are available. Midlevel officials can be added as funding materializes, along with grassroots interviewees affected by Secretary Clinton’s policies. Of course, domestic and international travel restrictions may require new methods of conducting interviews through the use of innovative communications technology.
Communications

2019 highlights

According to a variety of metrics, the Miller Center had a strong year in 2019, posting year-over-year improvements in website traffic, public programming attendance, and video views while maintaining extensive earned-media attention and generating robust interest in our impeachment expertise.

Millercenter.org website

- Reached 5.2 million unique users in 2019 (up 18 percent from 2018).
- Increased page views to 12.1 million (up 14 percent), driven by PrezFest events and marketing as well as organic growth.
- “American President” presidential biographies made up 80 percent of total website traffic.

“Miller Center Presents” public programming

- 26 public events in 2019 (excluding PrezFest), drawing a total of 3,475 attendees for an average of 134 attendees per event.
- Increased 74 percent over 2018, when we offered 25 public events that drew 1,921 attendees for an average of 77 attendees per event.
- Average registration no-show rate was 32 percent, and we filled the Forum Room to an average of 96 percent capacity.
- The Presidential Ideas Festival offered 25 public events over three days from May 21–23, drawing a total of 1,042 attendees, who filled 6,574 seats.

Video views

- Miller Center public events generated 110,904 video views (excluding PrezFest), up 30 percent over 2018. Average video views per event were 3,697, +77 percent over 2018.
- 94 percent of 2019 video views came from Facebook, often from paid advertising. However, the average duration of each Facebook video view was only 34 seconds. This contrasts with an average of 23 minutes on YouTube and Vimeo (traffic driven from the mc.org website).
- PrezFest generated 299,268 video views, averaging 11,971 views per event.

Earned media

- Total earned-media occurrences reached 654, for an average of 54 per month. This represented a 29 percent decline from 2018, largely the result of the departure of several faculty and senior fellows who had been significant earned-media contributors.
• 2019 earned-media totals: 64 op-eds, 296 major interviews or podcasts, 176 quotes, 50 news stories, and 68 mentions. Miller Center faculty accounted for 56 percent of the total; practitioner senior fellows accounted for 32 percent; faculty senior fellows, 12 percent.

Impeachment

• In early October, the Miller Center launched a comprehensive impeachment subsection of the mc.org website to serve as a resource for journalists, educators, students, and the general public. Home for all impeachment-related earned media generated by our experts, this subsection garnered more than 78,000 page views (representing 2 percent of total website traffic), with an average visit duration of six minutes (twice the average duration for the overall website).
• Miller Center experts delivered 98 impeachment-related earned-media instances, including 8 op-eds, 50 major interviews or podcasts, 35 quotes, 3 news stories, and 2 mentions.

2020 plans

Coronavirus programming

The coronavirus pandemic compelled us to abruptly cancel all public events for the spring, but the Miller Center’s programming and communications teams quickly pivoted to enable us to present online/livestream events using the Zoom webinar function. In less than a week, the A/V and technical staff solved the significant technical challenges associated with delivering these new online events without requiring any physical contact among staff, participants, or audience. Meanwhile the programming staff assembled a new lineup of weekly programs through the end of the semester and beyond. We launched a new weekly Miller Center email blast to promote these events as well as highlighting our vast stores of existing content on the millercenter.org website.

Other major projects

• Website improvements
  o Further SEO (search engine optimization) enhancements
  o Roll out improvements to our “call to action” donate buttons on mc.org
  o Re-launch the “educational exhibits” section
• DemFest marketing planning
  o Build a comprehensive marketing plan for the 2021 Democracy Festival
• Bush 41 documentary rollout
  o Prepare extensive marketing campaign for PBS premiere of Bush 41 documentary
• Studio camera replacement
  o Perry Foundation matching grant to replace aging broadcast cameras in the Forum Room remains a priority
Student Engagement

We have a diverse set of programs that engage UVA students in research, public programming, and administration, both at the undergraduate and graduate levels. We continue to expand our strategic engagement with UVA students and organizations across Grounds, in D.C., and nationally to build out an infrastructure for exposing students of all ages to our resources. Stefanie Georgakis Abbott manages and coordinates all student engagements.

Employment and internships

- **Leonard D. Schaeffer Fellows Program**: The Miller Center partners with the Career Center to provide 10 undergraduates with 10-week, paid, full-time, high-level summer internships with elected officials and federal, state, and local agencies. Schaeffer Fellows are selected from five elite universities—UVA, Harvard, Princeton, UC Berkeley, and the University of Southern California. Fellows represent diverse backgrounds, political perspectives, and academic disciplines. Fellows are paired with a UVA alumnus mentor in a related field. Internships in 2020 are planned for the city of Arlington, the Smithsonian, and the Department of Health and Human Services.

- **Presidential Recordings Program**: PRP employs a team of interns who listen to the White House tapes and create first-draft transcripts of the recordings. Interns are required to learn how to use several electronic databases and a digital audio player, and to memorize the PRP in-house style manual and formatting guidelines.

- **Presidential Oral History Program**: Student associates chiefly help maintain status records of our hundreds of oral histories, notify interviewees when their transcripts and/or deeds are due, and perform routine office tasks like copying and shipping. In 2019 they began a project to make our transcripts that are already online more accessible to the visually impaired; all of the Bush 43 open transcripts are now accessible, as are many of the transcripts in the Edward M. Kennedy project.

- **Anselmi internship**: Each summer, we have one or two Anselmi interns who work full-time for 10 weeks for Bill Antholis. They conduct research for courses Bill teaches, write, draft Bill’s remarks, and handle other administrative duties, as needed.

- **Front desk assistants, events, communications**: We employ students to staff the front desk. They act as the “face” of the Miller Center, and are the first person guests encounter. We also have student interns working with our communications and events teams to help manage events, check-in guests, edit videos, and work on the website.

Outreach and partnerships

- **The Wilson Journal**: The Miller Center and the Wilson Journal, a student-run academic journal at UVA, sponsor an annual essay competition on a topic related to foreign policy and national security. This year’s winners wrote essays about the biggest foreign policy
challenge facing the current presidential administration. Winners receive a cash prize and attend a luncheon with Bill Antholis.

- **Global Inquirer**: We have partnered with the *Global Inquirer*, a student-led podcast at the University, to host events for the past two years. In March 2020, we hosted a live podcast taping at the Miller Center about international tax havens.

- **Hoos on the Hill**: As part of our ongoing partnership with the Career Center, we will be a sponsor of Hoos on the Hill, which brings together alumni and current UVA students working on Capitol Hill for a reception in D.C. Through this partnership, the Miller Center now has access to a comprehensive listserv of all UVA alumni working on Capitol Hill.

- **Ronald Reagan Student Leadership Institute**: Each July, we host the new cohort of Reagan Leadership fellows. This program brings 60 students to Charlottesville for a day-long program on themes related to the presidency and democracy.

- **Other student organizations**: We periodically partner with student organizations to host and cross-promote events and opportunities across Grounds. We have ongoing relationships with the Jefferson Debating and Literary Society, the College Republicans, the University Democrats, the Hereford College, the Network of Enlightened Women, the Ridley Scholarship Fund, and the Meriwether Lewis Institute.

### Teaching

- **Gilder Lehrman Institute of American History**: Through this long-standing relationship, Miller Center faculty, including Barbara Perry and Marc Selverstone, participate in teacher institutes. During these intensive short courses, faculty educate high school teachers from across the country about the value of MC resources for high school curricula. This spring, Barbara Perry will be teaching a course about the presidency of Ronald Reagan at the Reagan Library in Simi Valley, California.

- **Teaching across the University**: Our senior fellows teach in departments across Grounds, including the College, the Law School, Batten, and Darden, exposing students to Miller Center resources and events. The Miller Center full-time faculty and practitioner senior fellows occasionally teach courses on Grounds or full summer-session courses. For example, Mary Kate Cary has taught a course on speechwriting in the politics department. Bill Antholis, Todd Sechser, and David Leblang will teach a Forum course in fall 2020 on democratic statecraft. Bill Antholis has taught COLA classes in the past and participates with Hereford Fellows each semester. Senior fellow Bob Bruner holds his weekly seminar on the presidency and leadership at the Miller Center.

### Online

- **American President**: At MillerCenter.org, the presidential essays and speeches—what we internally call “American President”—accounted for 88 percent of our web traffic in 2019. There were 10,682,730 total page views and 8,884,948 unique page views. We know that a majority of those views come from middle school, high school, and college students, although we have no way of measuring exact student numbers.
Workplace Culture Committee

The Workplace Culture Committee (WCC) has been actively pursuing the improvement of the culture at the Miller Center. The WCC has created subcommittees to identify ways to improve operations and understanding. Updates and progress of each subcommittee follow:

Process Subcommittee
The Process Subcommittee is in its second full year of operation, with the purpose of reviewing and improving procedures in the building, adding transparency and accountability to our work.

- Completed: capital improvements priority list, technology upgrade tracking.
- Next priority: evaluating project management tools to enhance our programming and visitors’ policy.

Party Planning Committee (PPC)
The mission of the PPC is to build camaraderie and esprit de corps amongst the faculty and staff of the Miller Center. We achieve this by planning social activities, encouraging wider participation in the WCC, and by looking for opportunities to improve workplace morale.

PPC proposed a yearly party schedule (below) and has already hosted three successful events.

- February: Chili Cookoff
- May: Spring Potluck (outdoors)
- November: Fall Potluck
- December: Holiday Party

Other potential activities: game nights, walking groups, sporting events, plus community projects that we can take on as a group to improve our work environment (e.g. sustainability).

Professional Development and Training Subcommittee (PDT)
PDT was formed during fall 2019. At this time, the following are PDT members:

- Stefanie Georgakis Abbott
- Meghan Murray
- Miles Efron

At the time of this report, PDT had met once and conducted business by email throughout the 2019–2020 academic year.
The PDT committee’s initial work includes the following:

An effort to bring CPR training to the Miller Center’s staff. We have been in contact with the American Red Cross about this training and have gathered information as to the cost and logistics required to arrange it. We plan to resolve these challenges in the near future and to make CPR training available during summer 2020.

Creating a document that enumerates professional development opportunities available on UVA Grounds. Our goal is to create and maintain a resource that collects the most relevant training options available to faculty and staff and to post this list on the Miller Center’s shared cloud storage system.

**Restorative Practice Subcommittee (RP)**

RP assesses the need for restorative practice in the Miller Center workplace and implements it through the use of “circles,” interviews, meetings, or other techniques.

**Intentions:**
- Integrate and implement circle practice in Monday morning staff meetings on a monthly basis.
- Provide a monthly “check-in circle” to focus on a Miller Center work issue or event.
- Help provide resources for any staff or faculty member who wants to conduct a circle.

**Achievements:**
- A successful circle after a Monday morning staff meeting.
- The RP subcommittee sponsored a circle after “Hoos Got Your Back” training to review what worked and what more we can do as a community about bystander intervention and respect.
- Held a productive circle, open to all faculty and staff, to hear people’s thoughts about reintegrating a former Miller Center community member.

**Feedback and Environment of Work Subcommittee**

The Feedback and Environment of Work Subcommittee aims to build a system for staff and faculty to provide anonymous feedback, manage a feedback review process and policy, and provide information to staff and faculty on how to maintain a safe, healthy, and productive work environment.

**Projects in progress:**
- Building an online anonymous feedback form
- Reviewing and ratifying a feedback policy
- Establishing a feedback review group
- Collecting and sharing important safety and emergency preparedness guidelines
- Exploring other projects to improve the work environment
Ms. Handy called the Council into executive session at 1:20 p.m. After the session adjourned, Ms. Handy convened the open meeting at 1:55 p.m.

Mr. Payne made a motion to approve the minutes of the October 2019 meeting of the Governing Council. The motion was seconded by Mr. Jeffries. The Council approved the minutes unanimously.

Welcome
Mr. Antholiz welcomed council members and provided a reminder of the three priorities for the Center over the next five years, tied to those of the University:

I. To expand the national and international recognition of the Miller Center as the preeminent institution for the study of the American presidency, public policy, and
political history:

- **Presidential Studies**
  - Advance Oral History work from Clinton through Trump (including Hillary Rodham Clinton)
  - Advance Recordings Program (including financial stability)
  - Develop and promote ongoing policy work on 2020 election and next administration programming
  - Work with Barbara Perry to advance work and career trajectory of full-time faculty

II. Work across UVA to address major national and international problems, especially on democracy:

  - Work with a broad set of UVA stakeholders to bring greater focus to issues of democracy, of both domestic and global significance as they impact the United States
  - Help advance Democracy Initiative with the College
  - Help develop Institute of Democracy across UVA
  - Serve as a member of President Ryan’s cabinet, and as a partner to Provost Magill, in advancing UVA’s interests on federal, national, and international issues
  - Empower David Leblang and Melody Barnes to emphasize scholar interaction, external affairs, UVA collaboration

III. Promote nonpartisan civil dialogue and public engagement, in alignment with Miller Center and UVA scholarship, with an emphasis on public impact:

  - Continue to produce a series of public events of, on average, one per week, but targeted to a variety of audiences, locations, and timing
  - Work to plan a UVA-Wide Democracy Summit for 2021 and every other year thereafter
  - Advance and expand creative digital media and communications strategy for the Center
  - Continue to emphasize public impact that includes agenda-setting, debate shaping, and policy design
  - Successfully fulfill and build on the Marcus Democracy Praxis Fund effort

**DEVELOPMENT**

Ms. McCaskill explained that Development was now fully staffed, with the addition of Ms. Drude and Ms. Horning in essential administrative and stewardship support roles. Ms. McCaskill
stressed the benefits of the relationship between the Miller Center Development and University Advancement, as well as the internal partnerships with Communications.

Ms. McCaskill presented fiscal year fundraising performance as of December 31, 2019. Governing Council member gifts totaled $148,131 and the Annual Fund had reached $373,112 from all donors as of December 31, 2019. Total Commitments to the Miller Center, including multi-year pledges, had reached $1,850,462 as of December 31, 2019.

Ms. McCaskill also shared her view of the role the Miller Center can play in the goals laid out by President James Ryan: *We will strive to be excellent for the purpose of serving the public; UVA will be synonymous with service; UVA will prepare citizen leaders in the 21st century.* The Miller Center has played a role preparing these citizen leaders. She highlighted how the Center has been able to get students out of the classroom and into real-world applications.

Ms. McCaskill reinforced that each supporter of the Miller Center has a story about why he or she supports the mission and work of the Center. She then presented the fundraising requirements the Center needs to support its work.

Ms. McCaskill proposed an Honor the Future capital campaign goal of $40M, based on an analysis of the Center’s prospect pool and past performance. The expected end date is June 30, 2025, which will correspond with the Miller Center’s 50th anniversary.

Council members asked for a clarification on the University’s matching funds policy. The University currently matches funds on a tiered basis for endowed professorships only. The Council briefly discussed whether an endowment in support of the Miller Center director’s position would qualify for matching funds and recognized that additional research would be needed to determine its eligibility. The Governing Council unanimously voted to approve the $40M capital campaign goal. [Mr. Payne moved; Ms. Vallar seconded.]

**STRATEGIC PLAN**

Ms. Murray presented on the state of the strategic plan, featuring a two-page summary version that was shared in Council meeting materials. Ms. Murray outlined the Center’s main three priorities in the current draft: the U.S. presidency, UVA collaboration, and engagement. She also noted two primary goals: To be great in what we do and be good in how we do it.

Council members suggested surveying attendees to events and made suggestions on how to measure the goals using metrics. This meeting adjourned at 4:36 p.m.

Respectfully submitted,

Natalie Russell
Ms. Handy called the Council into session at 9:02 a.m.

BUDGET AND FINANCE
Mr. Chancey shared the budget performance through December 31, 2019. He discussed variances between budget and actuals and noted that both income and expenses were on track with expectations for the first half of the fiscal year. Mr. Chancey noted that the format for reporting gift and grant income in the next fiscal year would be changed to restricted and unrestricted only, in order to line up more closely with University Advancement’s reporting. He also noted that the gift received in support of the Democracy Praxis Fund would benefit the budgets for the coming three fiscal years.

Mr. Chancey noted that the Budget and Finance Committee had reviewed the year-to-date financial reports and at its next meeting would consider an operating budget for fiscal year 2021 to be proposed to the Council at its meeting in April.

GOVERNANCE AND NOMINATING
Ms. Handy talked about planning for a new chair and vice chair, which she planned to present to Council in April. Members were asked to help by suggesting new members.

Ms. Handy discussed the proposed changes to the bylaws, distributed in the Council’s packets, and reviewed each suggested change. The Council agreed to the proposed changes, with the following edits: renaming the term Bylaws to be Rules of Engagement (title); adding a
requirement of a winter meeting (Article VI, Section 8); removing reference to Board of Visitors (Article X); and removing Article XII altogether.

The Council unanimously approved the proposed Miller Center bylaws with the suggested revisions. [Mr. Martin moved; Ms. Fried seconded.]

Potential Nominations
Mr. Antholis distributed a list of names and short background descriptions of people who have been intellectually engaged with the Center or have been financial supporters. The Governance & Nominating committee will bring specific nominations to Council’s April meeting, which would allow the Board of Visitors to include the proposed members its June meeting for approval. Council approved the bylaws. [Mr. Payne moved, Mr. Martin seconded.]

Respectfully submitted,

Natalie Russell
Miller Center Early History

As the University has just celebrated its bicentennial, President Ryan has challenged the University to be both “great and good.” That includes an honest assessment of our collective past when it comes to segregation and discrimination, including the history and naming of buildings, schools, and centers on Grounds.

Faulkner House

- Built in 1855–56 for Addison Maupin.
- Maupin used the house as a dining/residence hall for UVA in the 1850s. In *Albemarle: Jefferson’s County, 1727–1976*, “the 1850 census reveals that virtually all of the professors had slaves in their households or owned laborers employed elsewhere, from John Staige Davis with two to Addison Maupin who had a dozen.”
- Maupin sold the house in 1857 to Gabriel B. Shields, and he moved to Carrs Hill. According to Garth Anderson’s history of the Faulkner House, Shields “died shortly after acquiring the house, leaving the property to two spinsters named Jurey.”
- During the Civil War, the house was the temporary headquarters for Union General Thomas Devin while the Union occupied Charlottesville.
- The Jurey family sold the house in 1868, and “over the next four decades, the property passed through the hands of six owners.”
- In 1906, Thomas S. Martin bought the house, renamed it Montesano, and the next year he hired noted D.C. architect Waddy B. Wood to remodel and enlarge it.
  - Martin was born in Scottsville, Virginia, in 1847
  - He attended the Virginia Military Institute and the University of Virginia.
  - He served in the Confederate Army during the Civil War.
  - He was admitted to the Virginia bar in 1869 and began to build a legal practice. He “became the local counsel for the Chesapeake and Ohio Railroad in the counties of Albemarle, Fluvanna, Buckingham, and the city of Charlottesville.” (Reeves, 347) In 1893, he defeated General Fitzhugh Lee for the U.S. Senate seat from Virginia, and he was the leader of the Democratic machine in Virginia until his death in 1919. “The Democratic machine in Virginia is one of the most famed in the nation because of its uniqueness, longevity, and effectiveness.” (Reeves, 349)
  - During his time running Virginia’s Democratic machine, Martin was conservative and “undoubtedly represented the views of the majority of Virginians of his time,” read white men. (Reeves, 361).
  - He worked to maintain “political supremacy of the white race” and “prevent negro ascendancy, which all knew would be destructive of property rights, as well as our civilization.”

After Senator Martin’s death, various people owned the house:
- From 1920 to 1923, the house was owned by Frederick Lewis.
- Colonel and Mrs. Jennings Wise purchased the house in the 1920s. The house was also owned by William A. Bondurant and George Barclay.
In 1946, Noble T. Macfarlane bought the house and opened the Old Ivy Inn.
In 1963, the University of Virginia bought it and used it initially as a guest house. It was later used as office space for Darden and the Tayloe Murphy Institute.
The Miller Center moved into the space in 1975.

White Burkett Miller family

**Colonel T.M. Burkett** (1840–1909) was born in Virginia and moved with his parents to Tennessee in 1860. According to *Substance Matters: The History of Miller and Martin*, it was firm lore that Burkett fought for the North in the Civil War. In fact, he fought for the Confederacy. The lore seemed believable because Burkett was a Methodist, and Methodists had been early supporters of abolitionism. He was also a Republican. In 1867, after the war, he passed the bar and opened a practice in Athens, Tennessee. It was there that he allowed his nephew, White Burkett Miller, to read law at his office.

**White Burkett Miller** (1866–1929) was born to James Miller and Lucretia T. Burkett Miller. James Miller was a Confederate soldier, and in 1911, he was murdered by a tenant on his farm. W.B. Miller was admitted to the bar in 1889. He joined his uncle’s firm in Dayton and moved to Chattanooga in 1904/1906. “Miller’s leanings seem to have been on the progressive side.” He was interested in government affairs, but he never ran for public office. His cases “exemplified the work of a man advancing progressive causes and trying to civilize and stabilize his community.” W.B. Miller’s sons were Burkett and Vaughn.

**Burkett Miller** was born in 1890, attended McCallie School in Chattanooga, the University of the South at Sewanee, and the University of Virginia Law School. Burkett was admitted to the Tennessee bar and joined his father’s law firm in 1914. **Vaughn Miller** joined it four years later. Burkett served as a captain in the infantry (1917–19) in World War I. He rejoined Miller & Martin, and “as he continued to practice law, he became more and more active in civic and business life.” He also had a keen ability in financial matters. In 1949, he created a foundation, the Tonya Memorial Foundation, named for his yacht. It is unclear why Burkett was drawn to the name Tonya for his yachts and his foundation, but the foundation was able to award more than $40 million in grants during its existence, including to a variety of projects in Chattanooga such as Miller Park. In 1975, Burkett Miller gave $5 million to create the Miller Center at UVA. He died in 1977.
Amended and Restated January 17, 2020

BYLAWS

MILLER CENTER GOVERNING COUNCIL

Article I—Name

Section 1. The name of the organization is to be WHITE BURKETT MILLER CENTER OF PUBLIC AFFAIRS (the “Center”).

Article II—Purpose

Section 1. The Miller Center is a nonpartisan affiliate of the University of Virginia (the “University”) that specializes in presidential scholarship, public policy, and political history, providing critical insights for the nation’s governance challenges.

Article III—Policy Guidelines

Section 1. The function of the Center will be to contribute to the solution of major problems at the national level of a political, legal, economic or social nature. It will engage in comprehensive and intensive research into problems such as the role of the Presidency within the federal system and the Administration of Justice. Research projects of this nature should be limited in number and should be long-range. Short-term and transitory projects should be avoided. Projects undertaken should be brought into relationship to the on-going educational process at the University through participation of University faculty and students. It should be a major objective of each project to engage the attention of the public and the national government and thereby to strengthen the possibility of contributing to the solution of the particular problem involved.

Section 2. The Center is to provide a non-political forum at which recognized authorities may assemble, consider and discuss matters of national importance and provide facilities for research, teaching and dissemination of knowledge.

Article IV—Relationship to University of Virginia

Section 1. The Center is to be an integral part of the University of Virginia but with maximum autonomy within the University system.

Section 2. The rector and the president of the University, or their designees, are to be ex officio members of the governing body of the Center. The University is to participate in the selection of its other members and of its Director as hereinafter specified.

Section 3. The Director of the Center and University officials shall, in connection with
the annual budget process, consult as needed concerning the assets and liabilities of the Center and Miller Center Foundation and the income and expenses of the Center and Miller Center Foundation.

**Section 4.** The Fiscal year of the Center is to be the same as that of the University, namely from July 1st to June 30th of each year.

**Section 5.** Employees at the Center are University employees, and thus their employment status relies upon the established policy of the University.

**Article V—Funding of Operations**

**Section 1.** The Center is to be supported by endowment funds received from the late Burkett Miller and other sources, as well as by such annual grants as may be received.

**Section 2.** Endowment funds are to become a part of the endowment funds of the University but with principal and income separately identified and available only to the Center for a period of at least one hundred years.

**Section 3.** There is to be no encroachment upon or borrowing against existing assets or future income of the endowment for any purpose during the first one hundred years of its existence.

**Section 4.** Current funds allocated to the Center from its endowment or other source are to be channeled through the fiscal offices of the University and all disbursements of Center funds are to be similarly handled in accordance with directions of the Council.

**Section 5.** The University is to provide, equip, maintain and service for the Center offices and other facilities compatible with the prestige that it must enjoy in order to perform the functions to which it is dedicated.

**Article VI—The Council**

**Section 1.** The governing body of the Center is to be a Council composed as hereinafter set out.

**Section 2.** The maximum membership of the Council is to be twenty-nine including the rector and president of the University, or their designees, during their respective incumbencies.

**Section 3.** Linwood Holton shall be a life member of the Council.
Section 4. Other members may serve up to two consecutive three-year terms. In special circumstances, the Governance and Nominating Committee reserves the right to recommend three consecutive one-year extensions or one three-year extension to be approved by the Council. In such instances, a Member would possess a valuable skill set needed by the Center, be active in committee participation, and show ongoing commitment to the Center. Officers and committee chairs shall be eligible to complete their terms as officers or chairs, as stipulated in Article VIII, Section 1 below, and remain members of the Council until their terms as officers or chairs have expired. In no event should Council members serve more than nine consecutive years.

Section 5. Members of Council are to be elected by the Board of Visitors of the University with due regard to geographical representation and national prominence on nomination of Council for staggered terms, provided that a majority of Council be not officially connected with the University.

Section 6. The vote of a majority of all members of the Council is to be required for action on its part. Action may be taken without a meeting if a consent in writing setting forth the action so taken is signed or otherwise executed by all members. The secretary will place such writing in the minute book and promptly mail copies thereof to all members.

Section 7. The Council will exercise oversight for the studies undertaken by the Center in carrying out the purpose for which it has been formed.

Section 8. The Council hosts three Governing Council meetings per year. The annual meeting of the Council is to be held in the spring. In addition, the Council is to meet once annually in the fall and once in the winter. Additional meetings may be held at such times as may be fixed by action of the Council. A special meeting may be called by the chairman or by the Director upon the written request of three members of the Council. Whenever possible, at least three work days’ notice of the time and place of any such meeting of the Council will be given by the secretary; electronic meetings are permitted.

Section 9. Members of the Council shall notify the Council of any material conflict of interest they may have in any business or programmatic matter concerning the Center; and shall not participate in deliberations or decisions concerning that matter.

Article VII—Committees

Section 1. The Council shall create six standing committees: Executive; Presidential Studies and Policy Research; Public Affairs; Budget & Finance; Development; and Governance and Nominating. It shall create a Charter for each committee.

Section 2. The chairs of each of the standing committees along with the chair of the Council, the vice-chair of the Council, the president of the University (or the president’s designee), the rector of the University (or the rector’s designee) shall constitute an Executive
Committee. The Executive Committee shall have and exercise the authority of the Council in the event the Council cannot be convened, provided however that the Executive Committee shall have no authority to approve an amendment to these Bylaws, a plan of merger or consolidation, a sale, lease, exchange, mortgage, pledge or other disposition of all, or substantially all, the property and assets of the Center, the voluntary dissolution of the Center, or revocation of voluntary dissolution proceedings. The Executive Committee shall have the authority to appoint, remove, or accept the resignation of the Secretary and any similar subordinate officers of the Council.

Section 3. Action may be taken by any Committee without a meeting if a consent in writing setting forth the action to be taken is signed by each of its members. The secretary of the Council shall place such consents in the minute book of the Council and shall promptly mail copies thereof to all of its members.

Section 4. In addition to the committees described in this Article VII, the Council may establish such other committees as it deems appropriate and shall prescribe the authority of any such committee and the period of its existence.

Section 5. The Council shall approve the structure and charter of each committee.

Section 6. Committee chairs shall serve two-year renewable terms.

Article VIII—Officers

Section 1. The officers of the Council are to be a chair, vice-chair and secretary, all to be elected by the Council. The two former are to serve two-year terms. The secretary, who need not be a member of the Council, is to serve at its pleasure.

Section 2. The chair is to preside at all meetings of the Council and of the Executive Committee and to perform the customary duties of that office. The vice-chair shall preside at meetings in the absence of the chair. The secretary will record the minutes of meetings and perform the customary duties of that office.

Article IX—Beginning and End of Terms

Section 1. Except as hereby provided or otherwise ordered by the Council, the terms of the members of the Council are to begin on their election by the Board of Visitors and terminate on the election of their successor.

Article X—Director of Center

Section 1. On nomination by the Council, the President of the University shall select a Director of the Center.
Section 2. The duties and authority of the Director are to be determined by the Council and the University.

Section 3. The Director is to make reports at least quarterly to the members of the Executive Committee on the progress of studies undertaken by it, together with a summary of receipts and disbursements preliminary to the detailed statements at the end of the fiscal year.

Article XI—Amendment

Section 1. Subject to the approval of the Board of Visitors of the University as hereinafter provided, these bylaws may be amended at any time by unanimous vote of all members of the Council and by a majority vote at any meeting of the Council if notice of the proposed amendment has been given in the call for the meeting.
# Governing Council Member Classes

*Membership as of April 2020*

<table>
<thead>
<tr>
<th>Member</th>
<th>Term Ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alice W. Handy, <em>Chair</em></td>
<td>2020</td>
</tr>
<tr>
<td>Eugene V. Fife *</td>
<td>2020</td>
</tr>
<tr>
<td>Claire W. Gargalli*</td>
<td>2020</td>
</tr>
<tr>
<td>Jonathan J. Hirtle*</td>
<td>2020</td>
</tr>
<tr>
<td>L. F. Payne Jr.</td>
<td>2020</td>
</tr>
<tr>
<td>Frances Fragos Townsend</td>
<td>2020</td>
</tr>
<tr>
<td>Ann Compton*</td>
<td>2021</td>
</tr>
<tr>
<td>Richard K. DeScherer</td>
<td>2021</td>
</tr>
<tr>
<td>Walter F. Walker</td>
<td>2021</td>
</tr>
<tr>
<td>David Burke</td>
<td>2022</td>
</tr>
<tr>
<td>Stephen M. Burns*, <em>Vice Chair</em></td>
<td>2022</td>
</tr>
<tr>
<td>Adib Choudhury</td>
<td>2022</td>
</tr>
<tr>
<td>Joseph Erdman*</td>
<td>2022</td>
</tr>
<tr>
<td>Stephanie Ingrassia</td>
<td>2022</td>
</tr>
<tr>
<td>George K. Martin</td>
<td>2022</td>
</tr>
<tr>
<td>Harriette Vallar</td>
<td>2022</td>
</tr>
<tr>
<td>James B. Murray, Jr. (Barbara Fried)</td>
<td><em>ex officio</em></td>
</tr>
<tr>
<td>James E. Ryan (John Jeffries)</td>
<td><em>ex officio</em></td>
</tr>
</tbody>
</table>

* Serving second (final) three-year term
Governing Council Committee Membership

As of February 2020

Presidential Studies and Policy Research Committee
George Martin, Chair
Dave Burke
Adib Choudhury
Barbara Fried
Claire Gargalli
Jon Hirtle
Fran Townsend
Hatsy Vallar

Liaison: Barbara Perry

Public Affairs Committee
Ann Compton, Chair
Adib Choudhury
Stephanie Ingrassia
L. F. Payne Jr.

Liaison: Howard Witt

Budget and Finance Committee
Steve Burns, Chair
Dave Burke
Adib Choudhury
Barbara Fried
Claire Gargalli
Alice Handy, ex officio
John Jeffries
Wally Walker

Liaison: Andrew Chancey

Development Committee
Jon Hirtle, Co-chair
L. F. Payne Jr., Co-chair
Dave Burke
Joe Erdman
Stephanie Ingrassia
John Jeffries
Hatsy Vallar

Liaison: Kelly McCaskill

Governance and Nominating Committee
Alice Handy, Chair
Steve Burns
Gene Fife
Claire Gargalli
George Martin
L. F. Payne Jr.

Liaison: Bill Antholis

Miller Center Foundation

Foundation Board

Steve Burns: Council rep
Barbara Fried: Board of Visitors Appointee
John Jeffries: President’s Appointee
Gordon Burris: Independent Member
Daniel Jordan: Independent Member
Leonard Sandridge: Independent Member
Maya Ghaemmaghami: Independent Member
Executive Director of the Foundation: Kelly McCaskill
Future Meeting Dates

2020

Spring meeting   April 15, 2020

Fall meeting   October 15–16, 2020

2021

Winter meeting   January 14–15, 2021

Spring meeting   April 15–16, 2021

Fall meeting   October 14–15, 2021