

BOARD OF VISITORS WILLIAM & MARY



COMMITTEE MEETINGS

Board Rooms - Blow Memorial Hall

February 5-7, 2020

Board of Visitors Committee Meetings
William & Mary
February 5-7, 2020
Blow Memorial Hall - William & Mary

BOARD DINING ROOM

BOARD ROOM – RICHARD BLAND COLLEGE COMMITTEE

Victor K. Branch
Warren W. Buck III
Charles E. Poston
Lisa E. Roday
Brian P. Woolfolk
Tiffany R. Birdsong, faculty representative
Solomon Asare, student representative

- A. Introductory Remarks
- B. Approval of Minutes – November 21, 2019
- C. General Reports
- D. Action Material
 - 1. **Resolution 1**, 2020-2025 Strategic Plan: *SEIZE YOUR POTENTIAL*
 - 2. **Resolution 18**, Guidelines for Richard Bland College Public Comment Period on Tuition/Fee Increases
- E. Closed Session (if necessary)

4:00-6:30 p.m. Executive Committee
 (Mr. Fox)

John E. Littel, Chair
William H. Payne II, Vice Chair
Sue H. Gerdelman, Secretary

James A. Hixon
Lisa E. Roday
Karen Kennedy Schultz
Brian P. Woolfolk

- A. Introductory Remarks
- B. Approval of Minutes – November 20, 2019
- C. Discussion topics
- D. Closed Session (if necessary)

Board of Visitors
SCHEDULE
FEBRUARY 5-7, 2020

WEDNESDAY, FEBRUARY 5:

REVES CENTER FOR INTERNATIONAL STUDIES – REVES ROOM

6:30 p.m. Rector's Reception and Dinner

THURSDAY, FEBRUARY 6:

BOARD DINING ROOM

7:30 a.m. Breakfast available

BLOW HALL ROOM 201 - COMMITTEE ON ACADEMIC AFFAIRS

8:15-9:30 a.m. Committee on Academic Affairs S. Douglas Bunch, Chair
(Provost Agouris) Karen Kennedy Schultz, Vice Chair

Mari Carmen Aponte
Mirza Baig
Warren W. Buck III
Anne Leigh Kerr
Catherine A. Forestell, faculty representative
Ellie Thomas, student representative

- A. Introductory Remarks
- B. Approval of Minutes – November 21, 2019
- C. Report from Provost
- D. Report from Faculty Liaison Committee Chair
- E. Report on Faculty Diversity Hiring Implementation Plan
- F. Closed Session (if necessary)
- G. Action Materials
 - 1. **Resolution 2**, Appointments to Fill Vacancies in the Instructional Faculty
 - 2. **Resolution 3**, Designated Professorships
 - 3. **Resolution 4**, Faculty Promotions
 - 4. **Resolution 5**, Award of Academic Tenure
 - 5. **Resolution 6**, Retirement of Bruce A. Bracken, School of Education
 - 6. **Resolution 7**, Retirement of Carl E. Carlson, Department of Physics
 - 7. **Resolution 8**, Retirement of Michael F. DiPaola, School of Education
 - 8. **Resolution 9**, Retirement of Susan V. Donaldson, Department of English and American Studies Program
 - 9. **Resolution 10**, Retirement of Carl H. Hershner Jr., School of Marine Science
 - 10. **Resolution 11**, Retirement of Kenneth W. Kambis, Department of Kinesiology and Health Sciences
 - 11. **Resolution 12**, Retirement of Mary Ann Melfi, Department of English

THURSDAY, FEBRUARY 6:

Committee on Academic Affairs (continued):

12. **Resolution 13**, Retirement of David H. Murray, Mason School of Business
13. **Resolution 14**, Retirement of Gul Ozyegin, Department of Sociology and Gender, Sexuality and Women's Studies
14. **Resolution 15**, Retirement of Ronald H. Rosenberg, William & Mary Law School

BOARD ROOM - COMMITTEE ON AUDIT, RISK AND COMPLIANCE

8:15-9:30 a.m. Committee on Audit, Risk and Compliance Brian P. Woolfolk, Chair
(Mr. Erdahl, Ms. Mason, Mr. Jones) Barbara L. Johnson, Vice Chair

Victor K. Branch
William H. Payne II
Charles E. Poston
J.E. Lincoln Saunders

- A. Introductory Remarks
- B. Approval of Minutes – November 21, 2019
- C. Report from Auditor of Public Accounts
- D. Report from Chief Compliance Officer
- E. Report from Director of Internal Audit
- F. Report on Media monitoring/response
- G. Closed Session (if necessary)

BOARD ROOM - COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

9:30-10:15 a.m. Committee on Administration, Buildings and Grounds William H. Payne II, Chair
(Mr. Jones) Warren W. Buck III, Vice Chair

James A. Hixon
Barbara L. Johnson
J.E. Lincoln Saunders
Christopher J. Abelt, faculty representative
Jeremy Simmons, student representative

- A. Introductory Remarks
- B. Approval of Minutes – November 21, 2019
- C. Report from Building Official

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THURSDAY, FEBRUARY 6:

Committee on Administration, Buildings and Grounds (continued):

- D. Report from Virginia Institute of Marine Science Dean/Director
- E. Report from Senior Vice President for Finance and Administration
 - 1. **Resolution 16**, Resolution to Approve Demolition of Hughes Hall, Munford Hall, and the Galt Houses
- F. Closed Session (if necessary)

BOARD ROOM – AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY AND INNOVATION

10:15 a.m.-Noon	<u>Ad Hoc Committee</u> (Ms. Agouris, Mr. Broaddus, Mr. Jones)	H. Thomas Watkins III, Co-Chair Mirza Baig, Co-Chair
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- A. Opening remarks
- B. Strategic Planning Update
- C. Enrollment Growth
- D. Closed Session (if necessary)

BOARD DINING ROOM

Noon-1:00 p.m. Lunch

1:00 p.m. Depart for Sadler Center

SADLER CENTER - CHESAPEAKE C

JOINT MEETING: W&M FOUNDATION ATHLETICS SUB-COMMITTEE AND BOV COMMITTEE ON THE STUDENT EXPERIENCE/FULL BOARD SESSION

1:15-2:45 p.m. Committee on the Student Experience Lisa E. Roday, Chair
 (Ms. Ambler, Ms. Hugel) H. Thomas Watkins III, Vice Chair

Mari Carmen Aponte
S. Douglas Bunch
Sue H. Gerdelman
Karen Kennedy Schultz
Rowan Lockwood, faculty representative
Shreya Mandava, student representative

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THURSDAY, FEBRUARY 6:

Joint WMF Athletics Sub-Committee/BOV Student Experience
Committee (continued):

- A. Introductory Remarks
- B. Approval of Minutes
 - 1. October 17, 2019 WMF Athletics Sub-Committee
 - 2. November 21, 2019 Student Experience Committee
- C. Report from Director of Athletics
- D. Closed Session (if necessary)

SADLER CENTER - CHESAPEAKE A AND B

**JOINT MEETING: BOARD OF VISITORS / WM FOUNDATION BOARD OF
TRUSTEES / ALUMNI ASSOCIATION BOARD OF DIRECTORS/ANNUAL GIVING
BOARD OF DIRECTORS**

- 3:00-5:30 p.m. A. Call to Order and Welcome
- B. Campaign Update
- C. Final Plans for Positioning Study
- D. Strategic Plan Update and Activity
- E. Closed Session (if necessary)

5:30 p.m. Adjourn Joint Meeting

SADLER CENTER - TIDEWATER A AND B

6:30-8:00 p.m. Reception for Leadership Boards

SADLER CENTER – COMMONWEALTH AUDITORIUM

8:00-9:00 p.m. Chancellor's Forum: A Conversation with The Honorable Robert M.
Gates

Board of Visitors
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FRIDAY, FEBRUARY 7:

BOARD DINING ROOM

7:15 a.m. Breakfast available

BOARD CONFERENCE ROOM – INVESTMENTS SUBCOMMITTEE

7:45-8:30 a.m. Investments Subcommittee
 (Mr. Jones, Ms. Sebring)

Mirza Baig, Chair
 H. Thomas Watkins III, Vice Chair
 James A. Hixon

- A. Introductory Remarks
- B. Approval of Minutes – November 21, 2019
- C. Investment Portfolio Evaluation Overview
- D. Closed Session (if necessary)

BOARD ROOM – COMMITTEE ON FINANCIAL AFFAIRS

8:30-9:15 a.m.	<u>Committee on Financial Affairs</u> (Mr. Jones, Ms. Sebring)	James A. Hixon, Chair Mirza Baig, Vice Chair
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S. Douglas Bunch
Anne Leigh Kerr
Charles E. Poston
H. Thomas Watkins III
Thomas J. Ward, faculty representative
Abhi Chadha, student representative

- A. Introductory Remarks
- B. Approval of Minutes – November 22, 2019
- C. Closed Session (if necessary)
- D. Report from Senior Vice President for Finance and Administration and Vice President for Finance and Technology
 - 1. **Resolution 17**, Revision to Policy and Procedures for the Use of the Quasi-Endowment for the Muscarelle Museum of Art
- C. Report from Virginia Institute of Marine Science Dean/Director
- D. Investments Subcommittee Report

BOARD ROOM – BOARD OF VISITORS MEETING

9:30-11:30 a.m. FULL BOARD MEETING - see MEETING AGENDA Mr. Littel

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FRIDAY, FEBRUARY 7:

BLOW HALL ROOM 201

11:45-12:45 p.m. Lunch with Cypher Society

TRIBE SQUARE - ENTREPRENEURSHIP HUB

1:00-2:00 p.m. Cypher Society Annual Meeting

KAPLAN ARENA

3:30 p.m. Platform Party Robing / Rooms 221 and 225

4:00 p.m. Charter Day Ceremony

KAPLAN ARENA COMPTON LOT

5:00-6:30 p.m. Charter Day Carnival

KINGSMILL RESORT

6:30 p.m. AEF Lord Botetourt Auction

GREAT HALL – WREN BUILDING

7:00 p.m. Arts & Sciences Dean's Dinner

SATURDAY, FEBRUARY 8, 2020

SADLER CENTER – COMMONWEALTH AUDITORIUM

10:00 a.m. Alumni Medallion Ceremony and Reception

(Honorees: Frances C. Engoron '70; William C. Mims '79;
Peter M. Nance '66)

MILLER HALL

2:00 p.m. Global Research Institute Shark Tank

WILLIAMSBURG LODGE – CHARTER DAY CELEBRATION DINNER

6:00 p.m. Reception – Colony Ballroom

7:00 p.m. Dinner – Virginia Ballroom

RICHARD BLAND COLLEGE COMMITTEE

February 5, 2020

2:00pm – 3:45pm

Board Room – Blow Memorial Hall

Barbara L. Johnson, Chair
J.E. Lincoln Saunders, Vice Chair

- I. Introductory Remarks – Ms. Johnson
- II. Approval of Minutes – November 21, 2019
- III. General Reports
 - A. Report from President and Administration – Debbie L. Sydow
 - B. Report from Faculty Representative – Tiffany Birdsong
 - C. Report from Student Representative – Solomon Asare
- IV. Action Material
 - A. RBC 2020-2025 Strategic Plan: *Seize Your Potential* Resolution 1
 - B. Guidelines for Richard Bland College Public Comment Period on Tuition/Fee Increases Resolution 18
- V. Informational Material - *Pre-Reads*
 - A. Administrative Update: Performance Report
 - B. 2019-20 Operating Budget Update
 - C. Report of the Faculty Representative
 - D. Report of the Student Representative
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

**RICHARD BLAND COLLEGE COMMITTEE
MINUTES – NOVEMBER 21, 2019**

MINUTES
Richard Bland College Committee
November 21, 2019
Board Room – Blow Memorial Hall

Attendees: Barbara L. Johnson, Chair; J.E. Lincoln Saunders, Vice Chair, Victor K. Branch, Warren W. Buck III, Charles E. Poston, Lisa E. Roday; Brian P. Woolfolk, faculty representative Tiffany R. Birdsong and student representative Solomon Asare. Board members present: Rector John E. Littel and Karen Kennedy Schultz. Others present: President Debbie L. Sydow, Provost Maria Dezenberg, J. Tyler Hart, Paul Edwards, Kenneth LaTessa, Eric Kondzielawa, Kent B. Erdahl, Carrie S. Nee, Amy S. Sebring, Stacey Sokol, Michael J. Fox, Jeremy Martin, Brian W. Whitson, Joanne Williams, Sandra J. Wilms and other faculty and staff.

Chair Barbara Johnson called the Richard Bland College Committee to order at 8:15 a.m. and briefly welcomed those in attendance.

President Sydow commented on the exploration of shared services with William & Mary currently underway and introduced Jeff Brown.

Chief Brown reported that the RBC Police Department was certified in October by the Criminal Justice Services Board as a certified crime prevention community, one of only seven to have achieved this award. Mr. Brown introduced Sgt. Alfonzo Usel and Lt. Thomas Travis. Lt. Travis reviewed the steps taken and the program highlights. President Sydow noted the positive influence the Police team has on the campus and congratulations were extended by the Committee.

Chief Information, Strategy and Innovation Officer Ken LaTessa reported on the draft Strategic Plan, distributed as a pre-read. He pointed out highlights and the strategic objectives timeline, noting that the rough draft was out for feedback and due back to the President by December 15. The plan will be brought to the Board at the February meeting.

Following discussion, Chief Development Officer Tyler Hart reported on recent fundraising events and grants, as well as campaign progress to date. Discussion ensued.

Strategic Initiatives Program Manager Stacey Sokol gave a brief update on the Hybrid Work College Feasibility Study underway and reported that RBC was working with the VCU Executive MBA Program and planned to present the results to the Board at the April meeting.

W&M Vice President for Finance and Technology Amy Sebring and Mr. Hart updated the Committee on the work on the Shared Services Analysis, including the guiding questions and key assumptions, as well as the project timeline.

Following discussion, Faculty Representative Tiffany Birdsong, noting that her written report was sent as a pre-read, commented on the good energy on campus. Professor Birdsong and Student representative Solomon Asare introduced the student presenters who reported on the activities of the Student Assembly, and Professor Dan Franke, chair of the Faculty Assembly Faculty Affairs Committee, who reported on club activity at RBC

Richard Bland College Committee
MINUTES
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Following discussion of the administrative reports, Ms. Johnson asked for a motion to approve **Resolution 6**, Receipt of the Consolidated Financial Report of William & Mary, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2019, considered jointly with William and Mary. Motion was made by Mr. Poston, seconded by Mr. Saunders and approved by voice vote of the Committee.

Recognizing that a quorum was present, Ms. Johnson asked for a motion to approve the minutes of the meeting of September 26, 2019. Motion was made by Ms. Roday, seconded by Mr. Branch and approved by voice vote of the Committee.

Ms. Johnson and the Rector acknowledged the progress Richard Bland College has made. The Rector also recognized and thanked W&M Registrar Sallie Marcello and Associate Dean of Arts and Sciences Janice Zeman for their support of RBC transfer students.

There being no further business, the Committee adjourned at 9:19 a.m.

RICHARD BLAND COLLEGE

2020-2025 STRATEGIC PLAN: *SEIZE YOUR POTENTIAL*

WHEREAS, Richard Bland College has executed a comprehensive planning process that included extensive input from stakeholders, including faculty, staff, students, partners and members of the community, and has thoroughly analyzed historical information, performance metrics, pertinent industry data, current environmental conditions and forecasted future trends, the President recommends Board approval of the new 2020-2025 strategic plan for Richard Bland College, *Seize Your Potential*. The attached plan contains well-defined core values, a revised mission statement, and sets forth goals, objectives and performance indicators that will provide focus and direction for the future success of the College.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the 2020-2025 Strategic Plan of Richard Bland College—*Seize Your Potential*—and the values and mission contained therein.

PRESIDENT'S LETTER

What is the role of a selective, two-year, residential, liberal arts transfer institution within the higher education landscape of the Commonwealth of Virginia? This is a key question that must be answered to ensure the success of Richard Bland College (RBC) and the constituency that the College serves. The 2020 RBC strategic plan's primary objective is to answer that very question so that the College, the community and the Commonwealth can engage successfully within this identity and purpose to the benefit of all.

RBC has long been identified as the *hidden gem* of higher education in Virginia. The *hidden* adjective is based both on its relative obscurity—few are aware of RBC outside the Tri-Cities region—and its rural setting featuring 750+ acres of wetlands, bucolic forest, and the state's oldest and largest pecan grove. Additionally, on average, a student of Richard Bland College travels a mere 36 miles to campus. This keeps the knowledge of RBC in a tightly focused radius. The *gem* moniker refers both to the College's reputation for excellence and the undeniable sensation that the campus often elicits in its students, visitors, faculty and staff, the feeling of a warm and palpable embrace of care, compassion and support.

That sensation is where we start.

According the State Council of Higher Education for Virginia (SCHEV), 99% of the 11.5 million new jobs created since the great recession require workers to have more than a high-school education. Students with a bachelor's degree have an earning potential almost double that of people with only a high school education, and yet only 17% of residents in the Petersburg area have a bachelor's degree, 15% below the national average. The obstacles in the way of education have been exhaustively researched and include financial challenges, academic under-preparedness, low self-esteem, slow college assimilation and immature levels of self-efficacy.

To combat this growing problem, Richard Bland College initiated a pilot program to determine the viability of a data-driven approach to improve retention and graduation rates. The program ultimately effected a cultural, organizational and operational shift at RBC, resulting in a personalized model of student support, the Exceptional Student Experience (ESE@RBC).

Originally many of the practices that RBC used as the basis of ESE@RBC were adapted from the four key principles found in the American Association of Community Colleges (AACC) Pathways Project: 1) map pathways to student end goals; 2) help students choose and enter a program pathway; 3) keep students on path; and 4) ensure that students are learning. Unfortunately, limited resources made it necessary to skip some primary elements of guided pathways and instead to focus on a specific, high-priority project that was immediately available for implementation, dedicated student support.

This strategic framework reimagines the way that RBC serves students, faculty and staff within the context of our existing culture, the principles of guided pathways and a hybrid work-college experience. Rather than thinking of a two-year college as a pipeline to a four-year university, this vision describes a more expansive menu of well-defined pathways to high-demand fields, all radiating from a curriculum constructed around the development of soft skills that define the liberal arts experience: critical

thinking, written communication, analytical reasoning, civic engagement and oral communication. Furthermore, the impact of meaningful work is a resonating theme, providing avenues to participate in career-focused internships and jobs that develop important life & work skills, confidence, and character.

Richard Bland has tested its entrepreneurial mettle and its capacity for transformation in recent years. The College was among a select few Competency-Based Education sites established by the U.S. Department of Education. We were ahead of the curve using predictive analytics to improve student retention and success rates, and online enrollment now makes up nearly 20 percent of course offerings. It may be counter-intuitive, but these and other deep-level institutional changes still to come will ensure that Richard Bland College remains true to its original mission. We prepare students for a lifetime of endless potential.

SEIZE YOUR POTENTIAL

The strategic plan of Richard Bland College of William & Mary, 2020-2025

"The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew." – Abraham Lincoln

Values

The following core values are the foundation of the culture and personality that *are* Richard Bland College. These values are what make our organization live and breathe. These values direct the actions and decisions that are made every day. They help to define our long-term vision.

A friendly, family atmosphere

It is a consistent theme that emanates from faculty, staff and students. It is the comfort, the warmth, the family feeling that permeates the campus. An expansive atmosphere of support allows all members of the College to uncover and act on their inherent potential. That atmosphere is valued, and it is embedded at the very core of Richard Bland College.

"We cannot live for ourselves alone. Our lives are connected by a thousand invisible threads and along these sympathetic fibers, our actions run as causes and return as results." – Herman Melville

Enthusiastic, student-focused service

Ask any faculty or staff member at Richard Bland College why they come to work on any given day, and a single answer will resound: STUDENTS. We value that our mission centers on the success of our student body, and we endeavor to provide service of the highest quality to support their journey to success.

Processes and procedures are built, assessed and improved in the name of the student, and we agree that nurturing that potential is our sole purpose.

The power of difference

Difference comes in many forms: the diversity of our campus population; the myriad ways that problems can be solved and risks mitigated; the various methods by which students learn and can be supported; the entrepreneurial spirit and nimbleness of faculty and staff. RBC continually strives to build an inclusive and welcoming community of individuals with diverse talents and skills from a multitude of backgrounds who are committed to civility, mutual respect, and the free and open exchange of ideas. We value these differences because each new exchange expands our collective breadth of experience and knowledge, and it makes us stronger and better than we were.

"It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences." – Audre Lorde

Building confidence

The dramatic transformation that occurs in students between Welcome Week and Commencement is incremental but astounding. Students move from the general idea of a college education to fully formulated plans that include academic majors, professional goals, and transfer programs that strategically align their skills and dreams. Faculty and staff grow personally and professionally, and they hit stride on their career goals as they interact and engage with the campus. We value that Richard Bland College is a place where every individual can assist another human being in reaching the next stage of their life and career with newly discovered confidence, or cultivate their own individual potential and fortitude.

Quality outcomes

In the end, the result matters, and the faculty, staff and students of Richard Bland College value that we do our best to be the best. Through rigorous processes of assessment and adjustment, strategic change is continuously pursued to ensure that every outcome is of the highest quality, and that every initiative uses the efforts and resources of the College responsibly and efficiently.

Mission

The core mission of Richard Bland College makes the heart of the organization beat and focuses the enthusiasm that all faculty and staff have for the success of the College and its constituency. As defined by our core values and the culture they create, our core mission is...

TO PREPARE OUR STUDENTS FOR A LIFETIME OF ENDLESS POTENTIAL

Student Value Proposition

Guided Pathways for Success (GPS@RBC)

The Commonwealth of Virginia has articulated the ambition to become the best educated state by 2030. To achieve this, the state defined four goals as part of the framework for identifying key areas of focus: provide affordable access for all, optimize student success for work and life, drive change and improvement through innovation and investment, and advance the economic and cultural prosperity of the Commonwealth and its regions. Richard Bland College is well positioned to support this effort because the innovative program (ESE@RBC) that is used to remove barriers to education is well established, but it can be developed even further.

Research and data collection done in support of our current strategic planning cycle strongly suggests that RBC should evolve ESE@RBC into a fully implemented guided pathways framework as it provides a well-defined **student value proposition** (*i.e.*, a measurable return on the student's investment in college). This framework is composed of

- easy to navigate onboarding;
- clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway;
- a work-integrated curriculum focusing on required soft skills;
- fast track programs that enable academically underprepared students to achieve, in a timely manner, expected learning outcomes in crucial English and math courses;
- high-touch, intensive, student-centric support across the college; and
- tools for faculty, staff and students that provide useful information about assessment and progress.

The design and implementation of this comprehensive program, **Guided Pathways for Success at Richard Bland College (GPS@RBC)**, is the primary focal point of the future-sighted strategic plan of the College.

This is an initiative that redesigns the entire college to improve the educational experience for every student, from entry through graduation, and deliberately aligns faculty and staff around a clear, laser-focused purpose. The primary directives involve reforms in advising and registration processes to help all students identify realistic and relevant goals as early as possible in their academic career. Well-defined and easy to follow program maps are developed to meticulously guide students in each program through the academic journey with the primary objective of avoiding as much wasted time as possible.

There is also a strong focus on how students are supported, monitored and tracked throughout their courses of study. A full redesign of academic programs, student services, administrative services, recreational services and any other service that touches the student in order to meet their needs is the

focus, for the goal is to end the confusion created through acronym-filled lingo and ambiguous, bureaucratic processes.

And, finally, alignment with local and other high-need labor markets is a major principle, ensuring that value exists as students leave with a defined credential and the skills to succeed in a rapidly changing workforce.

The Richard Bland College Student Value Proposition consists of two primary elements. These are defined as our strategic goals:

Strategic Goal: An educational product of high-value with streamlined pathways

Richard Bland College will provide access to educational programs that are streamlined and well-defined, thereby allowing learners to proceed deliberately and efficiently. These programs will be carefully vetted for transferability, academic rigor and relevance to the current market. They will provide unique experiences, including opportunities for research, internships and work experiences that cultivate in-demand technical and soft skills.

Strategic Goal: An unmatched student experience

Richard Bland College will provide a student-centric experience unlike any other in the Commonwealth of Virginia. Support and guidance at every stage of the student lifecycle will be provided enthusiastically through user-friendly processes and procedures. We will remove barriers. Through this focused service, RBC will ensure that learners have a clear path to graduation, transfer and beyond. When students reflect back on their time at RBC, the only acceptable memory will be how amazing the experience was and how it helped them to reach their potential.

Core Promise

In order to execute our core mission and provide a unique **student value proposition**, resources are required to fund and support the operations and infrastructure of the college. The Richard Bland Core Promise states that:

All employees and students will support the success of our learning community by aggressively pursuing fiscal stability, operational efficiency and a culture of excellence and innovation.

Strategic Goal: Sustainability in operation

Higher education costs are increasing, and unfunded mandates are multiplying while state funds and the number of high school graduates continue to decline. This results in a dependency on tuition and auxiliary revenue to cover expenses. To prevent unduly shifting the financial burden to students, RBC is committed to identifying alternative funding streams, improving internal financial management tools, and using all available resources in a sustainable and responsible manner.

To ensure a more robust endowment, philanthropic giving and alumni engagement will be invigorated with a focus on student success. Current trends in fundraising highlight interest in one-to-one giving, making appeals for more and varied scholarships a smart strategy. Leveraging the gift of alumni time and talent for program development, internship support, and job placement builds relationships and creates support systems beyond financial gifts. To ensure clarity of goals, targeted giving and legacy campaigns will be established.

RBC has ample opportunity to innovate internally. Automating systems will free up staff to manage more strategically important challenges. Expansion of data dashboards that are transparent and adaptable will clarify expectations and push accountability to drive continuous improvement.

Making the most of every available resource is paramount. We will pursue initiatives in environmental sustainability and recycling. Lower operating costs result in more funds that can be applied to the student value proposition.

These are the tenets that will drive the resource engine at Richard Bland College.

Strategic Objectives

The following strategic objectives have been crafted to ensure that the **student value proposition** is well developed and the Core Promise is kept.

- Construct and/or update programs that prepare learners for entry into employment or further education in fields of economic importance to the RBC service area. It is crucially important that these programs are clearly documented and presented in a user-friendly manner with well-defined course sequences, critical milestone points, and available targeted opportunities.
- Refine recruitment and admissions processes so that they are clearly presented, easy to follow, and keep prospective students accurately informed of requirements and next steps. Onboarding should be effortless and will: a) expose the student to career/transfer opportunities that inform and inspire pathway decisions; b) develop individualized, comprehensive program plans based on the chosen pathway; c) remove all barriers to starting the education process.
- Tell the story of Richard Bland College and our **student value proposition** through: a) a targeted, future-sighted strategic enrollment management plan; b) well prepared and executed marketing strategies that spread awareness and effectively develop the RBC brand; c) communication strategies announcing the success of faculty, staff and students; d) focused engagement with partners and the community that demonstrates our contribution to the local municipalities and the Commonwealth.
- Initiate partnerships with high schools that provide college-level credit and/or motivate and prepare students for college-level coursework. Create programs that provide support for underprepared students in college-level math, English and key gateway courses that are intrinsic to a majority of program pathways.

- Develop/improve the processes and tools that support the students during their educational journey at RBC. Progress and risk alerts should be accurate and provide information that can be used for just-in-time interventions by students, faculty and staff.
- Continue to develop and fine-tune college-wide assessment systems and reporting mechanisms to stimulate a culture of continuous improvement in all academic and administrative areas.
- Using institutional assessment results, create targeted professional development opportunities for faculty and staff that improve the quality of the RBC student value proposition and the job satisfaction of all employees. Develop processes and programs that ensure equity, reward excellent performance and encourage engagement.
- Evaluate and redesign administrative processes, particularly those that have a direct impact on the student to provide the smoothest, most user-friendly experience possible. Barriers to every facet of the educational system will be removed. Course registration, engagement in events and activities, housing and dining plan enrollment, and bill processing and payment, for example, will be easy and seamless.
- Evaluate and improve operational processes to ensure the effective use of fiscal, physical, and human resources in support of the student value proposition. Available monitoring, notification and reporting mechanisms to ensure transparency and accountability are crucial. Processes that ensure adherence to local, state and federal compliance requirements institution-wide will mitigate unnecessary risk.
- Ensure that students have various opportunities to participate in experiential learning activities including internships, service learning, job placements and other similar programs that are deeply embedded in the curriculum. The chance for a student to receive financial relief from tuition and other educational costs must always be top of mind. Assessment of effectiveness is paramount.
- Develop high-quality, practical learning spaces, both physical and virtual, that support innovative, effective learning through cutting-edge instructional technologies and pedagogies.
- Increase non-tuition revenue streams through: a) efficient practices and projects that sustain campus resources and promote environmental stewardship; b) the aggressive pursuit of grant-based funding; c) identification of new or improved auxiliary revenue streams; d) a deeply engaged partnership with the RBC Foundation for guidance and support in fundraising campaigns, community initiatives and alumni relationships.
- Institute or expand processes, policies and activities that cultivate a campus environment where physical, psychological and cultural safety and health are of the highest priority.
- Produce initiatives and curriculum that promote global thinking and perspectives to expand problem-solving capacity; develop communication skills; and encourage cultural awareness, understanding and mutual tolerance.
- Engage in efficient practices and projects that sustain campus resources and promote environmental stewardship.

Kept Promise Indicators

The *Kept Promise Indicators* (KPI) are those metrics used to ensure that Richard Bland College actively moves forward to the success outlined within this plan. Baselines will be calculated and appropriate objectives set annually.

Strategic Goal 1: An educational product of high-value at a lower cost

The following student success metrics capture the direct effectiveness of Richard Bland College and provide an indication of preparedness for transfer.

- A. Number of two-year credentials (degrees and certificates) achieved at RBC within three (3) years of start
- B. Number of credentials achieved from any postsecondary institution (including a Bachelor's degree) within six (6) years of starting at RBC

Strategic Goal 2: An unmatched student experience

When they are provided an effortless pathway and are enjoying their college experience, students will persist at RBC, thereby reducing "swirl" (transfer between and among postsecondary institutions) and time to degree.

- A. Fall to spring persistence in the first year, from semester one (1) to semester two (2)
- B. Net Promoter Score for overall student satisfaction, measured on exit

Strategic Goal 3: Sustainability in operation

- A. The Composite Financial Index (CFI) is a benchmarking tool developed specifically for higher education and is a combination of several ratios involving primary reserve, net operating revenues, viability and return on net assets. Using the accepted baseline, Richard Bland College will gauge performance and implement strategies to maintain fiscal health.
- B. 100% of all Richard Bland College administrative units will define, execute and evaluate an effectiveness assessment annually. Continuous improvement of all operational units is crucial for sustained growth, innovation and student satisfaction.

Acknowledgements

Richard Bland College would like to thank the members of the Strategic Planning Advisory Committee who contributed to the development of this plan:

Jon Garmon
Dr. Mary Gurnick
Dr. J. Tyler Hart
Vicki Humphreys
Carol Kelejian
Kevin Massingill
Dr. Marcus Newsome

Whitney Pitschke
Lisa Pond
Terelle Robinson
Kathleen Shaw
Dr. Matthew Smith
Dr. Debbie Sydow
Joanne Williams

The following organizations contributed input and feedback during the research phase of the project:

Altria Group
Amazon
Appomattox Regional Governor's School
Bridgewater College
Capital One
Chesterfield County Public Schools
CodeVA
Commonwealth Center for Advanced
Manufacturing
Crater Planning District Commission
Dinwiddie County Public Schools
Dominion Energy
George Mason University
Historicorps

Hopewell City Public Schools
Longwood University
Navitas
Old Dominion University
Online Learning Consortium
Petersburg City Public Schools
Prince George County Public Schools
Rock Ridge High School
Rolls-Royce Motor Cars
Virginia Chamber of Commerce
Virginia Commonwealth University
Virginia State University
William & Mary

Acknowledgements go out to Dr. Eric Earnhardt for proof-reading services and to LeeAnn Wilson for the design of this document.

Special thanks to Aimee Joyaux and Dr. Kenneth LaTessa for their efforts in researching, developing and writing *Seize Your Potential*.

RICHARD BLAND COLLEGE

**GUIDELINES FOR PUBLIC COMMENT PERIOD
ON TUITION/FEE INCREASES**

As of July 1, 2019, Section 23.1-307 (D) and (E) of the Code of Virginia requires governing boards to conduct public hearings on increases in undergraduate tuition and mandatory fees. The Code also requires governing boards to develop guidelines for conducting the public comment opportunity. The following proposed guidelines are recommended to the Board for approval.

THEREFORE, BE IT RESOLVED, That the Board approves the Guidelines for Richard Bland College Public Comment Period on Tuition/Fee Increases, as proposed, effective immediately.

**GUIDELINES FOR RICHARD BLAND COLLEGE PUBLIC COMMENT PERIOD ON
TUITION/FEE INCREASES**

- Richard Bland College (the College) will hold a budget hearing for the public followed by a comment period whenever any type of tuition increase is proposed, including but not limited to in-state, out-of-state, undergraduate, graduate, and differential tuition rates for specific programs. This workshop/public comment period will be held at least 30 days prior to the Board's vote on tuition and fees. Public notice for these meetings will be given as required by law.
- At least three members of the Board of Visitors will be present for the public comment period, including at a minimum the Chair or Vice Chair and a member of the Richard Bland College Committee.
- The hearing will begin with a presentation delivered by the College administration that gives the background and history of the College's tuition and fees and factors considered in developing the proposed percentage change and will be followed by a public comment period.
- Speakers can sign up on a first-come, first-served basis for the public comment period. Speakers will be asked to specify their affiliation with the College, e.g., current student, parent, alum, faculty/staff, member of the public, etc.
- Following the presentation, the public comment period will be held for 60 minutes. Additional time may be allotted, if needed, based on the number of those present who have not spoken.
- Each speaker will be requested to limit their comments to only proposed tuition and fees and their intended uses. Speakers wishing to have their comments entered in the public record must bring a copy.
- Written comments will also be accepted from the date that the public notice is issued and may be submitted in hard copy, via email, or online. Instructions for doing so will be included in the public notice.
- The full Board of Visitors will be sent all written comments following the public hearing.
- The BOV will periodically review these public comment guidelines, re-evaluate the time allotted for public comment based on demand, and modify the guidelines as appropriate.

EXECUTIVE COMMITTEE

February 5, 2020

4:00 – 6:30 p.m.

Board Conference Room - Blow Memorial Hall

John E. Littel, Chair

William H. Payne II, Vice Chair

Sue H. Gerdelman, Secretary

- I. Introductory Remarks – Mr. Littel
- II. Approval of Minutes - November 20, 2019
- III. Closed Session (if necessary)
- IV. Discussion
- V. Adjourn

EXECUTIVE COMMITTEE
MINUTES – NOVEMBER 20, 2019

MINUTES
Executive Committee
November 20, 2019
Board Conference Room – Blow Memorial Hall

Attendees: John E. Littel, Chair; William H. Payne II, Vice Chair; Sue H. Gerdelman, James A. Hixon, Lisa E. Roday, Karen Kennedy Schultz and Brian P. Woolfolk. Others in attendance: President Katherine A. Rowe, Michael J. Fox, ACE Fellow Rosalyn Hargraves, University Counsel Carrie S. Nee and Brian W Whitson

Chair John E. Littel called the meeting to order at 4:00 p.m.

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of September 25, 2019. Motion was made by Mr. Hixon, seconded by Ms. Schultz and approved by voice vote of the Committee.

Mr. Littel asked Secretary to the Board Michael Fox to review the Board schedule. President Rowe commented on the strategic planning process and diversity and inclusion initiatives.

Following the discussion, Mr. Littel called on Secretary of the Board Sue Gerdelman. Ms. Gerdelman moved that the Executive Committee convene in Closed Session to discuss personnel matters pertaining to the performance and evaluations of specific executive employees; to evaluate the performance of departments of the institutions where such evaluation will necessarily involve discussion of the performance of specific individuals; to discuss the evaluation of departments exercising restructured authority where such discussion will necessarily involve identifiable university employees; for consideration of the acquisition and disposition of real property where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; for consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation; for consultation with legal counsel regarding matters requiring the provision of legal advice, to discuss gifts, bequests and fund-raising activities, and pursuant to Virginia Code Sec. 23.1-1241 where discussion in open session would affect the bargaining position or negotiating strategy of the public body; as provided for in Section 2.2-3711.A.29., of the Code of Virginia. Motion was seconded by Mr. Payne and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 5:03 p.m.

The Executive Committee reconvened in open session at 5:49 p.m. Mr. Littel reviewed the topics discussed during closed session, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Gerdelman, seconded by Ms. Roday and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 5:50 p.m.

November 20, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Executive Committee has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Executive Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Executive Committee.

VOTE

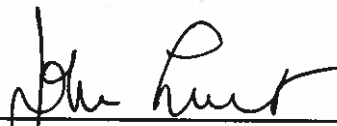
AYES:

7

NAYS:

0

ABSENT DURING CLOSED SESSION:



John E. Littel
Chair
Executive Committee

COMMITTEE ON ACADEMIC AFFAIRS
February 6, 2020
8:15 - 9:30 a.m.
Blow Hall Room 201 - Blow Memorial Hall

S. Douglas Bunch, Chair
Karen Kennedy Schultz, Vice Chair

- I. Introductory Remarks – Mr. Bunch
- II. Approval of Minutes – November 21, 2019
- III. Report from Provost Peggy Agouris
- IV. Report from Faculty Liaison Committee Chair David Armstrong
- V. Report from Chon Glover on Faculty Diversity Hiring – Implementation Plan
- VI. Closed Session (if necessary)
- VII. Action Materials - Provost Peggy Agouris
 - 1. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 2**
 - 2. Designated Professorships **Resolution 3**
 - 3. Faculty Promotions **Resolution 4**
 - 4. Award of Academic Tenure **Resolution 5**
 - 5. Retirement of Bruce A. Bracken, School of Education **Resolution 6**
 - 6. Retirement of Carl E. Carlson, Department of Physics **Resolution 7**
 - 7. Retirement of Michael F. DiPaola, School of Education **Resolution 8**
 - 8. Retirement of Susan V. Donaldson, Department of English and American Studies Program **Resolution 9**
 - 9. Retirement of Carl H. Hershner Jr., School of Marine Science **Resolution 10**
 - 10. Retirement of Kenneth W. Kambis, Department of Kinesiology and Health Sciences **Resolution 11**
 - 11. Retirement of Mary Ann Melfi, Department of English **Resolution 12**
 - 12. Retirement of David H. Murray, Mason School of Business **Resolution 13**
 - 13. Retirement of Gul Ozyegin, Department of Sociology and Gender, Sexuality and Women's Studies **Resolution 14**
 - 14. Retirement of Ronald H. Rosenberg, William & Mary Law School **Resolution 15**
- VIII. Discussion
- IX. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS
MINUTES – NOVEMBER 21, 2019

MINUTES
Committee on Academic Affairs
November 21, 2019
Room 201 – Blow Memorial Hall

Attendees: S. Douglas Bunch, Chair; Karen Kennedy Schultz, Vice Chair; Warren W. Buck III, faculty representative Catherine Forestell and student representative Ellie Thomas. Board members present: Rector John E. Little. Others present: Provost Peggy Agouris, Henry Broaddus, W. Fanchon Glover, ACE Fellow Roz Hargraves, Matthew Lambert, Jeremy Martin, Sallie Marchello, David Armstrong, Tom Ward, Kate Conley, Carrie Cooper, Virginia Torczon, Skip Niles, Ann Marie Stock, staff liaison Joseph W. Wheelless IV, Linda Schaffner, John Wells, Brian W. Whitson, Tim Wolfe, Janice Zeman and other university faculty and staff.

Chair S. Douglas Bunch called the Committee to order at 9:45 a.m. and welcomed the Rector.

Recognizing that a quorum was present, Mr. Bunch asked for a motion to adopt the minutes of the meeting of September 25, 2019. Motion was made by Mr. Buck, seconded by Ms. Schultz and approved by voice vote of the Committee.

In her opening remarks, Provost Agouris provided an update on the three dean searches currently underway and advised that Karen Schultz had agreed to serve on the Education search committee and Jim Hixon will serve on the Law School search committee.

Faculty Liaison Committee Chair Professor David Armstrong introduced Professor Mark Hofer, Director of the Studio for Teaching and Learning Innovation. Professor Hofer reported on the development of the Studio and discussed its programs with the Committee.

Mr. Bunch asked student committee representative Ellie Thomas for an update on Student Assembly priorities. Ms. Thomas advised that the two SA initiatives were increasing the number of data science classes offered and increasing diversity in hiring. A discussion ensued

Provost Agouris led a discussion with the Committee on current and aspirational peers. She commented on the current SCHEV W&M peer list, which has not been updated since 2007.

Following the discussion, Mr. Bunch moved that the Committee on Academic Affairs convene in Closed Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments and leaves of instructional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia.. Motion was seconded by Mr. Buck and approved by voice vote of the Committee. The Committee went into closed session at 10:50 a.m.

The Committee reconvened in open session at 10:58 a.m. Mr. Bunch reviewed the topics discussed during closed session, and then moved to adopt the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Buck and approved by roll call vote of the Committee members conducted by the Chair. (Certification **Resolution** is appended.)

Committee on Academic Affairs
MINUTES
Page 2

Mr. Bunch asked for a motion to approve Resolutions 1 through 3 as a block:

- **Resolution 1**, Appointments to Fill a Vacancy in the Instructional Faculty
- **Resolution 2**, Faculty Leave of Absence
- **Resolution 3**, Resolution to Approve a Master of Science in Marketing Program

Motion was made by Mr. Buck, seconded by Ms. Schultz and approved by voice vote of the Committee.

Following closing comments, and there being no further business, the Committee adjourned at 11:00 a.m.

November 21, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Academic Affairs has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Academic Affairs.

VOTE

AYES:

4

NAYS:

0

ABSENT DURING CLOSED SESSION:



S. Douglas Bunch
Chair

Committee on Academic Affairs

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

February 6, 2020

8:15 – 9:30 a.m.

Board Room - Blow Memorial Hall

Brian P. Woolfolk, Chair

Barbara L. Johnson, Vice Chair

- I. Introductory Remarks – Mr. Woolfolk
- II. Approval of Minutes – November 21, 2019
- III. Report from Auditor of Public Accounts- Eric Sandridge
- IV. Report from Chief Compliance Officer – Pamela H. Mason
- V. Report from Director of Internal Audit – Kent B. Erdahl
- VI. Media monitoring/response - Chief Communications Officer - Brian W. Whitson
- VII. Closed Session (if necessary)
- VIII. Discussion
- IX. Adjourn

COMMITTEE ON AUDIT, RISK AND COMPLIANCE
MINUTES – NOVEMBER 21, 2019

MINUTES
Committee on Audit, Risk and Compliance
November 21, 2019
Board Room—Blow Memorial Hall

Attendees: Brian P. Woolfolk, Chair; Barbara L. Johnson, Vice Chair; Victor K. Branch, William H. Payne II, Charles E. Poston, J.E. Lincoln Saunders. Others present: Katherine A. Rowe, Virginia M. Ambler, Deborah Cheesebro, Kent B. Erdahl, Paul Edwards, Michael J. Fox, Samuel E. Jones, Pamela H. Mason, Amy Sebring, Carrie S. Nee, and others.

Mr. Woolfolk called the meeting to order at 9:45 a.m.

Recognizing that a quorum was present, Mr. Woolfolk asked for a motion to approve the minutes of the meeting of September 26, 2019. Motion was made by Ms. Johnson, seconded by Mr. Branch and approved by voice vote of the Committee.

Mr. Woolfolk asked the Chief Compliance Officer, Pamela Mason for her report. Ms. Mason presented the First Quarter Title IX report data. The number of reports for the first quarter of FY20 are lower than average, but not significant cause for concern. The number of investigations conducted by the Office of Compliance & Equity has been decreasing, and more information as to the cause or causes needs to be obtained. Ms. Mason told the Committee about a pregnancy discrimination case that was reported in this quarter and the additional education the OCE is providing to faculty and staff about students' pregnancy and parenting rights under Title IX. There are no updates on the Department of Education final regulations for Title IX.

Mr. Woolfolk asked Director of Internal Audit, Kent Erdahl for his report. Mr. Erdahl discussed the 2020 internal audit work plan development process, detailed in **HANDOUT Resolution 9**, which included input from 23 departments. He explained that many of the audits on the proposed work plan came from management requests.

Mr. Erdahl described each of audits included on the proposed work plan and the rationale for inclusion. The work plan includes nine distinct audits, including three information technology audits. Mr. Erdahl also discussed recurring work plan activities that include small purchase charge card monitoring and responding to Commonwealth Inspector General Hotline investigations.

Mr. Erdahl reported that a staff member of the Internal Audit department recently resigned. He communicated that the proposed work plan assumes a replacement is hired and onboard by June 30, 2020. Mr. Erdahl recommended hiring another full time auditor, which will get Internal Audit staffing levels back to the same level the department has operated with for several years.

Mr. Woolfolk asked for any questions on the proposed 2020 Internal Audit Work Plan. Hearing none, Mr. Woolfolk asked for a motion to approve **Resolution 9**, William & Mary and Richard Bland College Approval of 2020 Internal Audit Work Plan. Motion was made by Ms. Johnson, seconded by Mr. Payne and approved by voice vote of the Committee. (**Resolution 9** is appended.)

Committee on Audit, Risk and Compliance
MINUTES
Page 2

Mr. Erdahl provided a status update on recently completed and in-process audit activities. Mr. Erdahl reported that the Facilities Cost Recovery report validated the cost methodology used. Mr. Erdahl communicated that Richard Bland College's year-end close documentation review is nearly complete. Internal Audit will review Capital Asset supporting documentation and report results back to the committee chair and vice chair. Ms. Johnson inquired about the nature of the prior year APA Capital Asset material weakness finding. A brief discussion ensued. Mr. Erdahl reported that a consultant has been hired to perform the information technology penetration testing. The testing will begin in December or January.

Mr. Woolfolk moved that the Committee on Audit, Risk and Compliance convene in closed session for the purpose of discussing specific personnel matters; to discuss internal investigations, which discussion will include discussion of personnel matters including performance or discipline of specific employees and which will involve the disclosure of information contained in a scholastic record of one or more students, and for consultation with legal counsel regarding specific legal matters, as provided for in Section 2.2.-3711.A.1.,2. and 7, of the Code of Virginia. Motion was seconded by Ms. Johnson and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 10:23 a.m.

The Committee reconvened in open session at 10:54 a.m. Mr. Woolfolk reviewed the topics discussed in closed session and moved the adoption of the **Resolution** certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Payne and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 10:55 a.m.

WILLIAM & MARY and RICHARD BLAND COLLEGE
APPROVAL OF 2020 INTERNAL AUDIT WORK PLAN

As provided in the Office of Internal Audit Charter, the Director is responsible for preparing an annual work plan.

The proposed 2020 Work Plan for the Office of Internal Audit includes the following audits:

- W&M IT Data Center physical security audit
- VIMS IT security and general control audit
- RBC IT security audit
- Bursar's Office cashiering system and internal control review
- Minors and volunteers on campus audit
- Athletic Ticket Office audit
- Highland internal control review
- President's Office audit
- Admission audit

Recurring Audit Activities:

- Small purchase charge card monitoring
- Commonwealth Fraud, Waste and Abuse Hotline Investigations

The 2020 Work Plan has been reviewed by the Committee on Audit, Risk and Compliance and management of William & Mary and Richard Bland College, and is hereby recommended to the Board of Visitors.

THEREFORE, BE IT RESOLVED, That the 2020 Work Plan for the Office of Internal Audit is approved by the Board of Visitors.

November 21, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Audit, Risk and Compliance has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Audit, Risk and Compliance, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Audit, Risk and Compliance.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:



Brian P. Woolfolk
Chair
Committee on Audit, Risk and Compliance

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

February 6, 2020

9:30 – 10:15 a.m.

Board Room - Blow Memorial Hall

William H. Payne II, Chair

Warren W. Buck III, Vice Chair

- I. Introductory Remarks – William H. Payne II
- II. Approval of Minutes – November 21, 2019
- III. Report from College Building Official – David W. Rudloff. *Pre-Read*
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
 - A. Capital Outlay Projects Progress Report. *Pre-Read*
 - B. Update on Governor's 2020-2022 Capital Budget Recommendations
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
 - A. Capital Outlay Projects Progress Report. *Pre-Read*
 - B. Update on Governor's 2020-2022 Capital Budget Recommendations
 - C. Resolution to Approve Demolition of Hughes Hall, Munford Hall and the Galt Houses. **Resolution 16**.
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ADMINISTRATION,
BUILDINGS AND GROUNDS
MINUTES – NOVEMBER 21, 2019

MINUTES
Committee on Administration, Buildings and Grounds
November 21, 2019
Blow Hall Room 201 – Blow Memorial Hall

Attendees: William H. Payne II, Chair; Warren W. Buck III, Vice Chair; James A Hixon; Barbara L. Johnson; J.E. Lincoln Saunders, faculty representative Chris Abelt, and student representative Jeremy Simmons. Others in attendance included Board member Karen K. Schultz, Provost Peggy Agouris, Virginia Ambler, Kent Erdahl, David Rudloff, Sam Jones, University Counsel Carrie Nee, Amy Sebring, John Wells and other university staff.

Mr. Payne called the meeting to order at 1:30 p.m.

Mr. Payne called the meeting to order, welcomed the committee members and noted that the Committee had only one resolution to consider – approval of an electrical easement along Monticello Avenue.

The Chair provided a brief report on the actions of the Design Review Board including approval of preliminary design for:

- Integrated Science Center 4;
- A statue for the Legacy Tribute Garden;
- Sadler West Addition; and
- Highland Log House

Recognizing that a quorum was present, Mr. Payne asked for a motion to approve the minutes from the meeting of September 26, 2019. Motion was made by Mr. Buck, seconded by Mr. Saunders and approved by voice vote of the Committee.

After distributing a written report from Dave Rudloff, the university's Building Official, Mr. Payne asked if there were any comments from Mr. Rudloff or questions from the Committee. There were no comments or questions.

The Chair then noted that capital outlay progress reports for William & Mary and VIMS were provided to the Committee as pre-reads and called on John Wells for a VIMS update. Dean/Director Wells provided an overview of current and proposed capital projects on the York River Campus.

The Chair called on Sam Jones to discuss **Resolution 4**, Resolution to Approve Electrical Easement Serving Monticello Avenue. Mr. Jones reviewed the administration's request, noting that this easement allowed for lighting along a bike lane/walkway being installed by the City along Monticello Avenue as it passes through College Woods. The walkway and lighting will greatly improve safety in this area. After discussion, Mr. Payne asked for a motion to approve **Resolution 4**. Motion was made by Mr. Saunders, seconded by Ms. Johnson and approved by voice vote of the Committee.

Committee on Administration, Buildings and Grounds
MINUTES
Page 2

Mr. Payne called on Calandra Waters Lake, Director of Sustainability at William & Mary, to provide an update on the university's sustainability efforts. Ms. Lake reviewed the university's definition of sustainability noting that it was consistent with the current United Nations definition. Ms. Lake then reviewed the history and uses of the Green Fund, the Green-to-Gold Revolving Fund and the university's commitment to the Billion Dollar Green Challenge. She next reviewed current sustainability planning, noting the goal to complete a Climate Action Plan during calendar year 2020.

Mr. Payne then moved that the Committee on Administration, Buildings and Grounds go into closed session to discuss the evaluation of departments exercising restructured authority where such discussion will necessarily involve identifiable university employees; for consideration of the acquisition and disposition of real property where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and for consultation with legal counsel regarding matters requiring the provision of legal advice on personnel and real estate matters, as provided for in Section 2.2-3711.A.1, 3. and 8., of the Code of Virginia. Motion was seconded by Mr. Saunders and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 2:37 p.m.

The Committee reconvened in open session at 2:45 p.m. Mr. Payne reviewed the topics discussed in closed session and moved the adoption of the Resolution certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Buck and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.).

There being no further business, the Committee adjourned at 2:45 p.m.

November 21, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors' Committee on Administration, Buildings and Grounds has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Administration, Buildings and Grounds, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Administration, Buildings and Grounds.

VOTE

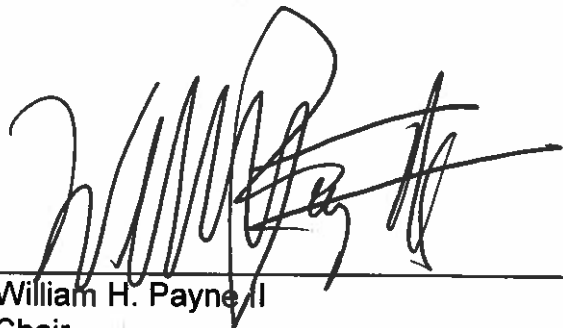
AYES:

5

NAYS:

0

ABSENT DURING CLOSED SESSION:

A large, stylized handwritten signature in black ink, likely belonging to William H. Payne II, is written over a horizontal line.

William H. Payne II
Chair

Committee on Administration, Buildings
and Grounds

**WILLIAM & MARY
RESOLUTION TO APPROVE DEMOLITION
OF HUGHES HALL, MUNFORD HALL, AND THE GALT HOUSES**

WHEREAS, William & Mary requests Board of Visitors approval to demolish various buildings located in the Dillard Complex as necessary to include:

- 221 Ironbound Road, also known as Hughes Hall (FAACS 204-00120);
- 217 Ironbound Road, also known as Munford Hall (FAACS 204-00121);
- 213 Ironbound Road, also known as Alexander Galt House (FAACS 204-00136);
- 209 Ironbound Road, also known as Gabriel Galt House (FAACS 204-00137);
- 205 Ironbound Road, also known as Minson Galt House (FAACS 204-00138);
- 201 Ironbound Road, also known as Patrick Galt House (FAACS 204-00139); and

WHEREAS, Hughes Hall and Munford Hall, once part of Eastern State Hospital, housed students until 2006 and are now unoccupied; and

WHEREAS, the Galt buildings have had various uses over the years and are currently utilized as permanent space and swing space; and

WHEREAS, the 2015 Campus Master Plan calls for the demolition of these buildings; and

WHEREAS, William & Mary and the Commonwealth entered into a 2006 Management Agreement, as amended in 2009 and 2013, (the “Agreement”) which is governed by the restructured Higher Education Financial and Administrative Operations Act of 2005 (Chapter 10 of the Title 23.1 of the *Code of Virginia*); and

WHEREAS the Agreement authorizes William & Mary’s Board of Visitors to approve demolition of buildings subject to any necessary reviews by the Commonwealth’s Art and Architectural Review Board and the Department of Historic Resources; and

WHEREAS, under the Agreement, William & Mary has established policies and procedures for the demolition of buildings and structures, including any necessary reviews by the Commonwealth’s Art and Architectural Review Board and the Department of Historic Resources;

THEREFORE BE IT RESOLVED, by the Board of Visitors of William & Mary, that the proposed demolition of the identified buildings is approved in accordance with established policies and procedures; and

BE IT FURTHER RESOLVED, that the Senior Vice President of Finance and Administration, the Associate Vice President for Facilities Management, and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

AD HOC COMMITTEE ON
ORGANIZATIONAL SUSTAINABILITY & INNOVATION

February 6, 2020

10:15 a.m. – Noon

Board Room – Blow Memorial Hall

H. Thomas Watkins III, Chair

Mirza Baig, Co-Chair

- I. Opening Remarks – Mr. Watkins and Mr. Baig
- II. Strategic Planning Update – Peggy Agouris and Jeremy Martin, co-chairs,
Strategic Planning Steering Committee (*three pre-reads*)
- III. Enrollment Growth – Henry Broaddus and Tim Wolfe
- IV. Closed Session (if necessary)
- V. Adjourn

JOINT MEETING

February 6, 2020
1:15 – 2:45 p.m.
Chesapeake C – Sadler Center

COMMITTEE ON THE STUDENT EXPERIENCE

Lisa E. Roday, Chair
H. Thomas Watkins III, Vice Chair

W&M FOUNDATION ATHLETICS SUB-COMMITTEE

David N. Kelley, Chair

- I. Call to Order and Introductory Remarks – Ms. Roday and Mr. Kelley
- II. Approval of Minutes
 - A. October 17, 2019 WMF Athletics Sub-Committee Meeting
 - B. November 21, 2019 BOV Committee on the Student Experience Meeting
- III. 2019 – 2020 Sports Season Updates
- IV. Athletics Partnership with Business School and Arts & Sciences on Data Analytics – Erik Korem, Senior Associate Athletics Director, Student-Athlete High Performance
- V. Review Since the February 2019 Meeting
- VI. Update on Program Offerings and Options
- VII. Kaplan Arena Revitalization
- VIII. Closing of the *For the Bold* Athletics Goal
- IX. Other Business
- X. Closed Session (if necessary)
- XI. Adjournment

COMMITTEE ON THE STUDENT EXPERIENCE
MINUTES – NOVEMBER 21, 2019

MINUTES
Committee on the Student Experience
November 21, 2019
Room 201 - Blow Memorial Hall

Attendees: Lisa E. Roday, Chair; H. Thomas Watkins III, Vice Chair; S. Douglas Bunch, Sue H. Gerdelman, Karen Kennedy Schultz, faculty committee representative Rowan Lockwood and student committee representative Shreya Mandava. Board members present: Rector John E. Littel, Victor K. Branch, Warren W. Buck III, Sue H. Gerdelman, James A. Hixon, William H. Payne II, H. Thomas Watkins III, and faculty representative Catherine A. Forestell. Others present: President Katherine A. Rowe, Provost Peggy Agouris, Virginia M. Ambler, Kent B. Erdahl, W. Fanchon Glover, James R. Golden, Samantha K. Huge, Jeremy P. Martin, Matthew Lambert, Carrie S. Nee, Kate Conley, Amy Sebring, ACE Fellow Roz Hargraves, staff liaison Joseph W. Wheelless IV, Brian W. Whitson, Sandra J. Wilms and other university staff.

Chair Lisa Roday called the meeting to order at 2:40 p.m.

Recognizing that a quorum was present, Ms. Roday asked for a motion to adopt the minutes of the meeting of the Committee on the Student Experience from September 26, 2019. Motion was made by Mr. Bunch, seconded by Ms. Schultz and approved by voice vote of the Committee.

Director of Athletics Samantha Huge presented an update on the NCAA plan to revise and update its Bylaws in regards to an athlete's name, image and likeness, noting the targeted deadline of January 2021. Ms. Huge also provided an update on the Athletics strategic plan roll-out.

Vice President for Student Affairs Ginger Ambler advised that the Student Affairs report would focus on the Office of Student Veteran Engagement, and introduced Director Charlie Foster, who provided a presentation on the background of the Office and outlined its services. He advised that a DuPont Foundation grant had established the office and funded his position for two years, then the Office will need to sustain itself.

Mr. Foster introduced a panel of undergraduate and graduate student veterans who discussed their experiences at William & Mary.

Following a general discussion, and there being no further business, the Committee adjourned at 3:33 p.m.

JOINT MEETING

THE BOARD OF VISITORS
THE WILLIAM & MARY FOUNDATION
THE ALUMNI ASSOCIATION BOARD OF DIRECTORS
THE ANNUAL GIVING BOARD OF DIRECTORS

February 6, 2020
3:00 – 5:30 p.m.

Chesapeake A&B – Sadler Center

- I. Call to Order and Welcome – John E. Littel, Rector
- II. Campaign Update
- III. Final Plans for Positioning Study
- IV. Strategic Plan Update and Activity
- V. Closed Session (if necessary)
- VI. Other Business
- VII. Closing Remarks
- VIII. Adjourn

INVESTMENTS SUBCOMMITTEE
of the
COMMITTEE ON FINANCIAL AFFAIRS
February 7, 2020
7:45 – 8:30 a.m.
Board Conference Room - Blow Memorial Hall

Mirza Baig, Chair
H. Thomas Watkins III, Vice Chair

- I. Opening Remarks - Mr. Baig
- II. Approval of Minutes – November 21, 2019
- III. Investment Portfolio Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
 - A. Investment Update for Periods Ending December 31, 2019 *Pre-Read*
 - B. Private Equity/Private Real Estate Investment options
 - C. Energy Exposure within the Board of Visitors Portfolio
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

INVESTMENTS SUBCOMMITTEE
MINUTES – NOVEMBER 21, 2019

MINUTES
Investments Subcommittee
November 21, 2019
Blow Memorial Hall – Board Conference Room

Attendees: Mirza Baig, Chair; H. Thomas Watkins III, Vice Chair; and James A. Hixon. Others in attendance: Senior Vice President for Finance and Administration Samuel E. Jones and ACE Fellow Roz Hargraves as well as investment advisors Bryce Lee, James Johnson and Robin Wilcox.

The Chair called the meeting to order at 8:30 a.m.

After approving the September 26, 2019 minutes, the Investments Subcommittee received a report from the Optimal Services Group of Wells Fargo, the Board's investment advisor.

Regarding overall fund performance, Optimal highlighted the following:

- The Board's endowment is benefiting from a strong market. As a result, the endowment is now valued at just under \$87 million through October 31, 2019, up 1.8% for the fiscal year and just under a 2% benchmark return.
- Asset allocation remains within policy guidelines with one manager (Templeton Global Bond Fund) receiving additional review.
- One investment (BNY Mellon) has been moved to a lower share class, saving the Board 25 basis points.
- Wells also noted strong performance for the Green Fund endowment (+17.3%).

Much of the remaining discussion centered on a review of an asset allocation study requested by the Chair with emphasis on the impact on the endowment of a recession and then softer returns over the next few years. After discussion, Wells was asked to expand this analysis to look at the asset allocation by both sector and geography. Mr. Jones told the subcommittee that university and foundation staff were analyzing the impact of a potential recession on overall university spending.

Optimal next presented two private equity and one private real estate investment options for the Committee's consideration. No action was taken pending additional review.

Having no further business, the Investments Subcommittee adjourned at 9:45 a.m.

COMMITTEE ON FINANCIAL AFFAIRS

February 7, 2020

8:30 – 9:15 a.m.

Board Room - Blow Memorial Hall

James A. Hixon, Chair

Mirza Baig, Vice Chair

- I. Introductory Remarks - Mr. Hixon
- II. Approval of Minutes – November 22, 2019
- III. Closed Session (if necessary)
- IV. Report from Senior Vice President for Finance & Administration Samuel E. Jones and Vice President for Finance and Technology Amy S. Sebring
 - A. Overview of Governor Northam's 2020-22 Budget Recommendations.
 - B. Operating Budget Amendments Submitted to the 2020 General Assembly. *Pre-Read*
 - C. Revision to Policy and Procedures for the Use of the Quasi-Endowment for the Muscarelle Museum of Art. **Resolution 17**.
 - D. 2019 Revised Debt Management Report. *Pre-Read*
 - E. 2019-2020 Operating Budget Summary. *Pre-Read*
- V. Report from Virginia Institute of Marine Science Dean John T. Wells
 - A. Operating Budget Amendments Submitted to the 2020 General Assembly. *Pre-Read*
 - B. 2019-2020 Operating Budget Summary. *Pre-Read*
- VI. Investments Subcommittee Report – Mr. Baig
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS
MINUTES – NOVEMBER 22, 2019

MINUTES
Committee on Financial Affairs
November 22, 2019
Blow Memorial Hall – Board Room

Attendees: James A. Hixon, Chair, Mirza Baig, Vice Chair; S. Douglas Bunch, Anne Leigh Kerr, Charles E. Poston, H. Thomas Watkins III, faculty committee representative Thomas J. Ward, and student committee representative Abhi Chadha. Board members present: Rector John E. Littel, Sue H. Gerdelman, Lisa E. Roday, Karen K. Schultz. Others in attendance: President Katherine Rowe, Provost Peggy Agouris, Ginger Ambler, Henry Broaddus, Chon Glover, Samuel E. Jones, Kent Erdahl, Michael Fox, Samantha Huge, Matthew Lambert, Jeremy Martin, Carrie Nee, ACE Fellow Roz Hargraves, DaNika Robinson, Amy Sebring, Virginia Torczon, Dean/Director John Wells, staff liaison Joseph W. Wheelless IV, Brian Whitson, and other members of the university staff.

Mr. Hixon called the meeting to order at 8:30 a.m., welcoming Committee members, members of the Board and staff. He stated that the Committee has three resolutions for action:

- **Resolution 5** establishing Fiscal Year 2021 (FY21) Tuition for In-state Undergraduate Students. This action comes after the Board's approval of William & Mary's Six-year Plan at its September 2019 meeting and a public comment session on a potential increase in in-state undergraduate tuition held on October 22, 2019. Mr. Hixon thanked Rector John Littel, Board Secretary Sue Gerdelman, and Board members Karen Shultz and Anne Leigh Kerr for attending the public comment session;
- **Resolution 6** acknowledging Receipt of the unaudited Consolidated Financial Report of William & Mary, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2019; and,
- **Resolution 7** acknowledging Receipt of the unaudited Financial Report of the Intercollegiate Athletics Department for the Fiscal Year Ended June 30, 2019, as required by the NCAA.

Mr. Hixon reminded the Committee that the Governor is working to finalize his budget recommendations for the 2020-22 biennium. His recommendations will be released publicly on December 17 and considered by the General Assembly in the 2020 session starting in January.

Recognizing that a quorum was present, Mr. Hixon asked for a motion to approve the minutes from the September 27, 2019 committee meeting. Motion was made by Mr. Watkins, seconded by Ms. Kerr and approved by voice vote.

The Chair then called on Sam Jones to provide an update on the State's Tech Talent Investment Program. Mr. Jones shared with the Committee that the university had executed a Memorandum of Understanding with the Commonwealth to receive additional funds to support its undergraduate computer science program in exchange for significantly increasing its production of computer science graduates, noting that President Rowe attended the Governor's public announcement. While the state did not provide funds from the Tech Talen Investment Program

to expand the number of data science graduates, Mr. Jones noted that William & Mary had received some support in this area as a direct appropriation to the university.

Mr. Hixon moved that the Committee on Financial Affairs convene in Closed Session to discuss the evaluation of the performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals; as provided for in Section 2.2-3711.A.1. of the Code of Virginia. Motion was seconded by Mr. Watkins and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 8:40 a.m.

The Committee reconvened in open session at 8:55 a.m. Mr. Hixon reviewed the topic discussed in closed session and moved adoption of the Resolution certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Watkins and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Coming out of closed session, the Chair asked Sam Jones and Amy Sebring to review the resolutions before the committee.

Mr. Jones reviewed **Resolution 5**, Fiscal year 2021 (FY21) Tuition for In-state Undergraduates. Eleven comments were received through the public comment website, one from an emeritus faculty member and 10 from current students. Comments addressed:

- Flexibility in paying the athletic fee;
- The impact of any increase on student debt;
- Flexibility in providing the W&M Promise to out-of-state students; and
- Identifying areas where students wanted additional investment by the university.

Consistent with the Board-approved Six-Year Plan, Resolution 5 proposes a 3% increase in in-state undergraduate tuition with a modified promise that future annual increases for incoming in-state undergraduates will not exceed 3%. There is no proposed tuition increase for current William & Mary undergraduates.

Ms. Sebring then reviewed **Resolution 6**: Approve Receipt of the Unaudited FY19 Consolidated Financial Statements and **Resolution 7**: Approve Receipt of the FY19 Financial Report for Intercollegiate Athletics Department. She noted that the financial statements were a consolidated report of William & Mary, VIMS and RBC, developed on an accrual basis, include the financial statements of the various component units supporting the three entities (i.e., W&M Foundation, etc.) and remain subject to audit by the State Auditor of Public Accounts. Excluding component units, the university's net position increased 6.3% over the prior year, with revenue increasing 4.5% and expenditures remaining flat. Athletics saw net income increase year-to-year.

After discussion, Mr. called for a motion to approve Resolutions 5, 6 and 7 as a block. Motion was made by Mr. Watkins, seconded by Ms. Kerr and approved by voice vote of the Committee.

Mr. Hixon called on John Wells for a report on VIMS. Dean Wells began with a summary of the sources of revenue for the FY 2020 operating budget, then focused on grant and contract support from federal and non-federal sources broken out by year and by funding agency. He noted that grant expenditures are higher than they have been over the past decade and that success rate from grant and contract submissions over the past decade is approximately 50%. Finally, there was a brief update on challenges and opportunities that lie ahead.

Mr. Hixon then asked Mr. Baig for a report from the Investments Subcommittee. Mr. Baig reported that the Investments Subcommittee met on November 21, 2019. Subcommittee members in attendance included James Hixon and Tom Watkins. After approving the September 28, 2019 minutes, the Investments Subcommittee received a report from the Optimal Services Group of Wells Fargo, the Board's investment advisor. Regarding overall fund performance, Optimal reported the following:

- The Board's endowment is benefiting from a strong market. As a result, the endowment is now valued at just under \$87 million through October 31, 2019, up 1.8% for the fiscal year and just under a 2% benchmark return.
- Asset allocation remains within policy guidelines with one manager (Templeton Global Bond Fund) receiving additional review.
- One investment (BNY Mellon) has been moved to a lower share class, saving the Board 25 basis points.
- Optimal also noted strong performance for the Green Fund endowment (+17.3%).

Mr. Baig stated that much of the remaining discussion centered on a review of an asset allocation study requested by the Chair with emphasis on the impact on the endowment of a recession and then softer returns over the next few years. After discussion, Optimal was asked to expand this analysis to look at the asset allocation by both sector and geography. Mr. Jones told the subcommittee that university and foundation staff were analyzing the impact of a potential recession on overall university spending.

Optimal presented to the committee two private equity and one private real estate investment options for consideration. The Subcommittee took no action pending additional review.

There being no further business, the Committee adjourned at 9:33 a.m.

November 22, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors' Committee on Financial Affairs has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

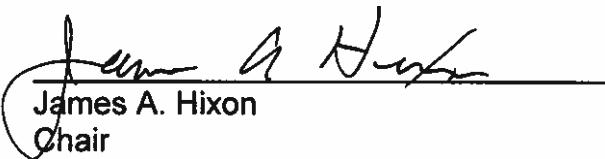
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Financial Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee on Financial Affairs.

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:


James A. Hixon
Chair

Committee on Financial Affairs

WILLIAM & MARY
REVISION TO POLICY AND PROCEDURES FOR THE USE OF THE
QUASI-ENDOWMENT FOR THE MUSCARELLE MUSEUM OF ART

WHEREAS, in 2012, after a periodic review of holdings in the university's art collection by the Director of the Muscarelle Museum ("Museum"), a number of works of art were determined not to be relevant to the overall collection. These items were then deaccessioned through auction and those proceeds were used to fund a quasi-endowment designated by the Board of Visitors to support the Museum. This quasi-endowment was created by Resolution 43 and approved by the Board of Visitors on April 27, 2012; and

WHEREAS, in 2015, upon recommendation of the Internal Auditor, the Board of Visitors established a policy and procedures to provide additional guidance for the use of income and principal from the Muscarelle Museum of Art Quasi-Endowment and authorizing the annual transfer of income generated by the Quasi-Endowment to the Muscarelle Museum of Art Foundation in Resolution 26 approved by the Board of Visitors on April 24, 2015; and

WHEREAS, in 2019, the Provost and Senior Vice President for Finance and Administration acting on behalf of the university entered into a revised Operating Agreement with the Muscarelle Museum of Art Foundation on June 28, 2019; and

WHEREAS, from time to time the Director of the Muscarelle Museum reviews items for their relevance to the art collection of the university; and

WHEREAS, after a review of the Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia, provided under Subchapter 3 of the Restructured Higher Education Financial and Administration Operations Act, Chapter 4.10 (§23-38.88 et seq., *Code of Virginia*) and the *Management Agreement By and Between the Commonwealth of Virginia and William & Mary*, the university has determined that it has sufficient authority to purchase works of art and services necessary to care for the university's museum collection;

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the following revisions to the Policy and Procedures for the use of income produced by and principal withdrawn from the Muscarelle Museum of Art Quasi-Endowment.

**Revised Policy and Procedures for the
Use of the Muscarelle Museum of Art Quasi-Endowment**

1. Annual income from the quasi-endowment for the Museum will be designated for use by the Museum director. These funds will be used only for the purposes of acquiring art to be added to the university's collections or for expenditures for the direct care of the collections. Expenditures of annual income from the quasi-endowment will be tracked and reported separately.
2. To the extent allowable under the standard established by the American Alliance of Museums, these funds may be used for direct care of the collections. The Provost, in consultation with the Museum Director, shall determine the appropriate categories of expenditure.
3. The university will ensure adherence to the following in use of these funds:
 - a. Individual acquisitions or expenditures up to \$100,000 may be on the recommendation of the Museum Director.
 - b. Individual acquisitions or expenditures of \$100,000 up to \$500,000 must be on the recommendation of the Museum Director and approved by the Provost and the Senior Vice President for Finance and Administration.
 - c. Individual acquisitions or expenditures of \$500,000 or more must be on the recommendation of the Museum Director and approved by the Provost, the Senior Vice President for Finance and Administration, and the President of the university.
 - d. Recommendations for approvals by the Museum Director and approvals by the Provost, the Senior Vice President for Finance and Administration, and the President as required above must be in writing but may be delivered electronically.
4. Withdrawals of principal from the quasi-endowment must be approved by the Board of Visitors by resolution.
5. All staff members related to the direct care of the collections must be employed by the university or engaged as independent contractors through the university.
6. Annual income from the quasi-endowment will be expensed through the university unless the Museum director, in consultation with the Provost and the Chair of the Muscarelle Museum of Art Foundation (MMAF), determines that the MMAF is better situated to procure art or services related to the care of the collection.
 - a. In such cases, the Museum director may request that funds from the quasi-endowment – including annual income, if approved by the Senior Vice President for Finance and Administration, or a withdrawal from the principal, if approved by the Board of Visitors consistent with the provisions in Item 4 above – be transferred to the MMAF.
 - b. Funds transferred to the MMAF will be spent consistent with Items 1 and 2 above.

September 12, 2019

**WILLIAM & MARY BOARD OF VISITORS
OFFICERS AND COMMITTEES
2019-2018**

STANDING COMMITTEES:

EXECUTIVE COMMITTEE

John E. Littel, Rector
William H. Payne II, Vice Rector
Sue H. Gerdelman, Secretary
James A. Hixon
Lisa E. Roday
Karen Kennedy Schultz
Brian P. Woolfolk
Michael J. Fox

COMMITTEE ON ACADEMIC AFFAIRS

S. Douglas Bunch, Chair
Karen Kennedy Schultz, Vice Chair
Mari Carmen Aponte
Mirza Baig
Warren W. Buck III
Anne Leigh Kerr
Catherine A. Forestell, faculty representative
Ellie Thomas, student representative
Peggy Agouris

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

William H. Payne II, Chair
Warren W. Buck III, Vice Chair
James A. Hixon
Barbara L. Johnson
J.E. Lincoln Saunders
Christopher J. Abelt, faculty representative
Jeremy Simmons, student representative
Samuel E. Jones

(Design Review Board – William H. Payne II, Warren W. Buck III)

COMMITTEE ON THE STUDENT EXPERIENCE

Lisa E. Roday, Chair
 H. Thomas Watkins III, Vice Chair
 Mari Carmen Aponte
 S. Douglas Bunch
 Sue H. Gerdelman
 Karen Kennedy Schultz
 Rowan Lockwood, faculty representative
 Shreya Mandava, student representative
Virginia M. Ambler
Samantha K. Huge

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

Brian P. Woolfolk, Chair
 Barbara L. Johnson, Vice Chair
 Victor K. Branch
 William H. Payne II
 Charles E. Poston
 J.E. Lincoln Saunders
Kent B. Erdahl
Pamela H. Mason
Samuel E. Jones

COMMITTEE ON FINANCIAL AFFAIRS

James A. Hixon, Chair
 Mirza Baig, Vice Chair
 S. Douglas Bunch
 Anne Leigh Kerr
 Charles E. Poston
 H. Thomas Watkins III
 Thomas J. Ward, faculty representative
 Abhi Chadha, student representative
Samuel E. Jones
Amy S. Sebring

Investments Subcommittee:

Mirza Baig, Chair
 H. Thomas Watkins III, Vice Chair
 James A. Hixon

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Sue H. Gerdelman, Chair
 Anne Leigh Kerr, Vice Chair
 Mari Carmen Aponte
 Victor K. Branch
 H. Thomas Watkins III
 David S. Armstrong, faculty representative
 Kelsey Vita, student representative
Henry R. Broaddus
Matthew T. Lambert

RICHARD BLAND COLLEGE COMMITTEE

Barbara L. Johnson, Chair
 J.E. Lincoln Saunders, Vice Chair
 Victor K. Branch
 Warren W. Buck III
 Charles E. Poston
 Lisa E. Roday
 Brian P. Woolfolk
 Tiffany R. Birdsong, faculty representative
 Solomon Asare, student representative
Debbie L. Sydow

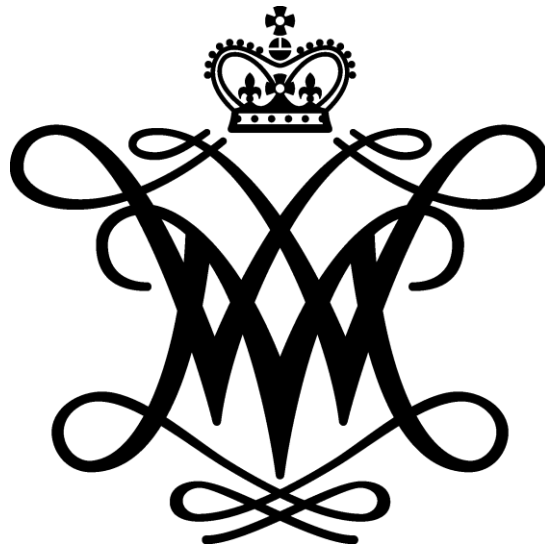
COMMITTEE OF THE WHOLE:

COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

H. Thomas Watkins III, Chair
 Mirza Baig, Co-Chair
Peggy Agouris
Henry R. Broaddus
Samuel E. Jones

Board Liaison to MONROE LEGACY WORKING GROUP – Warren Buck
 Board Liaison to 1619-2019 COMMEMORATION – Warren Buck

BOARD OF VISITORS WILLIAM & MARY



BOARD MEETING

Board Room - Blow Memorial Hall

February 7, 2020

MEETING AGENDA

Board of Visitors
William & Mary

February 7, 2020 – 9:30 - 11:30 a.m.
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector John E. Littel
- II. Approval of Minutes - November 20-22, 2019 Mr. Littel
- III. Opening Remarks Mr. Littel
President Katherine A. Rowe
- IV. Reports of Standing Committee chairs
 - A. Richard Bland College Committee Barbara L. Johnson
 - 1. **Resolution 1:** 2020-2025 Strategic Plan: SEIZE YOUR POTENTIAL
 - 2. **Resolution 18:** Guidelines for Richard Bland College Public Comment Period on Tuition/Fee Increases
 - B. Committee on Audit, Risk and Compliance Brian P. Woolfolk
 - C. Committee on Institutional Advancement Sue H. Gerdelman
 - D. Committee on the Student Experience Lisa E. Roday
 - E. Committee on Administration, Buildings and Grounds William H. Payne II
 - 1. **Resolution 16:** Resolution to Approve Demolition of Hughes Hall, Munford Hall, and the Galt Houses
 - F. Committee on Financial Affairs James A. Hixon
 - 1. **Resolution 17:** Revision to Policy and Procedures for the Use of the Quasi-Endowment for the Muscarelle Museum of Art
 - 2. Investments Subcommittee Mirza Baig
 - G. Committee on Academic Affairs S. Douglas Bunch
 - 1. **Resolution 2:** Appointments to Fill Vacancies in the Instructional Faculty
 - 2. **Resolution 3:** Designated Professorships
 - 3. **Resolution 4:** Faculty Promotions
 - 4. **Resolution 5:** Award of Academic Tenure
 - 5. **Resolution 6:** Retirement of Bruce A. Bracken, School of Education
 - 6. **Resolution 7:** Retirement of Carl E. Carlson, Department of Physics
 - 7. **Resolution 8:** Retirement of Michael F. DiPaola, School of Education

Board of Visitors
MEETING AGENDA
February 7, 2020

- 8. **Resolution 9:** Retirement of Susan V. Donaldson, Department of English and American Studies Program
- 9. **Resolution 10:** Retirement of Carl H. Hershner Jr., School of Marine Science
- 10. **Resolution 11:** Retirement of Kenneth W. Kambis, Department of Kinesiology and Health Sciences
- 11. **Resolution 12:** Retirement of Mary Ann Melfi, Department of English
- 12. **Resolution 13:** Retirement of David H. Murray, Mason School of Business
- 13. **Resolution 14:** Retirement of Gul Ozyegin, Department of Sociology and Gender, Sexuality and Women's Studies
- 14. **Resolution 15:** Retirement of Ronald H. Rosenberg, William & Mary Law School

H. Ad Hoc Committee on Organizational Sustainability and Innovation H. Thomas Watkins III
Mirza Baig

V. Reports:

Faculty Assembly – Cathy Forestell
Student Assembly – Kelsey Vita
Staff Assembly – Joe Wheelless

- VI. Highland Commission Mr. Buck
- VII. Old Business Mr. Littel
 - A. 2020 Retreat update
- VIII. New Business Mr. Littel
 - A. Approval of Honorary Degrees – Charter Day 2020
 - B. Tuition and Fee Public Hearings for RBC (3/23) and W&M (3/24)
 - C. Appointment of Nominating Committee
- IX. Closed Session (if necessary) Mr. Littel
- X. Open Session Mr. Littel
- XI. Closing remarks
- XII. Adjournment Mr. Littel

BLOW HALL ROOM 201

11:45-12:45 p.m. Lunch with Cypher Society

**FULL BOARD MEETING
MINUTES – NOVEMBER 20-22, 2019**

MINUTES

Meeting of the Board of Visitors William & Mary

November 20-22, 2019

The William & Mary Board of Visitors met on the campus in Williamsburg on Wednesday, Thursday and Friday, November 20-22, 2019.

On Wednesday, November 20, the Executive Committee met from 4:00 to 5:50 p.m. in the Board Conference Room. That evening the full Board convened in the Mason School of Business Executive Dining Room from 6:30 to 9:30 p.m.

Those present on Wednesday evening were:

Mirza Baig
Victor K. Branch
Warren W. Buck III
S. Douglas Bunch
Sue H. Gerdelman
James A. Hixon
Barbara L. Johnson
John E. Littel

William H. Payne II
Charles E. Poston
Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
H. Thomas Watkins III
Brian P. Woolfolk

Absent: Mari Carmen Aponte
Anne Leigh Kerr

Also present was William & Mary President Katherine Rowe.

On Thursday morning, November 21, the Richard Bland College Committee met from 8:15 to 9:45 a.m. and the Committee on Audit, Risk and Compliance met from 9:45 to 11:00 a.m. in the Board Room. The Investments Subcommittee met from 8:30 to 9:30 a.m. in the Board Conference Room. The Committee on Academic Affairs met from 9:45 to 11:00 a.m. in Blow Hall Room 201

Those present on Thursday were:

Mirza Baig
Victor K. Branch
Warren W. Buck III
S. Douglas Bunch
Sue H. Gerdelman
James A. Hixon
Barbara L. Johnson
John E. Littel
William H. Payne II
Charles E. Poston

Lisa E. Roday
J.E. Lincoln Saunders
Karen Kennedy Schultz
H. Thomas Watkins III
Brian P. Woolfolk
Faculty Representatives: Catherine Forestell
Tiffany Birdsong
Student Representatives: Kelsey Vita
Solomon Asare

Absent: Mari Carmen Aponte
Anne Leigh Kerr

Board of Visitors
MINUTES
Page 2

Others present were:

Katherine A. Rowe
Debbie L. Sydow
Peggy Agouris
Virginia M. Ambler
Henry R. Broaddus
Samantha K. Huge
Samuel E. Jones
Matthew T. Lambert

Amy S. Sebring
Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jeremy P. Martin
Brian W. Whitson
Sandra J. Wilms

Also in attendance were W&M Staff Liaison Joseph Wheeless, University Counsel Carrie Nee and other W&M and RBC faculty and staff.

At 11:15 a.m., the Board traveled to the Muscarelle Museum of Art for a tour of the exhibit and lunch with members of the museum staff, before returning to the Board Room at 1:15 p.m.

From 1:30 to 2:30 p.m. the Committee on Institutional Advancement met in the Board Room while the Committee on Administration, Buildings and Grounds met in Blow Hall Room 201. The Committee on the Student Experience met from 2:40 to 3:30 p.m. in the Board Room.

At 3:45 p.m. the members of the Board walked to Tribe Square.

At 3:50 p.m., the Rector convened the Board as a committee of the whole in the Entrepreneurship Hub for the **ad hoc Committee on Organizational Sustainability and Innovation** and introduced Graham Henshaw, Executive Director of the Entrepreneurship Center, who gave a tour of the Hub. At 4:20 p.m. Mr. Watkins called the committee meeting to order and called on Vice President for Strategic Initiatives and Public Affairs Henry Broaddus who briefly reviewed the agenda.

Co-Chair of the Strategic Planning Steering Committee Jeremy Martin provided an update on the strategic planning initiative, and the Vision, Mission and Values Statement was read by members of the Planning Committee. Chief Diversity Officer Chon Glover provided an update on the diversity and inclusion initiative. Senior Vice President Sam Jones, Mr. Broaddus and Associate Vice Provost for Enrollment and Admission Tim Wolfe presented an update on financial capacity building. A discussion ensued.

There being no further business, the Board recessed at 6:00 p.m.

On Friday, November 22, the Rector convened the full Board at 10:00 a.m., welcomed everyone and thanked David Brashear, Graham Henshaw and Samantha Huge and the Athletics team for hosting the Board over the last two days.

Board of Visitors

MINUTES

Page 3

Those present on Friday were:

Mirza Baig
Victor K. Branch
Warren W. Buck III
S. Douglas Bunch
Sue H. Gerdelman
Barbara L. Johnson
James A. Hixon
Anne Leigh Kerr
John E. Littel

William H. Payne II
Charles E. Poston
Lisa E. Roday
J.E. Lincoln Saunders – via phone
Karen Kennedy Schultz
H. Thomas Watkins III
Brian P. Woolfolk
Faculty Representatives: Catherine Forestell
Student Representative: Kelsey Vita

Absent: Mari Carmen Aponte

Others present were:

Katherine A. Rowe
Debbie L. Sydow
Peggy Agouris
Virginia M. Ambler
Henry R. Broaddus
Samantha K. Huger
Samuel E. Jones
Matthew T. Lambert

Amy S. Sebring
Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jeremy P. Martin
Brian W. Whitson
Sandra J. Wilms

Also in attendance were Staff Liaison Joseph Wheelless, University Counsel Carrie Nee, Dean Kate Conley, Dean John Wells, Vice Provost Ann Marie Stock, ACE Fellow Roz Hargraves, and other William & Mary faculty, students and staff.

The Rector advised that Lincoln Saunders had pressing personal business and had requested to participate by phone. The Board *Bylaws* set forth the procedure to be followed if a member would like to fully participate in the meeting but cannot be present. Therefore, noting compliance with the *Bylaws*, the Rector asked for a motion that the Board of Visitors approve the remote participation of Lincoln Saunders by telephone. Motion was made by Ms. Gerdelman, seconded by Ms. Kerr and approved by voice vote. The Rector welcomed Mr. Saunders to the meeting.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of September 25-27, 2019. Motion was made by Ms. Roday, seconded by Mr. Hixon and approved by voice vote.

In his opening Remarks, the Rector reminded Board members that students, faculty and staff leaders would be joining the Board for lunch in Room 201 at the conclusion of the meeting.

He recognized and thank Jacqui McLendon for signing and sharing a copy of her book *Building on the Legacy*, a history of African Americans at W&M, with members of the Board. Professor McLendon commented briefly on the history of the book project and advised that the Tribute Garden planned next to Ewell Circle had been approved by the Design Review Board.

The Rector thanked Chief Diversity Officer Chon Glover for copies of the Claude Steele book, *Whistling Vivaldi: How Stereotypes Affect Us and What We Can Do*.

On behalf of the Board, Rector Littel recognized Chief Cheesebro and the William & Mary Police Department for their accreditation by the Virginia Law Enforcement Standards Commission of the Department of Criminal Justice Service. The W&M Police Department obtained this status with a perfect rating with no findings for minor or major violations. The assessment team audited 190 standards, which included 762 proofs of compliance. Chief Cheesebro introduced James City County Chief of Police Brad Rinehimer, a member of the Standards Commission, who briefly commented on the process and goals, then presented the certificate of accreditation to Chief Cheesebro, followed by a round of applause from the Board.

In her opening remarks, President Rowe commented on completion of phase I of the Strategic Plan and thanked Ginger Ambler and Chon Glover for leading the drafting groups for the revised Vision, Mission and Values Statement that will be used to guide the next phases of the strategic planning process, as well as the success of the For the Bold campaign to date.

The President also commented on the work underway for the diversity and inclusion initiative, noting it is a whole institution approach. She also commented on plans underway with financial sustainability and the strategic restructuring of Information Technology.

Rector Littel advised that in order to streamline the full Board meetings, only one closed session will be held at the end of the meeting.

The Rector called for the reports of the standing committees, reminding Committee chairs that if the committee has already reviewed and voted on the resolutions, it is only necessary for the chair to recommend the resolution to the full Board for adoption. A second is not necessary unless the resolution has not been considered by a committee.

Ms. Johnson reported for the **Richard Bland College Committee** and briefly reviewed the agenda. President Sydow reported on the increase in communication among all RBC campus groups, noted that a guaranteed transfer agreement with Virginia State University had been signed earlier this month, and advised that RBC had secured a GO Virginia planning grant that will enable RBC to partner with Dinwiddie Airport Authority, Dinwiddie Schools and area businesses to develop an Unmanned Aerial Systems program.

Ms. Johnson noted that **Resolution 6**, Receipt of the Consolidated Financial Report of William & Mary, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2019, was joint with William & Mary and deferred action to the Financial Affairs Committee.

Mr. Woolfolk reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda, noting that the Committee had discussed the 2020 Internal Audit Work Plan and approved it.

On behalf of the Committee, Mr. Woolfolk recommended adoption of **HANDOUT Resolution 9**, Approval of 2020 Internal Audit Work Plan. The Rector called the vote. Resolution 9 was approved by voice vote (**Resolution 9** is appended.)

Ms. Gerdelman reported for the **Committee on Institutional Advancement** and briefly reviewed the agenda. There were no action items.

Ms. Roday reported for the **Committee on the Student Experience** and briefly reviewed the agenda. There were no action items.

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds** and briefly reviewed the agenda.

On behalf of the Committee, Mr. Payne recommended adoption of **Resolution 4**, Resolution to Approve Electrical Easement Serving Monticello Avenue. The Rector called the vote. Resolution 4 was approved by voice vote.

Mr. Hixon reported for the **Committee on Financial Affairs** and briefly reviewed the agenda.

On behalf of the Committee, Mr. Hixon recommended adoption as a block of **Resolution 5**, Fiscal Year 2021 (FY21) Tuition for In-State Undergraduate Students; **Resolution 6**, Receipt of the Consolidated Financial Report of William & Mary, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2019 and **Resolution 7**, Receipt of the Financial Report on the Intercollegiate Athletics Department for the Fiscal Year Ended June 30, 2019. The Rector called the vote. **Resolutions 5, 6 and 7** were approved by voice vote.

Mr. Baig reported for the **Investments Subcommittee** and briefly reviewed the agenda. There were no action items.

Mr. Bunch reported for the **Committee on Academic Affairs** and briefly reviewed the agenda.

On behalf of the Committee, Mr. Bunch recommended adoption as a block of **Resolution 1**, Appointment to Fill a Vacancy in the Instructional Faculty; **Resolution 2**, Faculty Leave of Absence; **Resolution 3**, Resolution to Approve a Master of Science in Marketing Program. The Rector called the vote. **Resolutions 1, 2, and 3** were approved by voice vote.

Mr. Watkins reported for the **Ad Hoc Committee on Organizational Sustainability**, noting the committee had a tour of the Entrepreneurship Hub, heard an update on the Strategic Plan and the Diversity and Inclusion initiatives, as well as a presentation on financial sustainability. There were no action items.

Faculty representative to the Board Professor Cathy Forestell gave an update on the activities of the Faculty Assembly. Staff Liaison Joe Wheeless gave a report on the involvement of the Professionals and Professional Faculty Assembly and the Staff Assembly in the strategic planning process. In the absence of Student representative to the Board Kelsey Vita, Student Assembly Chief of Staff Abhi Chadha reported on the activities of the Student Assembly, and the three areas of focus on wellness/mental health, academic affairs/data literacy and campus safety. A discussion ensued.

Warren Buck reported as the Board representative on the President's Highland Commission. He provided an update on the reorganization of Highland and the Mellon grant award. A brief discussion ensued.

There was no Old Business.

Under New Business, the Rector commended Ginger Ambler, Chon Glover and Jeremy Martin for their work on the Vision, Mission and Values Statement and asked for a motion to adopt **Resolution 8**, Adoption of the William & Mary Vision, Mission and Values Statement. Motion

was made by Ms. Roday, seconded by Ms. Schultz and approved by voice vote. A video was shown, followed by a round of applause by the Board.

The Rector advised that polling for the 2020 summer retreat dates will be done soon.

The Rector called on the Secretary of the Board. Ms. Gerdelman moved that the Board of Visitors convene in Closed Session for the following reasons:

- Pursuant to Virginia Code §2.2-3711.A.1
 - to approve personnel actions pertaining to the appointments and leaves of specific instructional faculty;
 - to discuss personnel matters pertaining to the performance and evaluations of specific executive employees;
 - to discuss the evaluation of the performance of departments or schools;
 - to discuss the evaluation of departments exercising restructured authority where such discussion will necessarily involve identifiable university employees; and
- Pursuant to Virginia Code §2.2-3711.A.2. to discuss internal investigations involving identifiable students and/or employees; and
- Pursuant to Virginia Code §2.2-3711.A.3., for consideration of the acquisition and disposition of real property where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and
- Pursuant to Virginia Code §2.2-3711.A.7., for consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation, and A.8., for consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice, and
- Pursuant to Virginia Code §2.2-3711.A.9., to discuss gifts, bequests and fund-raising activities; and
- Pursuant to Virginia Code §2.2-3711.A.19., to discuss reports or plans related to the security of any governmental facility, building or structure or the safety of persons using such facility, building or structure.

Motion was seconded by Ms. Roday and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 11:40 a.m.

The Board reconvened in open session at 12:44 p.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, and then moved adoption of the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Buck and approved by roll call vote conducted by the Secretary of the Board Ms. Gerdelman. (Certification **Resolution** is appended.)

The Rector moved that the Board, using other funds, supplement President Rowe's 2019 salary by \$9,500 to accommodate changes in tax treatment of certain benefits. Motion was seconded by Mr. Watkins and approved by voice vote.

There being no further business, the Board adjourned at 12:45 p.m.

WILLIAM & MARY and RICHARD BLAND COLLEGE
APPROVAL OF 2020 INTERNAL AUDIT WORK PLAN

As provided in the Office of Internal Audit Charter, the Director is responsible for preparing an annual work plan.

The proposed 2020 Work Plan for the Office of Internal Audit includes the following audits:

- W&M IT Data Center physical security audit
- VIMS IT security and general control audit
- RBC IT security audit
- Bursar's Office cashiering system and internal control review
- Minors and volunteers on campus audit
- Athletic Ticket Office audit
- Highland internal control review
- President's Office audit
- Admission audit

Recurring Audit Activities:

- Small purchase charge card monitoring
- Commonwealth Fraud, Waste and Abuse Hotline Investigations

The 2020 Work Plan has been reviewed by the Committee on Audit, Risk and Compliance and management of William & Mary and Richard Bland College, and is hereby recommended to the Board of Visitors.

THEREFORE, BE IT RESOLVED, That the 2020 Work Plan for the Office of Internal Audit is approved by the Board of Visitors.

Board of Visitors

November 22, 2019

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of William & Mary has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES:

16

NAYS:

0

ABSENT DURING CLOSED SESSION:



John E. Littel
Rector

AGENDA ITEMS
Board of Visitors Meeting
William & Mary

February 5-7, 2020
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

- | | |
|---------------|--|
| Resolution 1 | 2020-2025 Strategic Plan: <i>SEIZE YOUR POTENTIAL</i> |
| Resolution 18 | Guidelines for Richard Bland College Public
Comment Period on Tuition/Fee Increases |

WILLIAM & MARY

- | | |
|---------------|---|
| Resolution 2 | Appointments to Fill Vacancies in the Instructional
Faculty |
| Resolution 3 | Designated Professorships |
| Resolution 4 | Faculty Promotions |
| Resolution 5 | Award of Academic Tenure |
| Resolution 6 | Retirement of Bruce A. Bracken, School of Education |
| Resolution 7 | Retirement of Carl E. Carlson, Department of Physics |
| Resolution 8 | Retirement of Michael F. DiPaola, School of
Education |
| Resolution 9 | Retirement of Susan V. Donaldson, Department of
English and American Studies Program |
| Resolution 10 | Retirement of Carl H. Hershner Jr., School of Marine
Science |
| Resolution 11 | Retirement of Kenneth W. Kambis, Department of
Kinesiology and Health Sciences |
| Resolution 12 | Retirement of Mary Ann Melfi, Department of English |

Board of Visitors
AGENDA ITEMS
February 5-7, 2020

- | | |
|---------------|---|
| Resolution 13 | Retirement of David H. Murray, Mason School of Business |
| Resolution 14 | Retirement of Gul Ozyegin, Department of Sociology and Gender, Sexuality and Women's Studies |
| Resolution 15 | Retirement of Ronald H. Rosenberg, William & Mary Law School |
| Resolution 16 | Resolution to Approve Demolition of Hughes Hall, Munford Hall, and the Galt Houses |
| Resolution 17 | Revision to Policy and Procedures for the Use of the Quasi-Endowment for the Muscarelle Museum of Art |

RICHARD BLAND COLLEGE
RESOLUTIONS

RICHARD BLAND COLLEGE

2020-2025 STRATEGIC PLAN: *SEIZE YOUR POTENTIAL*

WHEREAS, Richard Bland College has executed a comprehensive planning process that included extensive input from stakeholders, including faculty, staff, students, partners and members of the community, and has thoroughly analyzed historical information, performance metrics, pertinent industry data, current environmental conditions and forecasted future trends, the President recommends Board approval of the new 2020-2025 strategic plan for Richard Bland College, *Seize Your Potential*. The attached plan contains well-defined core values, a revised mission statement, and sets forth goals, objectives and performance indicators that will provide focus and direction for the future success of the College.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the 2020-2025 Strategic Plan of Richard Bland College—*Seize Your Potential*—and the values and mission contained therein.

PRESIDENT'S LETTER

What is the role of a selective, two-year, residential, liberal arts transfer institution within the higher education landscape of the Commonwealth of Virginia? This is a key question that must be answered to ensure the success of Richard Bland College (RBC) and the constituency that the College serves. The 2020 RBC strategic plan's primary objective is to answer that very question so that the College, the community and the Commonwealth can engage successfully within this identity and purpose to the benefit of all.

RBC has long been identified as the *hidden gem* of higher education in Virginia. The *hidden* adjective is based both on its relative obscurity—few are aware of RBC outside the Tri-Cities region—and its rural setting featuring 750+ acres of wetlands, bucolic forest, and the state's oldest and largest pecan grove. Additionally, on average, a student of Richard Bland College travels a mere 36 miles to campus. This keeps the knowledge of RBC in a tightly focused radius. The *gem* moniker refers both to the College's reputation for excellence and the undeniable sensation that the campus often elicits in its students, visitors, faculty and staff, the feeling of a warm and palpable embrace of care, compassion and support.

That sensation is where we start.

According the State Council of Higher Education for Virginia (SCHEV), 99% of the 11.5 million new jobs created since the great recession require workers to have more than a high-school education. Students with a bachelor's degree have an earning potential almost double that of people with only a high school education, and yet only 17% of residents in the Petersburg area have a bachelor's degree, 15% below the national average. The obstacles in the way of education have been exhaustively researched and include financial challenges, academic under-preparedness, low self-esteem, slow college assimilation and immature levels of self-efficacy.

To combat this growing problem, Richard Bland College initiated a pilot program to determine the viability of a data-driven approach to improve retention and graduation rates. The program ultimately effected a cultural, organizational and operational shift at RBC, resulting in a personalized model of student support, the Exceptional Student Experience (ESE@RBC).

Originally many of the practices that RBC used as the basis of ESE@RBC were adapted from the four key principles found in the American Association of Community Colleges (AACC) Pathways Project: 1) map pathways to student end goals; 2) help students choose and enter a program pathway; 3) keep students on path; and 4) ensure that students are learning. Unfortunately, limited resources made it necessary to skip some primary elements of guided pathways and instead to focus on a specific, high-priority project that was immediately available for implementation, dedicated student support.

This strategic framework reimagines the way that RBC serves students, faculty and staff within the context of our existing culture, the principles of guided pathways and a hybrid work-college experience. Rather than thinking of a two-year college as a pipeline to a four-year university, this vision describes a more expansive menu of well-defined pathways to high-demand fields, all radiating from a curriculum constructed around the development of soft skills that define the liberal arts experience: critical

thinking, written communication, analytical reasoning, civic engagement and oral communication. Furthermore, the impact of meaningful work is a resonating theme, providing avenues to participate in career-focused internships and jobs that develop important life & work skills, confidence, and character.

Richard Bland has tested its entrepreneurial mettle and its capacity for transformation in recent years. The College was among a select few Competency-Based Education sites established by the U.S. Department of Education. We were ahead of the curve using predictive analytics to improve student retention and success rates, and online enrollment now makes up nearly 20 percent of course offerings. It may be counter-intuitive, but these and other deep-level institutional changes still to come will ensure that Richard Bland College remains true to its original mission. We prepare students for a lifetime of endless potential.

SEIZE YOUR POTENTIAL

The strategic plan of Richard Bland College of William & Mary, 2020-2025

"The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew." – Abraham Lincoln

Values

The following core values are the foundation of the culture and personality that *are* Richard Bland College. These values are what make our organization live and breathe. These values direct the actions and decisions that are made every day. They help to define our long-term vision.

A friendly, family atmosphere

It is a consistent theme that emanates from faculty, staff and students. It is the comfort, the warmth, the family feeling that permeates the campus. An expansive atmosphere of support allows all members of the College to uncover and act on their inherent potential. That atmosphere is valued, and it is embedded at the very core of Richard Bland College.

"We cannot live for ourselves alone. Our lives are connected by a thousand invisible threads and along these sympathetic fibers, our actions run as causes and return as results." – Herman Melville

Enthusiastic, student-focused service

Ask any faculty or staff member at Richard Bland College why they come to work on any given day, and a single answer will resound: STUDENTS. We value that our mission centers on the success of our student body, and we endeavor to provide service of the highest quality to support their journey to success.

Processes and procedures are built, assessed and improved in the name of the student, and we agree that nurturing that potential is our sole purpose.

The power of difference

Difference comes in many forms: the diversity of our campus population; the myriad ways that problems can be solved and risks mitigated; the various methods by which students learn and can be supported; the entrepreneurial spirit and nimbleness of faculty and staff. RBC continually strives to build an inclusive and welcoming community of individuals with diverse talents and skills from a multitude of backgrounds who are committed to civility, mutual respect, and the free and open exchange of ideas. We value these differences because each new exchange expands our collective breadth of experience and knowledge, and it makes us stronger and better than we were.

"It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences." – Audre Lorde

Building confidence

The dramatic transformation that occurs in students between Welcome Week and Commencement is incremental but astounding. Students move from the general idea of a college education to fully formulated plans that include academic majors, professional goals, and transfer programs that strategically align their skills and dreams. Faculty and staff grow personally and professionally, and they hit stride on their career goals as they interact and engage with the campus. We value that Richard Bland College is a place where every individual can assist another human being in reaching the next stage of their life and career with newly discovered confidence, or cultivate their own individual potential and fortitude.

Quality outcomes

In the end, the result matters, and the faculty, staff and students of Richard Bland College value that we do our best to be the best. Through rigorous processes of assessment and adjustment, strategic change is continuously pursued to ensure that every outcome is of the highest quality, and that every initiative uses the efforts and resources of the College responsibly and efficiently.

Mission

The core mission of Richard Bland College makes the heart of the organization beat and focuses the enthusiasm that all faculty and staff have for the success of the College and its constituency. As defined by our core values and the culture they create, our core mission is...

TO PREPARE OUR STUDENTS FOR A LIFETIME OF ENDLESS POTENTIAL

Student Value Proposition

Guided Pathways for Success (GPS@RBC)

The Commonwealth of Virginia has articulated the ambition to become the best educated state by 2030. To achieve this, the state defined four goals as part of the framework for identifying key areas of focus: provide affordable access for all, optimize student success for work and life, drive change and improvement through innovation and investment, and advance the economic and cultural prosperity of the Commonwealth and its regions. Richard Bland College is well positioned to support this effort because the innovative program (ESE@RBC) that is used to remove barriers to education is well established, but it can be developed even further.

Research and data collection done in support of our current strategic planning cycle strongly suggests that RBC should evolve ESE@RBC into a fully implemented guided pathways framework as it provides a well-defined **student value proposition** (*i.e.*, a measurable return on the student's investment in college). This framework is composed of

- easy to navigate onboarding;
- clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway;
- a work-integrated curriculum focusing on required soft skills;
- fast track programs that enable academically underprepared students to achieve, in a timely manner, expected learning outcomes in crucial English and math courses;
- high-touch, intensive, student-centric support across the college; and
- tools for faculty, staff and students that provide useful information about assessment and progress.

The design and implementation of this comprehensive program, **Guided Pathways for Success at Richard Bland College (GPS@RBC)**, is the primary focal point of the future-sighted strategic plan of the College.

This is an initiative that redesigns the entire college to improve the educational experience for every student, from entry through graduation, and deliberately aligns faculty and staff around a clear, laser-focused purpose. The primary directives involve reforms in advising and registration processes to help all students identify realistic and relevant goals as early as possible in their academic career. Well-defined and easy to follow program maps are developed to meticulously guide students in each program through the academic journey with the primary objective of avoiding as much wasted time as possible.

There is also a strong focus on how students are supported, monitored and tracked throughout their courses of study. A full redesign of academic programs, student services, administrative services, recreational services and any other service that touches the student in order to meet their needs is the

focus, for the goal is to end the confusion created through acronym-filled lingo and ambiguous, bureaucratic processes.

And, finally, alignment with local and other high-need labor markets is a major principle, ensuring that value exists as students leave with a defined credential and the skills to succeed in a rapidly changing workforce.

The Richard Bland College Student Value Proposition consists of two primary elements. These are defined as our strategic goals:

Strategic Goal: An educational product of high-value with streamlined pathways

Richard Bland College will provide access to educational programs that are streamlined and well-defined, thereby allowing learners to proceed deliberately and efficiently. These programs will be carefully vetted for transferability, academic rigor and relevance to the current market. They will provide unique experiences, including opportunities for research, internships and work experiences that cultivate in-demand technical and soft skills.

Strategic Goal: An unmatched student experience

Richard Bland College will provide a student-centric experience unlike any other in the Commonwealth of Virginia. Support and guidance at every stage of the student lifecycle will be provided enthusiastically through user-friendly processes and procedures. We will remove barriers. Through this focused service, RBC will ensure that learners have a clear path to graduation, transfer and beyond. When students reflect back on their time at RBC, the only acceptable memory will be how amazing the experience was and how it helped them to reach their potential.

Core Promise

In order to execute our core mission and provide a unique **student value proposition**, resources are required to fund and support the operations and infrastructure of the college. The Richard Bland Core Promise states that:

All employees and students will support the success of our learning community by aggressively pursuing fiscal stability, operational efficiency and a culture of excellence and innovation.

Strategic Goal: Sustainability in operation

Higher education costs are increasing, and unfunded mandates are multiplying while state funds and the number of high school graduates continue to decline. This results in a dependency on tuition and auxiliary revenue to cover expenses. To prevent unduly shifting the financial burden to students, RBC is committed to identifying alternative funding streams, improving internal financial management tools, and using all available resources in a sustainable and responsible manner.

To ensure a more robust endowment, philanthropic giving and alumni engagement will be invigorated with a focus on student success. Current trends in fundraising highlight interest in one-to-one giving, making appeals for more and varied scholarships a smart strategy. Leveraging the gift of alumni time and talent for program development, internship support, and job placement builds relationships and creates support systems beyond financial gifts. To ensure clarity of goals, targeted giving and legacy campaigns will be established.

RBC has ample opportunity to innovate internally. Automating systems will free up staff to manage more strategically important challenges. Expansion of data dashboards that are transparent and adaptable will clarify expectations and push accountability to drive continuous improvement.

Making the most of every available resource is paramount. We will pursue initiatives in environmental sustainability and recycling. Lower operating costs result in more funds that can be applied to the student value proposition.

These are the tenets that will drive the resource engine at Richard Bland College.

Strategic Objectives

The following strategic objectives have been crafted to ensure that the **student value proposition** is well developed and the Core Promise is kept.

- Construct and/or update programs that prepare learners for entry into employment or further education in fields of economic importance to the RBC service area. It is crucially important that these programs are clearly documented and presented in a user-friendly manner with well-defined course sequences, critical milestone points, and available targeted opportunities.
- Refine recruitment and admissions processes so that they are clearly presented, easy to follow, and keep prospective students accurately informed of requirements and next steps. Onboarding should be effortless and will: a) expose the student to career/transfer opportunities that inform and inspire pathway decisions; b) develop individualized, comprehensive program plans based on the chosen pathway; c) remove all barriers to starting the education process.
- Tell the story of Richard Bland College and our **student value proposition** through: a) a targeted, future-sighted strategic enrollment management plan; b) well prepared and executed marketing strategies that spread awareness and effectively develop the RBC brand; c) communication strategies announcing the success of faculty, staff and students; d) focused engagement with partners and the community that demonstrates our contribution to the local municipalities and the Commonwealth.
- Initiate partnerships with high schools that provide college-level credit and/or motivate and prepare students for college-level coursework. Create programs that provide support for underprepared students in college-level math, English and key gateway courses that are intrinsic to a majority of program pathways.

- Develop/improve the processes and tools that support the students during their educational journey at RBC. Progress and risk alerts should be accurate and provide information that can be used for just-in-time interventions by students, faculty and staff.
- Continue to develop and fine-tune college-wide assessment systems and reporting mechanisms to stimulate a culture of continuous improvement in all academic and administrative areas.
- Using institutional assessment results, create targeted professional development opportunities for faculty and staff that improve the quality of the RBC student value proposition and the job satisfaction of all employees. Develop processes and programs that ensure equity, reward excellent performance and encourage engagement.
- Evaluate and redesign administrative processes, particularly those that have a direct impact on the student to provide the smoothest, most user-friendly experience possible. Barriers to every facet of the educational system will be removed. Course registration, engagement in events and activities, housing and dining plan enrollment, and bill processing and payment, for example, will be easy and seamless.
- Evaluate and improve operational processes to ensure the effective use of fiscal, physical, and human resources in support of the student value proposition. Available monitoring, notification and reporting mechanisms to ensure transparency and accountability are crucial. Processes that ensure adherence to local, state and federal compliance requirements institution-wide will mitigate unnecessary risk.
- Ensure that students have various opportunities to participate in experiential learning activities including internships, service learning, job placements and other similar programs that are deeply embedded in the curriculum. The chance for a student to receive financial relief from tuition and other educational costs must always be top of mind. Assessment of effectiveness is paramount.
- Develop high-quality, practical learning spaces, both physical and virtual, that support innovative, effective learning through cutting-edge instructional technologies and pedagogies.
- Increase non-tuition revenue streams through: a) efficient practices and projects that sustain campus resources and promote environmental stewardship; b) the aggressive pursuit of grant-based funding; c) identification of new or improved auxiliary revenue streams; d) a deeply engaged partnership with the RBC Foundation for guidance and support in fundraising campaigns, community initiatives and alumni relationships.
- Institute or expand processes, policies and activities that cultivate a campus environment where physical, psychological and cultural safety and health are of the highest priority.
- Produce initiatives and curriculum that promote global thinking and perspectives to expand problem-solving capacity; develop communication skills; and encourage cultural awareness, understanding and mutual tolerance.
- Engage in efficient practices and projects that sustain campus resources and promote environmental stewardship.

Kept Promise Indicators

The *Kept Promise Indicators* (KPI) are those metrics used to ensure that Richard Bland College actively moves forward to the success outlined within this plan. Baselines will be calculated and appropriate objectives set annually.

Strategic Goal 1: An educational product of high-value at a lower cost

The following student success metrics capture the direct effectiveness of Richard Bland College and provide an indication of preparedness for transfer.

- A. Number of two-year credentials (degrees and certificates) achieved at RBC within three (3) years of start
- B. Number of credentials achieved from any postsecondary institution (including a Bachelor's degree) within six (6) years of starting at RBC

Strategic Goal 2: An unmatched student experience

When they are provided an effortless pathway and are enjoying their college experience, students will persist at RBC, thereby reducing "swirl" (transfer between and among postsecondary institutions) and time to degree.

- A. Fall to spring persistence in the first year, from semester one (1) to semester two (2)
- B. Net Promoter Score for overall student satisfaction, measured on exit

Strategic Goal 3: Sustainability in operation

- A. The Composite Financial Index (CFI) is a benchmarking tool developed specifically for higher education and is a combination of several ratios involving primary reserve, net operating revenues, viability and return on net assets. Using the accepted baseline, Richard Bland College will gauge performance and implement strategies to maintain fiscal health.
- B. 100% of all Richard Bland College administrative units will define, execute and evaluate an effectiveness assessment annually. Continuous improvement of all operational units is crucial for sustained growth, innovation and student satisfaction.

Acknowledgements

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Crater Planning District Commission
Dinwiddie County Public Schools
Dominion Energy
George Mason University
Historicorps

Hopewell City Public Schools
Longwood University
Navitas
Old Dominion University
Online Learning Consortium
Petersburg City Public Schools
Prince George County Public Schools
Rock Ridge High School
Rolls-Royce Motor Cars
Virginia Chamber of Commerce
Virginia Commonwealth University
Virginia State University
William & Mary

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RICHARD BLAND COLLEGE

**GUIDELINES FOR PUBLIC COMMENT PERIOD
ON TUITION/FEE INCREASES**

As of July 1, 2019, Section 23.1-307 (D) and (E) of the Code of Virginia requires governing boards to conduct public hearings on increases in undergraduate tuition and mandatory fees. The Code also requires governing boards to develop guidelines for conducting the public comment opportunity. The following proposed guidelines are recommended to the Board for approval.

THEREFORE, BE IT RESOLVED, That the Board approves the Guidelines for Richard Bland College Public Comment Period on Tuition/Fee Increases, as proposed, effective immediately.

**GUIDELINES FOR RICHARD BLAND COLLEGE PUBLIC COMMENT PERIOD ON
TUITION/FEE INCREASES**

- Richard Bland College (the College) will hold a budget hearing for the public followed by a comment period whenever any type of tuition increase is proposed, including but not limited to in-state, out-of-state, undergraduate, graduate, and differential tuition rates for specific programs. This workshop/public comment period will be held at least 30 days prior to the Board's vote on tuition and fees. Public notice for these meetings will be given as required by law.
- At least three members of the Board of Visitors will be present for the public comment period, including at a minimum the Chair or Vice Chair and a member of the Richard Bland College Committee.
- The hearing will begin with a presentation delivered by the College administration that gives the background and history of the College's tuition and fees and factors considered in developing the proposed percentage change and will be followed by a public comment period.
- Speakers can sign up on a first-come, first-served basis for the public comment period. Speakers will be asked to specify their affiliation with the College, e.g., current student, parent, alum, faculty/staff, member of the public, etc.
- Following the presentation, the public comment period will be held for 60 minutes. Additional time may be allotted, if needed, based on the number of those present who have not spoken.
- Each speaker will be requested to limit their comments to only proposed tuition and fees and their intended uses. Speakers wishing to have their comments entered in the public record must bring a copy.
- Written comments will also be accepted from the date that the public notice is issued and may be submitted in hard copy, via email, or online. Instructions for doing so will be included in the public notice.
- The full Board of Visitors will be sent all written comments following the public hearing.
- The BOV will periodically review these public comment guidelines, re-evaluate the time allotted for public comment based on demand, and modify the guidelines as appropriate.

**WILLIAM & MARY
RESOLUTIONS**

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of William & Mary have resulted because of resignations, terminations or the approval of additional positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the appointment of the following to fill the positions effective with the dates listed below.

CRAIG SCOTT CASHWELL, Professor in Counselor Education, effective August 10, 2020

A.B., University of North Carolina at Chapel Hill, 1986
M.Ed. (1991) and Ph.D. (1994), University of North Carolina at Greensboro

Wings of Change of Forsyth
Counselor/Supervisor, 2016-2020

University of North Carolina at Greensboro
Professor, 2004-2020
Counselor/Supervisor, 2000-2020
Associate Professor, 2000-2004

Mississippi State University
Associate Professor, 1997-2000
Counselor/Supervisor, 1994-2000
Assistant Professor, 1994-1997

IRIA GIUFFRIDA, Professor of the Practice of Law, effective February 7, 2020

LLB, Queen Mary, University of London, 2001
LLM, William & Mary, 2002
Ph.D., Queen Mary, University of London, 2009

William & Mary Law School
Deputy Director, 2017-2020
Visiting Assistant Professor, 2002-2003

Enyo Law LLP, London, UK
Senior Associate, 2011-2017

Dechert LLP, London, UK
Associate, 2010-2011
Trainee Solicitor, 2008-2010

WILLIAM & MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

AMBER K. HARDISON, Associate Professor of Marine Science, effective
April 10, 2020

B.S., University of Virginia, 2003
Ph.D., Virginia Institute of Marine Science, William & Mary, 2010

The University of Texas at Austin
Assistant Professor, 2012-2020

Brown University
Postdoctoral Research Associate, 2010-2012

William & Mary
Postdoctoral Researcher, 2010

MACKENZIE L. ISRAEL-TRUMMEL, Assistant Professor of Government,
effective August 10, 2020

B.A., Occidental College, 2009
Ph.D., Stanford University, 2015

University of Oklahoma
Assistant Professor, 2015-2020

KATHRYN LANOQUETTE, Assistant Professor in Curriculum and
Instruction, effective August 10, 2020

B.A., Oberlin College, 2001
M.S., Bank Street Graduate School of Education, 2006
Ph.D., University of California, Berkeley, 2019

University of California, Berkeley
Fellowship, 2018-2019

WILLIAM & MARY
DESIGNATED PROFESSORSHIPS

The following members of the Instructional Faculty of William & Mary have been recommended for designated professorships.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves designated professorships for the following members of the Faculty, effective with the 2020-21 academic year:

MICHAEL R. DESCHENES, Chancellor Professor of Kinesiology and Health Sciences

KONSTANTINOS ORIGINOS, Calkins-Ritter Professor of Physics

SARAH L. STAFFORD, Chancellor Professor of Economics

SILVIA R. TANDECIARZ, Chancellor Professor of Modern Languages & Literatures

CHITRALEKHA ZUTSHI, Class of 1962 Professor of History

WILLIAM & MARY
FACULTY PROMOTIONS

The following members of the Instructional Faculty of William & Mary have been recommended for promotion in academic rank by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the academic promotion of the following members of the Faculty of the university, effective with the beginning of the 2020-21 academic year:

Assistant Professor to Associate Professor

David F. Grandis, Department of Music

Daniel Gutierrez, School of Education

Lindy L. Johnson, School of Education

John A. Lee, Department of Art & Art History

Xu Liu, Department of Computer Science

Ryan J. McGill, School of Education

Tyler K. Meldrum, Department of Chemistry

Patrick R. Mullen, School of Education

Helen A. Murphy, Department of Biology

Daniel Parker, Department of English and Linguistics Program

Joshua R. Puzey, Department of Biology

Juliette L. Smith, School of Marine Science

Chinua A. Thelwell, Department of History

Nathaniel Throckmorton, Department of Economics

Associate Professor to Professor

Kevin S. Haeberle, Law School

Sarah R. Wasserman Rajec, Law School

WILLIAM & MARY
AWARD OF ACADEMIC TENURE

The following members of the Instructional Faculty at William & Mary have been recommended for the award of academic tenure by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the following members of the Faculty be awarded academic tenure, effective with the beginning of the 2020-21 academic year:

Grace S. Chui, School of Marine Science

David F. Grandis, Department of Music

Daniel Gutierrez, School of Education

Kevin S. Haeberle, Law School

Lindy L. Johnson, School of Education

John A. Lee, Department of Art & Art History

Xu Liu, Department of Computer Science

Ryan J. McGill, School of Education

Tyler K. Meldrum, Department of Chemistry

Patrick R. Mullen, School of Education

Helen A. Murphy, Department of Biology

Daniel Parker, Department of English and Linguistics Program

Joshua R. Puzey, Department of Biology

Sarah R. Wasserman Rajec, Law School

Juliette L. Smith, School of Marine Science

Anthony Stefanidis, Department of Computer Science

Chinua A. Thelwell, Department of History

Nathaniel Throckmorton, Department of Economics

WILLIAM & MARY
RETIREMENT OF BRUCE A. BRACKEN
SCHOOL OF EDUCATION

Bruce A. Bracken received his Bachelors' of Science Degree in Psychology from the College of Charleston and M.A. and Ph.D. degrees in Educational Psychology, with a specialization in School Psychology, from the University of Georgia. Throughout his academic career, he has taught a diverse collection of psychologically oriented courses, including Intellectual, Academic, Personality, and Preschool Assessment; the Identification of Gifted and Creative Students; and, a variety of Foundations-related courses (e.g., Statistics, Measurement, Research Methods, General Psychology, Educational Psychology, Roles and Issues in School Psychology).

During his tenure at William & Mary, Professor Bracken published scores of articles and chapters, multiple scholarly books, two novels, and several psychological and educational tests, curricula, training CDs, and test scoring programs. His publishers have estimated that approximately five to ten million individuals, nationally and internationally, have been evaluated using one of his many assessment instruments. Professor Bracken has also presented his scholarly work prolifically throughout approximately ten countries. His most notable tests, the *Bracken Basic Concept Scale* (BBCS) and the *Universal Nonverbal Intelligence Test* (UNIT; Bracken & McCallum) have set standards for equitable assessment practices through innovative measurement approaches and techniques, and through their socially/culturally sensitive items and artwork. The BBCS, a standard preschool assessment tool, is currently undergoing revision (i.e., 4th Edition), having contributed to both clinical practice and research for more than 35 years. Notably, the BBCS has been a key dependent variable in high profile research studies (e.g., the United Kingdom's millennium longitudinal study, The *Child of the New Century Cohort Study*, the Harlem Project). Because of its nonverbal administration and equitable assessment design, the UNIT also has been widely used clinically and for research purposes, both nationally and internationally. The UNIT, originally published in 1998, is currently in its second edition.

Professor Bracken co-founded the *Journal of Psychoeducational Assessment* (JPA) in 1983 and edited the Journal for 23 years. He was also instrumental in founding the *International Journal of Testing* (IJT) for the International Test Commission. JPA is a highly recognized academic journal, currently in its 38th year of publication; IJT is currently in its 20th year of publication. He also served as Associate Editor and Board Member for several national and international educational and psychological journals throughout his career.

In terms of professional service, Professor Bracken served as President of the *International Test Commission*. He also chaired the American Psychological Association's Committee, *Psychological Testing and Assessment*, and served as a panel member on the Committee on Disability Determination for Mental Retardation for the

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National Academies of Science; as consultant to the Evidence-based Practice for Adult Literacy Instruction Project for the *National Institute for Literacy*; as member of the Math/Science Task Force for the *National Association of Gifted Children*; as APA Liaison to the *Joint Committee on the Standards for Educational and Psychological Testing*; and as Executive Board member for the *Trainers of School Psychologists*. He has co-hosted two international conferences during his career – one on *Theories of Intelligence*, and another at William & Mary on *Equitable Assessment Practices*. He has chaired and served on master's thesis and doctoral dissertation committees of many graduate students at his home institutions and internationally. Moreover, he has reviewed tenure and promotion credentials of approximately 50 faculty, nationally and internationally. Professor Bracken has conducted more than 100 invited professional development presentations to school districts, universities, and professional organizations. He has also chaired or served on professional committees and held elected offices in several state, national, and international organizations.

While employed by William & Mary, Professor Bracken was awarded more than \$6 million in external research funding as co-PI, and received the *Lifetime Achievement Award* from the University of Georgia, the APA Division 16 (School Psychology) *Senior Scientist Award*, and the National Association of School Psychologist's *Legends Address Award*. He is a Fellow in two divisions of the APA, a Fellow in the American Board of Assessment Psychology, and is the School of Education's only Charter Fellow in the American Educational Research Association. He was also elected to the prestigious and limited member *Society for the Study of School Psychology*.

Transitioning into retirement, Professor Bracken is revising the Fifth Edition of his co-edited text, *Psychoeducational Assessment of Preschool Children*; seeking a publisher for his third novel, *Achilles*; developing a battery of developmental assessment instruments (Birth to age 8) - the *Comprehensive Early Assessment of Learning*; and co-editing the first ever *Desk Reference in School Psychology*.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Bruce A. Bracken; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 40 years of service to include 20 years at William & Mary, a change in status from Professor of Education to Professor of Education, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Bracken with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF CARL E. CARLSON
DEPARTMENT OF PHYSICS

Carl E. Carlson received his A.B. from Columbia University in 1965 and his Ph.D. from the same institution in 1968. After completing postdoctoral positions at the Stanford Linear Accelerator Center and at the University of Chicago, as well as two years as an instructor at Columbia University, he joined the faculty of William & Mary in 1972 as an Assistant Professor of Physics. He was promoted to Associate Professor in 1977, and Professor in 1982. He has also served as a Visiting Scientist or Guest Professor at a number of prestigious institutions, including the Niels Bohr Institute, the University of Lund, and the Johannes Gutenberg University.

Professor Carlson's research interests and publications have focused on nuclear and hadronic physics – the physics of known particles that experience the strong nuclear force. He is a recognized expert in the use of approximate methods to study the phenomenology of quantum chromodynamics, the underlying quantum field theory that describes the strong force. His research contributions have been recognized by his selection as an Alfred P. Sloan Foundation Fellow in 1976 and his election as a Fellow of the American Physical Society in 1984. He has been funded almost continuously by the National Science Foundation from 1974 to present.

Professor Carlson is also known in the Physics department as a lecturer of outstanding clarity. He has taught courses from the undergraduate 100 level (such as freshman electromagnetism) to the graduate 700 level (such as Quantum Field Theory). His classroom teaching was recognized by his selection for an Alumni Teaching Award in 1978, and the Graves Award for Sustained Excellence in Teaching, in 1986. Professor Carlson's teaching skills extend to his mentoring of research students, including a number of recent Ph.D. students (Michael Fried, Ben Rislw and Zainul Abidin), as well as numerous undergraduate research students.

Professor Carlson's service contributions over his 47 years at the university have been extensive. He has chaired the Physics department's personnel committee, as well as numerous search committees and promotion review committees. He chaired the university's Retention, Promotion and Tenure Committee from 2005 to 2007. His service outside W&M has included membership in the Nuclear Physics Advisory Committee (NPAC) in 1987 and the Board of Directors for the Continuous Electron Beam Accelerator Facility (CEBAF) User's Group from 1990-93.

The contributions mentioned above, in research, teaching and service merely scratch the surface of Professor Carlson's accomplishment during his time at William & Mary. We have no doubt in the Physics department that he will continue to be a fixture in our hallways after retirement and remain active in research for many years to come.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Carl E. Carlson; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 47 years of service, a change in status from Professor of Physics to Professor of Physics, Emeritus.

BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same delivered to Professor Carlson with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF MICHAEL F. DIPAOLO
SCHOOL OF EDUCATION

Michael F. DiPaola received his undergraduate degree in Secondary Education from William & Mary, a master's in Environmental Education from Montclair State University, a master's in Educational Administration from William Paterson University, and a doctorate in Educational Administration from Rutgers University. He has been working in the field of education for 51 years; for the last 22 years has been teaching courses in the School of Education at the graduate level and directing doctoral dissertations in Educational Policy, Planning, and Leadership. He also served as Program Director of the Reves Center's Florence Study Abroad Program for six different years and during this time worked with undergraduates on-site and taught a Leadership course.

Professor DiPaola has served in a variety of leadership roles during his tenure, including the executive committee of the faculty assembly, department chairperson, and area coordinator. He served for a decade as the School's representative on the plenum of the University Council for Educational Administration and Advisory Board of the School University Research Network. Professor DiPaola initiated long-standing university partnerships with local school divisions to assist them in training and developing leadership. He was awarded multiple grants over a six-year period, from the State Council of Higher Education and the Virginia Department of Education, which targeted building capacity and leadership in schools around the Commonwealth.

Professor DiPaola's research focuses on school and district leadership, social processes with school organizations, and the evaluation of school leaders. He has authored or co-authored five books, seven edited volumes, a dozen book chapters, and numerous articles in referred journals, and his record of scholarly presentations includes local, state, national, and international audiences. Professor DiPaola received the Plumeri Award for Faculty Excellence in 2016, was named Chancellor Professor of Education in 2008, and received the Dean's Award for Collaboration in 2004.

During his tenure Professor DiPaola has served on over 160 doctoral committees, chairing or co-chairing approximately 57. He was instrumental in the creation of the Educational Policy, Planning and Leadership Executive Ed.D. Program, as well as the development of hybrid and on-line courses that provided opportunities to serve doctoral students nationwide. He co-organized the online doctoral program for the Miami-Dade School District, developing strategies for program delivery, course sequences, and course development. His work on developing leadership in school districts continues into his retirement.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Michael F. DiPaola; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 22 years of service, a change in status from Professor of Education to Professor of Education, Emeritus.

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BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor DiPaola with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF SUSAN V. DONALDSON
DEPARTMENT OF ENGLISH AND AMERICAN STUDIES PROGRAM

Susan V. Donaldson received her B.A. in American Studies with Highest Honors from the University of North Carolina, Chapel Hill and her M.A. and Ph.D. in American Civilization from Brown University. She joined the faculty of William & Mary in 1985 as an Assistant Professor of English and American Studies. She is currently the distinguished NEH Professor of English and American Studies.

An internationally recognized scholar, Professor Donaldson has produced a distinguished record of field-shaping scholarship including the book *Competing Voices: The American Novel, 1865-1914* (1998), which won a Choice "Outstanding Academic Book" award, and over fifty journal essays and book chapters. She is also co-editor with Anne Goodwyn Jones of *Haunted Bodies: Gender and Southern Texts* (1997) and teamed up with Goodwyn Jones again on a special issue of the *Mississippi Quarterly* focused on lynching's place in American culture. Her devotion to academic excellence has been recognized through fellowships from the Virginia Center for the Humanities and her selection as a Fulbright Scholar. At William & Mary Professor Donaldson received the Society of the Alumni Teaching Fellowship Award, 1991; the Thomas Jefferson Teaching Award, 1992; the Plumeri Award for Faculty Excellence, 2010; the Arts & Sciences Faculty Award for Teaching Excellence, 2013; and the Thomas Graves Award for Sustained Excellence in Teaching, 2019.

Professor Donaldson exemplifies the "teacher-scholar" model that is key to William & Mary's success as an institution, and a major hallmark of her career is her unwavering dedication to the development of students, both undergraduate and graduate. Her "out of classroom" mentoring is one of her greatest strengths and is evidenced by the dozens of master's theses, dissertations, and honor's theses she has directed and the additional dozens of such projects for which she has served on student committees. As one graduate student noted, "It is through her example, through her ability to simultaneously produce excellent scholarship while touching the lives of her students that I came to see myself as a potential professor." Echoed by an undergraduate student who said simply, "It is my hope, that as a professor, I can inspire and change the lives of my own students the same way Susan has changed mine."

Professor Donaldson has served the William & Mary community in countless ways. Her leadership and vital service in the most demanding positions - including as Chair of the English department, Chair of the Personnel Committees in both English and American Studies, and as the Director of Undergraduate Studies for the American Studies Program - importantly advanced the mission of Arts & Sciences and the university.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Susan V. Donaldson; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 35 years of service, a change in status from NEH Professor of English and American Studies to NEH Professor of English and American Studies, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Donaldson with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF CARLTON H. HERSHNER, JR.
SCHOOL OF MARINE SCIENCE

Carl H. Hershner, Jr. joined the faculty of William & Mary in 1977 as an Instructor in the School of Marine Science, and was appointed to Assistant Professor in 1981, Associate Professor in 1986, and Professor in 2005. He has been a member of Wetlands Program, the Department of Coastal Ocean Policy, and the Department of Biological Sciences. He has served as the Director of the Center for Coastal Resource Management since its inception. He received a B.S. Biology from Bucknell University in 1971 and Ph.D. in Marine Science from the University of Virginia in 1977.

Professor Hershner has been a dedicated instructor and mentor, serving as major advisor or co-major advisor for 31 M.S. students and 15 Ph.D. students. He has taught graduate-level courses in Coastal Resource Management Clinic, Habitat Degradation, and Wetlands Ecology, in addition to participating in courses in the Public Policy Program and Law School's Virginia Coastal Policy Center. He played a central role in the development of a dual degree program in marine science and public policy that counts among its graduates Virginia's current Secretary of Natural Resources. Professor Hershner was also instrumental in the establishment of the Virginia Coastal Policy Center, a partnership between the William & Mary Law School, the Virginia Institute of Marine Science and Virginia Sea Grant.

Early in his career Professor Hershner's research focused on wetlands ecology, ranging from tidal freshwater marshes to coastal salt marshes, where his research helped to elucidate many of the ecological functions of marshes. As his career progressed, he focused on research that informed wise management of coastal marshes and, in latter, years became heavily involved in work that guided management of complex coastal ecosystems such as Chesapeake Bay and the Albemarle-Pamlico Sound. He has published 35 peer-reviewed papers and co-authored a book on oil spills in the marine environment.

Professor Hershner has generously contributed his time participating in faculty governance, serving on countless committees, most prominently the Academic Council, the Faculty Status and Tenure Review Committee, and the Faculty Council. Serving as Chair of the Faculty Council for 10 years, he was responsible for leading significant changes in the bylaws and operating procedures for the Virginia Institute of Marine Science.

It is Professor Hershner's role in the Advisory Service Mission of the Virginia Institute of Marine Science that stands out as his greatest contribution. He has demonstrated a long-standing commitment to translating science to management at the local, state and regional levels. Indeed, the Center for Coastal Resource Management's mission is *to support informed decision-making on resource management issues at all*

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levels of government, including private and corporate citizens, and he has provided the leadership in fulfilling that mission. Through service on more than two dozen formal state committees and advisory boards (such as, the Virginia Water Quality Academic Advisory Committee and the Governor's Wetlands Initiative Task Force), as well as countless informal meetings with state natural resource agencies, Professor Hershner epitomizes VIMS' role as an advisor to the Commonwealth on marine and coastal resources.

Professor Hershner's contributions to the Commonwealth through his work with the Chesapeake Bay Program deserves special recognition. The Bay Program is a multi-state, federal partnership to restore and manage the Chesapeake Bay. Professor Hershner has played a leadership role in the Bay Program for over 20 years, serving on the Scientific and Technical Advisory Committee for nearly two decades and serving as its chair for six years. Towards the end of his career, he assumed the role of "senior statesman" in the scientific leadership of bay restoration efforts. Recognizing his important leadership role in the Chesapeake Bay Program, the Albemarle-Pamlico National Estuary Program engaged his services in recent years as a scientific advisor for their ecosystem management program.

BE IT RESOLVED, that the Board of Visitors acknowledges the retirement of Carl Hershner and expresses its appreciation to him for the many contributions he has made to William & Mary and VIMS with over 40 years of service. The Board hereby approves the change in status for him from Professor of Marine Science to Professor of Marine Science, Emeritus.

BE IT FURTHER RESOLVED that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Hershner with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF KENNETH W. KAMBIS
DEPARTMENT OF KINESIOLOGY & HEALTH SCIENCES

Kenneth W. Kambis received his B.A degree from Catawba College in 1969. He pursued his graduate work at the University of North Carolina at Chapel Hill where he earned his Master's degree, and his Ph.D. in Cardiovascular Physiology. Upon his graduation from UNC in 1976, he assumed a position there as an Assistant Professor with the Department of Exercise and Sport Science until 1985, when he accepted a Research Associate position at the University of California Santa Barbara conducting research in environmental physiology.

In 1986, he joined the faculty at William & Mary to teach and continue his research in exercise science and environmental physiology. In 2005, he was promoted to the rank of Professor, and served as department chair from 2008-2011. In recognition of his work in the field of altitude physiology, since 1996 Professor Kambis has participated in six major studies carried out by the U.S. Army Research Institute of Environmental Medicine. Because of this work, he was awarded credentials to serve as a Principal Investigator allowing him to perform research at the Army's environmental research labs in Natick, MA, and Pike's Peak, CO.

During his time at William & Mary, Professor Kambis founded and continues to oversee the Jack Borgenicht Altitude Physiology Research Facility where he continues to conduct his research on the effects of hypoxia on human physiology. In that cutting-edge setting, he has achieved a remarkable record of providing high-level research opportunities to a countless number of undergraduate students. Indeed, it is his commitment to undergraduate students that is most admirable about Professor Kambis' career. Whether it is in the classroom where he was instrumental in introducing formal, science based nutrition courses to William & Mary's curriculum, or his willingness to work elbow-to-elbow with undergraduates in his hypoxia laboratory, Professor Kambis has always strived to bring new and enriching learning opportunities to his students. Because of this commitment, Professor Ken Kambis will leave an enduring mark on the Department of Kinesiology and Health Sciences and the entire William & Mary community.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Kenneth W. Kambis; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 34 years of service, a change in status from Professor of Kinesiology & Health Sciences to Professor of Kinesiology & Health Sciences, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Kambis with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF MARY ANN MELFI
DEPARTMENT OF ENGLISH

Mary Ann Melfi received her B.S., M.A., and Ph.D. degrees in English from the University of Nebraska, Lincoln. She joined the faculty of William & Mary in 1984 as an Instructor of English. She served as a Visiting Assistant Professor in English from 1987 to 2014, when she was promoted to Senior Lecturer.

Lecturer Melfi has served the William & Mary English department and its students in many ways. Her course offerings have long been at the core of the Department's curriculum, focusing on surveying British Literature from the 18th century to the early 20th and with particular attention to the British novel from the Victorian era through the rise of modernism. She has also always taught writing, from the introductory level Writing 101 to topically oriented Freshman Seminars and Advanced Expository Writing. Her topical interests have focused on psychology and religious experience in relation to the novel, which she addressed with her students in courses like "Psychological Motifs in Modern Fiction", "Conversion Experiences in the Novel" and "Narcissism in Literature."

Beyond her demanding teaching schedule, Lecturer Melfi published actively. Since her arrival at W&M, she has seen into print over two dozen essays on Charlotte Brontë, Thomas Hardy, Joseph Conrad, E.M. Forster, D.H. Lawrence, Graham Greene, Wallace Stegner, and John McGahern.

Unquestionably, however, the focus of Lecturer Melfi's career has been William & Mary's students. She has long served as a both a first-year and concentration advisor, as well as a guide on several Monroe projects. In the earlier years of her career, when the English department awarded the Masters Degree, Professor Melfi was a reader on a half dozen M.A. theses, and she has run many independent studies for English students. She directed four honors projects, and most impressive, she has served on nearly thirty honors theses – one colleague noted with some despair on hearing of Lecturer's Melfi's pending retirement, "I have relied on her for years to ask excellent questions at honors exams!"

For more than three decades, Mary Ann Melfi has been an inspiring model for her students – and her colleagues – of passionate, critical engagement with literature and the questions it helps us raise and probe about our world and ourselves.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Mary Ann Melfi; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 36 years of service, a change in status from Senior Lecturer of English to Senior Lecturer of English, Emerita.

BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same delivered to Lecturer Melfi with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF DAVID H. MURRAY
RAYMOND A. MASON SCHOOL OF BUSINESS

David H. Murray is the Clinical Associate Professor of Business at the Raymond A. Mason School of Business. He received his B.Sc. in Honors Mathematics (with distinction) in 1982 and his MBA in 1987 from Concordia University, Montreal, Quebec, and his Ph.D. in Computer Information Systems in 1996 from the Ross School of Business, University of Michigan. He joined the William & Mary faculty in 1997 as an Assistant Professor of Business Administration.

Professor Murray teaches in the area of information technology at the MBA and undergraduate levels. Prior to joining William & Mary faculty, he taught at the University of Michigan Business School. His research interests are focused on the role that information technology plays in manufacturing and supply chain design and analysis, with emphasis on the ways that information technology can be used to improve the coordination of value-adding activities among firms in the supply chain. His pursuit of these interests has involved the development of comprehensive computer-based simulation models, and his teaching interests are directed towards the use of models of this type in the classroom. Professor Murray has over 20 years of experience in the information systems field. He has held senior positions within large organizations in systems programming, operations and systems development, marketing and strategic planning, and has extensive experience in modeling, logistics system design and operation. His consulting clients include Trinova, Whirlpool, General Motors, Avon, Andersen Consulting, Aspen Technologies, The Commonwealth of Virginia, CANAC Consulting, Canadian National Railways, Indian Railways, Brazilian Railways, and the Kawloon Canton Railway.

Professor Murray is a wonderful instructor who teaches some of the classes that have traditionally been the most difficult to teach and motivate for students – and he does them superbly. A winner of countless Mason School and student-determined teaching awards, he is renowned for his ability to communicate the complicated in understandable terms, his patience, his theoretical and practical, business-oriented understanding of information systems and management, and his passionate commitment to his subject and to student learning.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of David H. Murray; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 22 years of service, a change in status from Clinical Associate Professor of Business to Clinical Associate Professor of Business, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Clinical Associate Professor Murray with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF GUL OZYEGIN
DEPARTMENT OF SOCIOLOGY AND
GENDER, SEXUALITY AND WOMEN'S STUDIES

Gul Ozyegin received her B.Sc. in Sociology in 1981 from Middle East Technical University in Ankara, Turkey and her Ph.D. in Sociology from Temple University in 1994. She joined the faculty of William & Mary in 1996 as an Assistant Professor of Sociology and Women's Studies. She was promoted to Associate Professor in 2001 and to Professor in 2016.

Professor Ozyegin has built an international reputation as a scholar in Sociology, Women's Studies, and Middle Eastern Studies through her publications in national and international journals, her edited volume titled *Gender and Sexuality in Muslim Cultures*, and her acclaimed books: *Untidy Gender: Domestic Service in Turkey*; *New Desires, New Selves: Sex, Love, and Piety among Turkish Youth*.

Professor Ozyegin has developed generations of engaged global citizens through classes that support the Sociology, GSWS, and university curriculum including her Freshman Seminar, *Gender in Non-Western Cultures*, her *Comparative Sociology* course, and her seminar course *Comparative Studies in Gender & Work*. She has advised Honors Theses and student research projects, devoting extraordinary time and effort to student learning outside of the classroom. She has put exceptional effort into her research, teaching, and mentorship of students and new faculty and has been a force of innovation through her work on internationalization of the W&M curriculum and major changes in the Sociology department and GSWS program.

Professor Ozyegin received multiple internal and external grants and awards in support of her work, including a year-long fellowship at the Netherlands Institute for Advanced Study in Humanities and Social Sciences, the Plumeri Award, and the Margaret Hamilton Professorship. She was also a recipient of the Arts & Sciences Award for Faculty Governance.

Professor Ozyegin is a role model for faculty governance, having served on the Faculty Assembly as well as Arts & Sciences committees such as the Educational Policy Committee, the Faculty Research Committee, and many others. Professor Ozyegin has played a crucial role as a leader in the Sociology department and the Gender, Sexuality, and Women's Studies (GSWS) program. She served as Program Director for GSWS and a member of its Executive Committee and has served on numerous time-consuming committees in both GSWS and Sociology. She has been a manuscript reviewer for top scholarly presses and high-ranking journals in sociology, gender and feminist studies, and a member of the editorial boards of three journals. She has been a grant reviewer and served on tenure, Ph.D., and MA review committees in the United States and abroad.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Gul Ozyegin; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 24 years of service, a change in status from Professor of Sociology and Gender, Sexuality and Women's Studies to Professor of Sociology and Gender, Sexuality and Women's Studies, Emerita.

BE IT FURTHER RESOLVED, That the resolution be spread upon the minutes of the Board and a copy of the same delivered to Professor Ozyegin with best wishes for continuing and creative work in the years ahead.

WILLIAM & MARY
RETIREMENT OF RONALD H. ROSENBERG
WILLIAM & MARY LAW SCHOOL

Ronald H. Rosenberg joined the faculty of the William & Mary Law School in 1982 and has served it with distinction ever since. Generations of students have benefitted from his teaching of Property Law, Environmental Law, Local Government, Land Use, and related subjects. He has authored or co-authored more than half a dozen books and dozens of articles and chapters on topics ranging from property rights and natural resources to municipal finance and pension obligations.

In addition to his teaching and research duties, Professor Rosenberg has rendered many years of outstanding service to the Law School in several administrative capacities. For more than fifteen years, he directed the Law School's international initiatives, including the Master of Laws program for foreign lawyers, a role that involved making countless recruiting trips overseas, welcoming students to Williamsburg, and teaching the students the fundamentals of the American legal system. Guided by his attentive and personal approach, the Master of Law program grew dramatically, educating more than 500 foreign lawyers under his leadership. Hundreds of visiting foreign scholars spent time in residence because of his formalization of the scholar program, and he oversaw student exchanges to and from international university partners. For a time, Professor Rosenberg also served as Associate Dean for Academic Affairs, handling crucial tasks such as designing the course schedule. He also spent years as faculty advisor to the William & Mary Environmental & Law Policy Review. In service to the university, he accepted the role of president of the Faculty Assembly. In recognition of these and other accomplishments, the university awarded Professor Rosenberg a Chancellor Professorship in 2010.

In addition to his contributions to William & Mary, Professor Rosenberg has enriched the community and the legal profession. Among other activities, he served in leadership roles for the Historic Rivers Land Conservancy; the Planning Commission of York County; the Chesapeake Bay Local Assistance Board; the Association of American Law Schools; the Editorial Board for the Washington Lawyer, the official publication of the D.C. Bar; and for many components of the American Bar Association, including the Local Government Law Committee, Section of Natural Resources, Committee on Environmental Law, and the Professionalism Committee of the Section of Legal Education and Admission to the Bar. In 2013, Professor Rosenberg was appointed by the Governor of Virginia to serve on the Virginia Offshore Wind Development Authority, and he was subsequently appointed to a second term.

Professor Rosenberg received his bachelor's degree from Columbia and a law degree and master's degree in planning from UNC-Chapel Hill. While at Columbia, he studied under Zbigniew Brzezinski and won the prize for best senior thesis in political science. He also played intercollegiate basketball, as students in student-versus-faculty basketball games here at William & Mary would ruefully discover years later.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Ronald H. Rosenberg; expresses its deep appreciation to him for the many contributions he has made to the Law School and William & Mary during his decades of devoted service; and approves a change in status from Chancellor Professor of Law to Chancellor Professor of Law, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy delivered to Professor Ronald H. Rosenberg with best wishes for continuing and creative work in the years ahead.

**WILLIAM & MARY
RESOLUTION TO APPROVE DEMOLITION
OF HUGHES HALL, MUNFORD HALL, AND THE GALT HOUSES**

WHEREAS, William & Mary requests Board of Visitors approval to demolish various buildings located in the Dillard Complex as necessary to include:

- 221 Ironbound Road, also known as Hughes Hall (FAACS 204-00120);
- 217 Ironbound Road, also known as Munford Hall (FAACS 204-00121);
- 213 Ironbound Road, also known as Alexander Galt House (FAACS 204-00136);
- 209 Ironbound Road, also known as Gabriel Galt House (FAACS 204-00137);
- 205 Ironbound Road, also known as Minson Galt House (FAACS 204-00138);
- 201 Ironbound Road, also known as Patrick Galt House (FAACS 204-00139); and

WHEREAS, Hughes Hall and Munford Hall, once part of Eastern State Hospital, housed students until 2006 and are now unoccupied; and

WHEREAS, the Galt buildings have had various uses over the years and are currently utilized as permanent space and swing space; and

WHEREAS, the 2015 Campus Master Plan calls for the demolition of these buildings; and

WHEREAS, William & Mary and the Commonwealth entered into a 2006 Management Agreement, as amended in 2009 and 2013, (the “Agreement”) which is governed by the restructured Higher Education Financial and Administrative Operations Act of 2005 (Chapter 10 of the Title 23.1 of the *Code of Virginia*); and

WHEREAS the Agreement authorizes William & Mary’s Board of Visitors to approve demolition of buildings subject to any necessary reviews by the Commonwealth’s Art and Architectural Review Board and the Department of Historic Resources; and

WHEREAS, under the Agreement, William & Mary has established policies and procedures for the demolition of buildings and structures, including any necessary reviews by the Commonwealth’s Art and Architectural Review Board and the Department of Historic Resources;

THEREFORE BE IT RESOLVED, by the Board of Visitors of William & Mary, that the proposed demolition of the identified buildings is approved in accordance with established policies and procedures; and

BE IT FURTHER RESOLVED, that the Senior Vice President of Finance and Administration, the Associate Vice President for Facilities Management, and their respective staffs, are authorized to take all actions necessary to remove the buildings, in accordance with established policies and procedures.

WILLIAM & MARY
REVISION TO POLICY AND PROCEDURES FOR THE USE OF THE
QUASI-ENDOWMENT FOR THE MUSCARELLE MUSEUM OF ART

WHEREAS, in 2012, after a periodic review of holdings in the university's art collection by the Director of the Muscarelle Museum ("Museum"), a number of works of art were determined not to be relevant to the overall collection. These items were then deaccessioned through auction and those proceeds were used to fund a quasi-endowment designated by the Board of Visitors to support the Museum. This quasi-endowment was created by Resolution 43 and approved by the Board of Visitors on April 27, 2012; and

WHEREAS, in 2015, upon recommendation of the Internal Auditor, the Board of Visitors established a policy and procedures to provide additional guidance for the use of income and principal from the Muscarelle Museum of Art Quasi-Endowment and authorizing the annual transfer of income generated by the Quasi-Endowment to the Muscarelle Museum of Art Foundation in Resolution 26 approved by the Board of Visitors on April 24, 2015; and

WHEREAS, in 2019, the Provost and Senior Vice President for Finance and Administration acting on behalf of the university entered into a revised Operating Agreement with the Muscarelle Museum of Art Foundation on June 28, 2019; and

WHEREAS, from time to time the Director of the Muscarelle Museum reviews items for their relevance to the art collection of the university; and

WHEREAS, after a review of the Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia, provided under Subchapter 3 of the Restructured Higher Education Financial and Administration Operations Act, Chapter 4.10 (§23-38.88 et seq., *Code of Virginia*) and the *Management Agreement By and Between the Commonwealth of Virginia and William & Mary*, the university has determined that it has sufficient authority to purchase works of art and services necessary to care for the university's museum collection;

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves the following revisions to the Policy and Procedures for the use of income produced by and principal withdrawn from the Muscarelle Museum of Art Quasi-Endowment.

**Revised Policy and Procedures for the
Use of the Muscarelle Museum of Art Quasi-Endowment**

1. Annual income from the quasi-endowment for the Museum will be designated for use by the Museum director. These funds will be used only for the purposes of acquiring art to be added to the university's collections or for expenditures for the direct care of the collections. Expenditures of annual income from the quasi-endowment will be tracked and reported separately.
2. To the extent allowable under the standard established by the American Alliance of Museums, these funds may be used for direct care of the collections. The Provost, in consultation with the Museum Director, shall determine the appropriate categories of expenditure.
3. The university will ensure adherence to the following in use of these funds:
 - a. Individual acquisitions or expenditures up to \$100,000 may be on the recommendation of the Museum Director.
 - b. Individual acquisitions or expenditures of \$100,000 up to \$500,000 must be on the recommendation of the Museum Director and approved by the Provost and the Senior Vice President for Finance and Administration.
 - c. Individual acquisitions or expenditures of \$500,000 or more must be on the recommendation of the Museum Director and approved by the Provost, the Senior Vice President for Finance and Administration, and the President of the university.
 - d. Recommendations for approvals by the Museum Director and approvals by the Provost, the Senior Vice President for Finance and Administration, and the President as required above must be in writing but may be delivered electronically.
4. Withdrawals of principal from the quasi-endowment must be approved by the Board of Visitors by resolution.
5. All staff members related to the direct care of the collections must be employed by the university or engaged as independent contractors through the university.
6. Annual income from the quasi-endowment will be expensed through the university unless the Museum director, in consultation with the Provost and the Chair of the Muscarelle Museum of Art Foundation (MMAF), determines that the MMAF is better situated to procure art or services related to the care of the collection.
 - a. In such cases, the Museum director may request that funds from the quasi-endowment – including annual income, if approved by the Senior Vice President for Finance and Administration, or a withdrawal from the principal, if approved by the Board of Visitors consistent with the provisions in Item 4 above – be transferred to the MMAF.
 - b. Funds transferred to the MMAF will be spent consistent with Items 1 and 2 above.

CLOSED MEETINGS

The Board of Visitors may consider in closed session certain matters, including those listed below. The Code is very specific as to how these matters will be described in public session and in closing the meeting the motion must be specific as to the matters to be considered in closed session. There may be no discussion in closed session of matters not identified in the original motion.

I move that the _____ Committee convene in Closed Session for the purpose of discussing _____, as provided for in Section 2.2-3711.A., ____ .

<u>Code Section</u>	<u>Topic</u>
2.2-3711.A.1.	Personnel matters involving identifiable college employees (i.e., appointments, performance evaluations, leaves, etc.) or discussion or interviews of prospective candidates for employment.
2.2-3711.A.2.	Matters concerning any identifiable student
2.2-3711.A.3.	Acquisition of real property for a public purpose or disposition of publicly held real property
2.2-3711.A.4.	Protection of individual privacy in personal matters not related to public business
2.2-3711.A.6.	Investment of public funds where bargaining or competition is involved
2.2-3711.A.7.	Consultation with legal counsel and briefings by staff members pertaining to <u>actual or probable litigation</u>
2.2-3711.A.8.	Consultation with legal counsel employed by a public body regarding specific legal matters requiring <u>legal advice by such counsel</u>
2.2-3711.A.9.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.11.	Honorary degrees or special awards
2.2-3711.A.19.	Reports or plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure
2.2-3711.A.29.	Public contracts involving the expenditure of public funds

§2.2-3712.D. - At the conclusion of any closed meeting, the Board of Visitors shall immediately reconvene in open meeting and shall take a roll call or other recorded vote to be included in the minutes, certifying that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Any member of the public body who believes that there was a departure from the requirements of clauses (i) and (ii), shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place. The statement shall be recorded in the minutes of the public body.

BOARD OF VISITORS MEETING DATES

2020

February 5-7 (Charter Day 2/7)

April 22-24 (Commencement 5/16)

SUMMER RETREAT to be scheduled

September 23-25

November 18-20 (11/19 half day at Richard Bland College)

February 2020