



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS MEETING MINUTES SEPTEMBER 24-25, 2020 ALUMNI HOUSE – HUNTER HALL

SEPTEMBER 24, 2020: 3:00 – 3:09 p.m.

BOARD MEETING

BOARD MEMBERS PRESENT

Mr. John E. Littel, Rector
Mr. William H. Payne II, Vice Rector
Ms. Barbara L. Johnson, Secretary
Hon. Mari Carmen Aponte
Mr. Victor K. Branch (via Zoom)
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Mr. James A. Hixon (via Zoom)

Ms. Anne Leigh Kerr (via Zoom)
Hon. Charles E. Poston
Ms. Lisa E. Roday
Dr. Karen Shultz Kennedy

Dr. Thomas J. Ward, Faculty Representative
Mr. Anthony Joseph, Student Representative
Ms. Arielle S. Newby, Staff Liaison

BOARD MEMBERS ABSENT

Mr. Mirza Baig
Ms. Cynthia E. Hudson
Mr. J.E. Lincoln Saunders
Mr. H. Thomas Watkins III
Mr. Brian P. Woolfolk

OTHERS PRESENT

President Katherine A. Rowe
Dr. Peggy Agouris, Provost
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs
Dr. W. Fanchon Glover, Chief Diversity Officer
Ms. Carla Moreland, President of the Alumni Association (via phone)
Ms. Carrie Nee, University Counsel
Ms. Amy Sebring, Chief Operations Officer
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
Members of the President's Cabinet
W&M Staff and Faculty

Mr. John E. Littel, Rector, convened the full Board at 3:00 p.m. Mr. Littel recognized special guest President Emeritus Taylor Reveley and President Katherine A. Rowe, and thanked them for successfully leading the For the Bold Campaign.

Mr. Littel introduced and requested Board Secretary, Ms. Barbara L. Johnson, read: **Resolution HC-4** entitled **A Resolution Honoring Sue Hanna Gerdelman Chair of *For the Bold: The Campaign for William & Mary***.

As For the Bold chair, Sue Hanna Gerdelman '76 propelled the largest campaign in William & Mary's history to a successful conclusion. A steadfast leader, she cheerfully traveled the country on behalf of her alma mater, meeting with prospective donors and lending her voice to regional campaign celebrations from coast to coast. Her understated demeanor, unwavering sense of purpose, extensive fundraising experience and formidable management skills made her the ideal campaign ambassador.

Those qualities, along with her remarkable personal generosity were well known to President-Emeritus W. Taylor Reveley III LL.D. '18, who asked her to chair the campaign that eventually became For the Bold. Beginning in 2011, she led a Campaign Cabinet comprising 16 volunteers during the silent phase of what initially was a \$600 million fundraising effort. When new research showed that a more ambitious goal of \$1 billion was attainable, she embraced that aspirational challenge and persuaded other key leaders to lend their support. Thanks to her efforts, the campaign was more than halfway toward the new goal by the time of its public launch in October 2015. It had surpassed that goal by nearly \$40 million when it concluded on June 30, 2020, in the midst of a global pandemic.

Ms. Gerdelman remained a resolute presence throughout the campaign, administration changes at the university and expansion of the Campaign Cabinet to a 60-member Campaign Steering Committee. She challenged the William & Mary community to be bold, while at the same time exemplifying humility and grace. She amplified the profound impact of her late husband, John Gerdelman '75, L.H.D. '19 by encouraging other alumni and friends of the university to invest in William & Mary's future.

Among its many achievements, the campaign solidified William & Mary's status as the top public university for alumni participation and advanced the university's mission of teaching and learning by raising more than \$303 million for scholarships, including the John W. Gerdelman Scholarship Endowment for athletes. Campaign gifts enabled the university to establish new spaces and initiatives to help students flourish, and fueled professorships and fellowships for graduate students researching pressing global issues.

Ms. Gerdelman's outstanding work on the For the Bold campaign enables William & Mary to reach toward even greater preeminence and paves the way for talented students to advance knowledge and pursue lives of meaning and distinction.

THEREFORE, BE IT RESOLVED, *That the Board of Visitors recognizes and commends Sue Hanna Gerdelman for her service and expresses its appreciation to her for the many contributions she has made to William & Mary and the For the Bold campaign; and*

BE IT FURTHER RESOLVED, *That the Board of Visitors remains thankful for Sue's commitment of time, talent and treasure to the university and looks forward to her continued engagement and guidance; and*

BE IT FINALLY RESOLVED, *That this resolution be included in the minutes of the Board and a copy of the same be delivered to Ms. Gerdelman with best wishes from a grateful university.*

Ms. Johnson moved adoption of the resolution, Ms. Roday seconded. Hearing no discussion, **Resolution HC-4: A Resolution Honoring Sue Hanna Gerdelman Chair of *For the Bold: The Campaign for William & Mary***, was adopted by roll call vote – 11-0 – conducted by Mr. Fox. Ms. Gerdelman abstained from voting and the following members were absent: Mr. Baig, Mr. Hixon, Ms. Hudson, Mr. Saunders, Mr. Watkins, and Mr. Woolfolk. A standing ovation took place upon adoption of the resolution, which will be framed and presented to Ms. Gerdelman.

There being no further business, Mr. Littel adjourned the meeting at 3:09 p.m.

SEPTEMBER 24, 2020: 3:15 – 4:27 p.m.

AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

BOARD MEMBERS PRESENT

Mr. Mirza Baig, Co-Chair
Ms. Barbara L. Johnson, Co-Chair
Mr. H. Thomas Watkins III (via Zoom), Co-Chair
Hon. Mari Carmen Aponte
Mr. Victor K. Branch (via Zoom)
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Mr. James A. Hixon (via Zoom)
Ms. Cynthia E. Hudson (arrived 3:42 p.m.)

Ms. Anne Leigh Kerr (via Zoom)
Mr. John E. Littel
Mr. William H. Payne II
Hon. Charles E. Poston
Ms. Lisa E. Roday
Dr. Karen Shultz Kennedy

Dr. Thomas J. Ward, Faculty Representative
Mr. Anthony Joseph, Student Representative
Ms. Arielle S. Newby, Staff Liaison

BOARD MEMBERS ABSENT

Mr. J.E. Lincoln Saunders
Mr. Brian P. Woolfolk

OTHERS PRESENT

President Katherine A. Rowe
Dr. Peggy Agouris, Provost
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs
Dr. W. Fanchon Glover, Chief Diversity Officer
Ms. Carrie Nee, University Counsel
Ms. Amy Sebring, Chief Operations Officer
Mr. Timothy A. Wolfe, Associate Vice President for Enrollment & Dean of Admission
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
Members of the President's Cabinet
W&M Staff and Faculty

INTRODUCTORY REMARKS

Mr. Mirza Baig, Co-Chair, called the AD HOC Committee on Organizational Sustainability & Innovation, a committee of the whole, to order at 3:15 p.m. He recognized co-chairs Mr. H. Thomas Watkins III and Ms. Barbara L. Johnson.

Mr. Watkins stated the Committee has three priorities: the financial/operations model, strategic planning, and diversity and inclusion. He then called on Dr. W. Fanchon Glover to provide an update on items related to diversity and inclusion.

ADVANCING DIVERSITY, EQUITY AND INCLUSION

Dr. Glover gave an update on goals for AY21: fair and impartial policing; values in action for faculty and staff; inclusive curriculum and classes; equity in communication for staff; and raising the bar for

leadership. She also provided an update on Board goals for equity in action: status report on Task Force on Race Relations and Lemon Project; indigenous peoples land acknowledgement by William & Mary; faculty hiring; Highland descendants; and landscape review. There are five strategic domains the university will be working on, and they include: hiring (recruitment and retention); campus climate; curriculum; innovations; and enrollment of undergraduate and graduate students. Faculty hiring is a priority. Dr. Glover said she will present the updated dashboard to the Board at its November meeting.

Dr. Glover called on Mr. Anthony M. Joseph to discuss the partnership with the administration and Student Assembly (SA). Mr. Joseph said SA is excited about Hearth: Memorial to the Enslaved but given it won't be finished until late next year, the Assembly wanted to do something now to emphasize its commitment to diversity and inclusion, and make sure this was a consistent step forward in recognizing the university's past. SA is working with the Lemon Project and Sadler Center staff to have staff, students and faculty submit artwork using documentation and descriptions from the Lemon Project of the enslaved and their duties to be portrayed in the Sadler Center atrium.

ENROLLMENT UPDATE

Mr. Henry R. Broaddus and Mr. Timothy A. Wolfe provided an enrollment update. Both built upon the growth strategy shared with the Board in February and included a report on the challenges and opportunities for recruitment created by the pandemic. Mr. Broaddus said an announcement will be made in the coming weeks about a partnership with a major organization that is going to help with enrollment growth and do so in a way that will be responsive to the university's diversity and inclusion goals.

Mr. Wolfe shared metrics on the enrolled class of 2020.

DISCUSSION

A brief discussion ensued regarding recruitment and access, employee retention, and what defines certain data terms.

ADJOURN

There being no further business, Mr. Baig adjourned the meeting at 4:27 p.m.

SEPTEMBER 25, 2020: 8:33 a.m. – 12:35 p.m.

BOARD OF VISITORS

BOARD MEMBERS PRESENT

Mr. John E. Littel, Rector
Mr. William H. Payne II, Vice Rector
Ms. Barbara L. Johnson, Secretary
Hon. Mari Carmen Aponte
Mr. Mirza Baig
Mr. Victor K. Branch (via Zoom)
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Ms. Cynthia E. Hudson

Ms. Anne Leigh Kerr (via Zoom)
Hon. Charles E. Poston
Ms. Lisa E. Roday
Dr. Karen Kennedy Schultz
Mr. H. Thomas Watkins III (via phone)

Mr. Anthony M. Joseph, Student Representative
Ms. Arielle S. Newby, Staff Liaison

BOARD MEMBERS ABSENT

Mr. James A. Hixon
Mr. J.E. Lincoln Saunders
Mr. Brian P. Woolfolk
Dr. Thomas J. Ward, Faculty Representative

OTHERS PRESENT

President Katherine A. Rowe
Dr. Debbie L. Sydow, President of Richard Bland College (via phone)
Dr. Peggy Agouris, Provost
Dr. Sara Bon-Harper, Executive Director of James Monroe's Highland
Dr. W. Fanchon Glover, Chief Diversity Officer
Dr. George Greenia, Professor Emeritus
Mr. George Monroe Jr., Highland Descendant
Ms. Carrie Nee, University Counsel
Ms. Amy Sebring, Chief Operations Officer
Ms. Jennifer L. Stacy, Highland Descendant
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
Members of the President's Cabinet
Committee Faculty and Student Representatives
W&M Staff and Faculty

CALL TO ORDER AND INTRODUCTORY REMARKS

Mr. John E. Littel, Rector, called the meeting to order at 8:33 a.m. Mr. Littel welcomed all Board members both present and via Zoom, staff and visitors both in the room and listening via YouTube. He then identified Board members participating via Zoom. Mr. Littel asked that all Board members identify themselves when speaking so that those listening know who is speaking.

Mr. Littel's opening remarks:

Good morning again. It is really good for us to be together, even if we have to be socially distant. Zoom and email have been useful to get things done, but being present with the students, staff and faculty is an important responsibility for us as a Board.

Since the COVID 19 pandemic started, the Board has meet virtually or in person at least once a month. Let's be clear, W&M is facing [financial] challenges not seen in more than 150 years.

Yesterday, we heard several examples from this community looking beyond survival and into a future in which we flourish, in part because of the mission driven innovation that has become part of our response to the pandemic.

This is not surprising given our remarkable history of meeting institution-threatening challenges with creativity, commitment to our mission and values, and generally by all working together.

The planning that went into the university's reopening was focused on creating as safe an environment as possible for our students, staff and faculty and was based on science and best practice. While many schools can probably make that claim, so far, it seems to be working here.

Why is that? First, many staff across the university worked relentlessly over the summer on protocols, changes to our buildings and grounds and clinical approaches to manage testing and treatment. I want to say, on behalf of the Board, how grateful we are for what we know was exhausting work. I want to thank the faculty for their flexibility and their efforts to deliver classes through multiple modes that make learning accessible to all. I also want to thank this community, especially our students and the leadership of student assembly, for not just being a part of the process, but being keys to its success. Our shared commitment to taking the necessary steps to safely live, work and learn together on campus has enabled us to reopen successfully. By all pulling together, and by staying committed to the course we have set for COVID safety, we have made a meaningful difference.

After the murder of George Floyd, we recognized the need to reexamine and recommit to address diversity equity and inclusion in new ways and with a faster pace. We are doing so. Whether it was fundraising to bring to fruition the Memorial to the Enslaved or examining ways to expand the number of students and faculty of color, our community again responded with creativity and a commitment to our mission and values. This is ongoing work to which we reaffirm our commitment. Inclusion and equity continue to be priorities for this Board.

One area where we haven't been as successful are the changes that were announced to our Athletic Teams. Before I talk about that, I want to thank every person who has written or called the Board, President and Athletic Director. I've read every letter that

has been sent to me and tried to respond to as many letters and calls as possible. I know my colleagues on the board have done so as well. While some were form letters, many individuals shared their own W&M story and why their experience as a student athlete was so valuable.

I want to especially thank the nearly 80 students, staff and others who came out and spoke at our public comment session on Wednesday. We are really grateful for your time and your willingness to share your personal perspective.

Early in my career, I had a mentor who often noted that what you see is a condition of where you sit. This feedback, especially from our students, is incredibly valuable in helping us to see different perspectives and sometimes different facts.

We also appreciate you calling us out where you think we have not met the standards we cherish. That is your right as a member of the community, and it is our responsibility as a Board to listen and process that information.

What isn't appropriate are the ad hominem attacks on individuals or attributing anyone's motivations to anything other than what is in the best interest of W&M. You may disagree with decisions, or the manner those decisions were communicated, but please don't assume that the motivation was anything other than appropriate and well-intentioned.

Additionally, spreading rumors, or outright deceits, including impersonating others, is inconsistent with our values and maliciously intended to further divide us at a time where we need unity.

We ALL need to funnel our passions towards finding solutions, to act with mutual respect even when we disagree and have a civil dialogue in which we not just listen, but hear, what is being said.

This Board has committed that our actions would be as transparent and inclusive as possible, and we expect the same of the institution we oversee.

As Board members, we each own what was a poor rollout of very difficult news. Whatever the intent or process, it was not consistent with the way in which we strive to interact with one another. We would not consciously disrespect our student athletes or alumni community, especially on issues of such personal importance.

The Board and Administration have, and will continue, to make difficult decisions during these very challenging times. We know that this is a community that wants to be engaged in finding solutions. When we collaboratively seek solutions, we can achieve great success together – as we have done repeatedly during our history.

We'll hear from President Rowe about possible paths forward. She has talked about rebuilding trust. That must be our collective priority.

The Board's job is not to micro-manage but it is to provide oversight and ensure that the values and things we hold dear are honored. We are going to hold the President and the entire administration accountable to address the concerns that have been raised in a way that is consistent with our values. We have confidence in this president and her team and have seen what they can accomplish.

Many of the students we have heard from spoke about what our motto, One Tribe One Family means to them. I can't promise you that we won't make mistakes or suggest that we have all of the answers, but please know our commitment is to this Family.

With that long introduction, I'd like to welcome President Rowe to give some remarks.

President Rowe's opening remarks included the following:

Three weeks ago, the university announced its gut-wrenching decision to eliminate seven varsity sports. William & Mary is not alone among colleges and universities in making these agonizing decisions. But William & Mary is a unique and special place.

Every day since has been so painful for the student-athletes and families, and our alumni who have been impacted, and I want to begin by addressing you directly.

First, to say thank you for sharing such powerful stories. I want you to know that we hear you. The Board of Visitors and I have listened – the Board heard you at the listening session on Wednesday night, and like many others, I've listened closely to those comments. I've also heard you in countless emails and in conversations I've had with you since Sept. 3. My office and the Office of Athletics has returned scores of phone calls, hundreds of emails and taken meetings.

I want to say here what I've said to everyone personally. It's simple but it really needs to be said: I am so sorry for the awful loss and sadness that this is causing. That's real. I've been using the word bereavement, and I think that that is valid.

We hear you. We value you. And we are so grateful for all you individually and collectively contribute to making William & Mary the extraordinarily special place that it is.

So much of what we heard Wednesday night reflected a sense of broken community – of being adrift, so far from our value of belonging. In taking this step now, with a year to go, our hope had been to give coaches, athletes and families more agency and control in their choices going forward – but I hear clearly that the effect is the opposite. And I regret that so much.

I said in my email to the campus earlier this week that the chief task we face is restoring trust. One of the few things that we have more of under pandemic is time. So the next month is going to be focused very intentionally on how we can go forward

in a way that is aligned with our core values. Here's the plan, as I see it:

First, we own our mistakes, we continue to. The past three weeks, we as an institution have not met the high bar that William & Mary expects of us all, particularly in such difficult circumstances. We acknowledge the ways we've fallen short, and we take steps to redress them. The integrity and values that William & Mary holds dear should govern every aspect of what we do, and we will adhere to them.

Second, acknowledge that with grief and anger we are also hearing deep commitment to William & Mary. Every single person I have spoken with directly ultimately is motivated by what they think is best for William & Mary, and not only for themselves – that's really important to listen to.

With that shared passion, we also need to hear and we need to assume for each other positive intent – positive intent as a baseline. That's hard, particularly when we're in conflict, but the assumption of positive intent is going to be critical to rebuilding trust. For those I talk with, I hear immense respect across disagreements that can be built. But we haven't clearly named an underlying disagreement, which is about the identity of intercollegiate athletics at William & Mary. So I want to say a few words about that, that underlying disagreement. I share them with humility because I am just two-plus years here. But sometimes the ear of somebody who's new can help sharpen a particular dynamic.

There is a core conflict here at William & Mary that we need to own as a community because it is a conflict very specific to William & Mary. As I have listened to students and staff and talked to friends of Tribe Athletics, fans and donors, I hear deep contradictions in what we mean by excellence and competitiveness in a Division I setting.

I ask that we be in dialogue about this directly, in a way that meets the community's standards. This is a contradiction that precedes many of us, but today I name it as clearly as I can and call on all of us to address it.

In 2018, the university engaged in a robust strategic planning process in athletics. We are so grateful for the work of the individuals who were part of that. That process named this challenge, with ensuring that the department provide competitive experiences and resources that match the quality of W&M academics.

It's become clear, however, that this report was the beginning of a dialogue we need to finish on this critical issue.

We need to dig more deeply into the assumptions made in that plan about competitiveness and what that means in a Division I context for the community now. We need to do that to ensure a shared understanding of what we mean by competitive excellence in intercollegiate athletics. We need to be open about the deep disagreements that we have about that and finish this conversation by listening to all

of the voices in our community – students, alumni, faculty and staff – recognizing that our starting place is Division I.

Third, I ask for your partnership very specifically in this work. Beyond the disagreement about what competitive success means, we face acute and intractable structural problems in funding athletics sustainably.

I think this is widely understood. No one has really questioned that fact, especially now when the university is facing such significant shortfalls. This is a longstanding issue, and its solution will only benefit from more open dialogue and problem-solving.

Many have asked: Please, can I help think through those challenges with you? And the answer is yes for those prepared to take these challenges on in a substantive way. Here's what I mean by that.

That path forward here requires sustained dialogue, engaged in with humility and respect for each other. At William & Mary, we gain value from thoughtful, deliberative decision-making and broad solution-building.

Starting early next week, I've asked Director Huge and the Department of Athletics to do four specific things to enable this:

First is to share additional information that answers the questions we have received about what financial sustainability means.

The second is to engage the Tribe Club board -- I haven't told the board this, but I hope they're willing -- first to validate and, if necessary, refine our assumptions in a way that grows confidence. That the community has confidence in our numbers and assumptions is absolutely essential.

Third, is to work with the Tribe Club board to size the financial path for each sport to competitive and sustainable funding so that, here again, we have a shared understanding of the challenge that we are trying to solve and can bring others into that understanding to consider solutions.

Key message: We are open to solutions that meaningfully and viably address those challenges.

Fourth, is to invite the athletics community -- students, parents, coaches and more -- into discussion of the problem itself -- how we understand Division I competitiveness - - not only to create a shared understanding but also to engage the bright minds and committed spirit of our community in a forthright way.

So the core premise I work with in cases of conflict is that we need to respect the conflict. That means respect each other, name the differences. By respecting the conflict, we can find significant growth in our thinking. Conflict of this kind is

motivated by deep interests and affiliations and by understanding them. I know we can grow our thinking.

Again, I will repeat my direction to myself and our team. Our first, and most important task is to rebuild the trust of this community and to repair the distress we have caused our student athletes, families and alumni.

That is not to suggest that the road ahead of us will be easy or that the status quo can remain. But if we roll up our sleeves together, with a recognition that our love for W&M drives this collective action and that our goal is to meaningfully improve an already special student athlete experience, I do have confidence that we will succeed.

President Rowe continued her opening remarks stating that last spring the university set four goals in response to the COVID-19 pandemic. Safeguard the health of the community, keep teaching and learning, maintain research and university operations, and slow the spread of COVID-19. Seven weeks into the semester the university is cautiously optimistic but remains vigilant and continues to learn.

The President shared three COVID-19 related updates from the last Board meeting: (1) the phased return has been completed; (2) in person learning has begun; and (3) completed second round of comprehensive testing. Additional testing tools are being explored, such as wastewater testing.

The university is facing challenges, specifically financial during an economic crisis. As of August, the expected shortfall was in excess of \$30 million and may reach as high as \$100 million in the coming months.

President Rowe identified three themes: (1) a deeper sense of citizenship among one another; (2) the affirmation of complexity and nuance; and (3) humility.

The university is going to work, at the end of the semester, in a planned after-action review. This will allow organizations and individuals to reflect on what has been done and what can be done differently in the spring semester. The President is going to work with Chief Human Resources Officer, Dr. Christopher D. Lee, on how this time can be built into non-academic units as well.

President Debbie L. Sydow stated that the new academic year, that launched on August 24, was off to a strong start under the structure and protocols of the Statesman Safe & Secure plan. The College also received reaffirmation of its accreditation through 2029 earlier in September from the SACSCOC board. She also mentioned that Richard Bland College faculty and staff are appreciative to the Richard Bland College Committee for their efforts in approving the Statesman Safe & Secure Employee Recognition day resolution (**Resolution HC-1 appended**) giving employees November 30 off with pay.

Despite the pandemic the Richard Bland College administrative team has continued in achieve priority strategic goals for the year. RBC Online, a new program, is slated to launch in January. In addition, the Faculty Early Retirement Incentive Plan will be brought to the Board in November for approval.

APPROVAL OF MINUTES

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meetings of August 3 and August 25, 2020. Motion was made by Ms. Gerdelman, seconded by Mr. Payne. Hearing no discussion, the minutes were adopted by roll call – 14 – 0 – vote conducted by Board Secretary Mr. Michael J. Fox. All members present, in person or virtually, voted Aye. Mr. Hixon, Mr. Saunders and Mr. Woolfolk were absent from the meeting.

REPORTS OF STANDING COMMITTEES

COMMITTEE ON ACADEMIC AFFAIRS

Dr. Karen Kennedy Schultz, Chair of the Committee on Academic Affairs, offered opening remarks and introduced Dr. George Greenia. Dr. Greenia spoke about the 250th Anniversary celebration of Phi Beta Kappa in 2026.

Dr. Schultz called on Dr. Sara Bon-Harper, and special guests Mr. George Monroe Jr. and Ms. Jennifer L. Stacy, both Highland descendants, to talk about Highland's Council of Descendant Advisors. Dr. Bon-Harper provided a brief presentation on the actions, activities, and timeline related to Highland's descendant.

Ms. Stacy spoke about her involvement in Highland's Council of Descendant Advisors and her personal story as it connects to its history. Having grown up with family members possessing the last name of Monroe, only a few miles from Highland, the connection was never acknowledged. The opportunity to sit on the property years later and work on the committee that is helping to reshape the interpretation is an opportunity of a lifetime. Ms. Stacy stated how this opportunity has even given her mother an opportunity to discuss memories that had been closed to her for most of her life. This is an opportunity for education that should have begun years ago and will lead to an opportunity to teach future generations and effect change.

Mr. Monroe said he and other descendants have an opportunity to give a voice to the voiceless, his ancestors. The interaction with Highland has provided the opportunity to address themes in the national conversations around race and inequity but has also given descendants the opportunity to look at next steps and be at the forefront of this conversation with the authenticity of truth. This conversation helps to truthfully answer the following: how do you tell the proper story of the enslaved and how it impacted those that lived it and those generations that followed, and how does all of this play out in the fabric of American society?

Mr. Monroe applauded the work to date and the chance to frame history with integrity. The conversation with Highland is a microcosm of broader conversation and an opportunity to serve as a beacon for other descendant communities. He said frequently authenticity is missing in confronting history.

Mr. Monroe said the experience of African Americans begins with slavery but also the experience of the Civil Rights movement – a group of people that were unable to read and right to a period of taking on discriminatory laws to today. There was a birth within a nation that began to produce future doctors, lawyers, entrepreneurs, professors and authors. The story of that progress is waiting to be told. Mr. Monroe had an enslaved great^x grandfather that wasn't unable to read or write but was

able to amass acreage and have a large family that produced doctors and entrepreneurs. His is a story that needs to be told, and he was able to do this.

A robust conversation ensued among the Board, Ms. Stacy and Mr. Monroe on the work of the descendants. There was also discussion about the educational opportunity that has been afforded to William & Mary students to date. Many students will have the opportunity to contribute through the ongoing research.

The Board thanked Ms. Stacy and Mr. Monroe with a standing ovation.

Dr. Schultz brought forth the following resolutions on behalf of the Committee on Academic Affairs:

Resolution 8: Appointments to Fill Vacancies in the Instructional Faculty

Resolution 9: Designated Professorships

Resolution 10: Faculty Leaves of Absence

Resolution 11: Award of Academic Tenure

Resolution 12-R (appended): Faculty Promotions

Resolution 13: Resolution to Modify the Bylaws of the Faculty Arts & Science

Resolution 14: Resolution to Approve a Master of Science in Finance Program

Resolution 15: Retirement of John Charles, Department of Kinesiology & Health Sciences

Motion was made by Dr. Schultz, seconded by Ms. Aponte, and hearing no discussion **Resolutions 8, 9, 10, 11, 12-R, 13, 14 and 15** were approved by roll call vote – 14-0 – conducted by Mr. Fox. Mr. Hixon, Mr. Saunders, and Mr. Woolfolk were absent from the meeting.

RICHARD BLAND COLLEGE COMMITTEE

Mr. Victor K. Branch, Chair of the Richard Bland College (RBC) Committee, reported the Committee met on September 22. The Committee heard about the Faculty Early Retirement Plan. The Committee also received updates on enrollment, Statesmen Safe and Secure Plan, budget, distance education initiative, and heard reports from the faculty and staff representatives.

Mr. Branch brought forth the following resolutions on behalf of the RBC Committee:

Resolution 1: Resolution to Approve Sexual and Gender-Based Harassment and Interpersonal Violence Policy

Resolution 2: Resolution to Approve Revisions to the Discrimination, Harassment and Retaliation Policy

Resolution 3: Resolution to Approve the College Workforce Planning and Development Report

Resolution 4: Retirement of Irene M. Handy, Access & Technical Support Librarian

Resolution HC-1 (appended): Statesman Safe & Secure Employee Recognition

Motion was made by Mr. Branch, seconded by Ms. Johnson, and hearing no discussion **Resolutions 1, 2, 3, 4, and HC-1** were approved by roll call vote – 14-0 – conducted by Mr. Fox. Mr. Hixon, Mr. Saunders, and Mr. Woolfolk were absent from the meeting.

COMMITTEE ON ADMINISTRATION BUILDINGS AND GROUNDS

Mr. William H. Payne II, Chair of the Committee on Administration, Buildings and Grounds (ABG), noted Ms. Sue H. Gerdelman has joined the Committee as Vice Chair and also welcomed Mr. J.E. Lincoln Saunders to the Committee. Ms. Gerdelman will serve as a member of the Design Review Board (DRB).

Mr. Payne said the DRB met September 23 and approved preliminary designs for the Swem Library patio. President Rowe joined the meeting for the design approval of Hearth: Memorial to the Enslaved.

Mr. Payne welcomed back Mr. Christopher J. Abelt as the faculty representative and Ms. Loni Wright as the new student representative and Chief of Staff to Student Assembly President Mr. Anthony M. Joseph.

ABG heard an update from Mr. John T. Wells, Dean & Director of the Virginia Institute for Marine Science, on the capital projects in Gloucester Point and Eastern Shore. Chief Operating Officer, Ms. Amy S. Sebring, reported on capital projects on main campus.

Mr. Payne welcomed and introduced Interim Chief Facilities Officer, Mr. Sam Hayes and noted Mr. Hayes also serves as a member of the DRB.

Mr. Payne brought forth the following resolutions on behalf of the Committee of Administration, Buildings and Grounds:

Resolution 5: Designation of the Building Official

Resolution 6: Declaring the Intention to Reimburse the Cost of Certain Expenditures

Resolution 7: 2020 9(c) Revenue Bond Program Participation

Resolution HC-5R (appended): Resolution on Naming Guidelines and Roles & Responsibilities of Design Review Board

Mr. Payne asked the President to make additional comments on HC-5R.

President Rowe stated the principles presented **Resolution HC-5R** were refined by the Principles for Naming and Renaming (PNR) Working Group. She recommends they be included in the work of the DRB. The William & Mary mission statement, that calls the university to advance knowledge takes place through discovery. It values belonging, respect, integrity and flourishing. It is through mission and values that the university strives to reflect the community in all aspects of the university. This is a challenging, complex and specific task. Having the DRB as the central hub for requests and ideas, and validation will be helpful to the university. Membership of DRB will be expanded to better reflect to wide array of voices and perspectives, and expertise this work will require.

President Rowe recommended two buildings for renaming to the Board because they meet the principles being proposed. The namesakes are known, there has been process in place and a real understanding of history.

President Rowe has tasked PNR with contextualizing the Founding Fathers. The PNR is to bring back a plan by February that works to identify the best modes of contextualization. The university will contextualize key sites and structures around campus, including buildings and statues connected to the Founding Fathers. President Rowe has also commissioned research for further study of William Booth Taliaferro, Samuel and JoAnna Harris, Arthur Matsu.

President Rowe said Ewell Hall seemed logical for renaming but research has raised additional questions and complexity. Ewell's complete story warrants contextualization and the President said she will let the Principles for Naming and Renaming Working Group and/or DRB think about if they want more research.

At the request of President Rowe, Mr. Payne introduced hand carry **Resolution HC-2 (appended)** entitled **Resolution on Renaming Trinkle and Maury**.

***WHEREAS**, campus buildings and the campus environment should help to educate and reflect our expanding knowledge of the past, affirm William & Mary's broad and complex history, and promote honest and clear self-reflection; and*

***WHEREAS**, decisions to rename a building or space identified with an historical individual should meet a high standard based on research and deliberation and take into account the current mission and values of the university; and*

***WHEREAS**, Trinkle Hall was named after Elbert Lee Trinkle who served as the Governor of Virginia from 1922-26 and who in that capacity authorized funds to facilitate renovations to the campus dining hall following a 1925 fire; and*

***WHEREAS**, Governor Trinkle signed some of the most pernicious Jim Crow laws in Virginia history which grew out of and fostered the eugenics movement: the 1924 Racial Integrity Act, which prohibited interracial marriage and defined a "white person" as someone "who has no trace whatsoever of any blood other than Caucasian;" and the Virginia Sterilization Act of 1924, which authorized compulsory sterilization of patients at state institutions deemed to be "mental defectives."*

***WHEREAS**, in 2001 the Virginia General Assembly passed a Joint Resolution expressing profound regret for Virginia's experience with eugenics through the 1924 Acts approved by Governor Trinkle and the incalculable human damage they caused; and*

***WHEREAS**, Maury Hall on the VIMS campus was established in 1950 and named after Matthew Fontaine Maury, a native of Spotsylvania County, colloquially known as the "Father of Modern Oceanography" for his work with what is now the U.S. Naval Observatory; and*

***WHEREAS**, in 1861 Maury resigned his commission as an officer in the U.S. Navy to return to Virginia and assume a leadership post in the Confederate Navy. In 1865, he became the "imperial commissioner of immigration" for the Emperor Maximilian attempting to establish a colony of former Confederates in Mexico; and*

WHEREAS, neither Trinkle nor Maury had a special connection to William & Mary; and

WHEREAS, the VIMS Diversity and Inclusion Committee has recommended renaming Maury Hall and the Lemon Project has identified Trinkle Hall as a candidate for renaming;

THEREFORE BE IT RESOLVED, that the Board of Visitors hereby renames Trinkle Hall to be Unity Hall and Maury Hall to be York River Hall.

Motion was made by Mr. Payne, seconded by Ms. Johnson, and hearing no discussion **Resolutions 5, 6, 7, HC-5R, and HC-2** were approved by roll call vote – 13-0 – conducted by Mr. Fox. Mr. Kerr abstained, and Mr. Hixon, Mr. Saunders, and Mr. Woolfolk were absent from the meeting.

COMMITTEE ON THE STUDENT EXPERIENCE

Ms. Lisa E. Roday, Chair of the Committee on the Student Experience, offered opening remarks and stated the health and wellness of students is the most important priority of the Committee and university. Dr. R. Kelly Crace, Associate Vice President for Health & Wellness, and his colleagues at the McLeod Tyler Wellness Center have been highly engaged in the wellbeing of students for years. The convergence of COVID-19, social unrest, and stress from the athletics announcement have brought about a pressing need for the services of the Wellness Center.

Ms. Roday reported the Committee heard from Dr. Virginia Ambler and her team who focused their remarks on COVID-19 innovations. They also heard from a student panel who shared their experiences of returning to campus during the pandemic. She then shared the following highlights from the meeting that are likely to become permanent changes in Student Affairs protocols and activities: contactless check-in process for move in, virtual career and internships fair, virtual wellness center, and physical alterations around campus.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Ms. Gerdelman, Chair of the Committee on Institutional Advancement, welcomed back Dr. David S. Armstrong as the faculty representative and Mr. Kyle Vasquez as the new student representative.

Ms. Gerdelman reported the Committee, along with other members of the Board and guests, heard from Dr. Matthew T. Lambert, Vice President of University Advancement, about the close of the For the Bold Campaign. Many lasting legacies were noted in Dr. Lambert's presentation including the number of scholarships created during the campaign.

Ms. Gerdelman discussed **Resolution 16: Gift Acceptance Policy**. The Commonwealth of Virginia recently passed a law that requires a gift acceptance policy for each foundation. Resolution 16 is the gift acceptance policy for the Board of Visitors. Since the Committee on Institutional Advancement did not have a quorum Ms. Gerdelman requested the full Board take action.

A motion was made by Ms. Gerdelman, seconded by Ms. Aponte, and hearing no discussion **Resolution 16** was approved by roll call vote – 14-0 – conducted by Mr. Fox. Mr. Hixon, Mr. Saunders, and Mr. Woolfolk were absent from the meeting.

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

The Honorable Charles E. Poston, Vice-Chair of the Committee on Audit, Risk and Compliance, reported the Committee received an update from Mr. Kent Erdahl, Director of Internal Audit, on the status of audits underway. The work has slowed due to staff working remotely because of the COVID-19 pandemic, and Internal Audit is short a full-time staffer. The Committee also heard a report on IT penetration testing. There were several deficiencies identified in the report, 70% of which have been corrected.

Mr. Poston said the Committee also heard from the Chief Information Officer, Dr. Edward Aractingi, on the Blackbaud data breach that impacted some data from the Business School Foundation. This issue has been resolved with no damage to the university or its stakeholders.

The Committee also heard a report from the Chief Compliance Officer, Ms. Pamela Mason. Ms. Mason provided the Committee with a statistical summary of what the Department of Compliance and Equity has worked on over the course of the past year. The number of reports and actions are down due to the pandemic.

COMMITTEE ON FINANCIAL AFFAIRS

In Mr. Hixon's absence, Mr. Mirza Baig, Vice Chair for the Committee on Financial Affairs, called on Ms. Sebring to provide a financial update.

Ms. Sebring noted the Committee did not meet, however she presented a brief financial update. The FY21 annual shortfall remains around \$30 million. \$22.7 million is attributed to a drop in housing contracts, dining, athletics, other auxiliary services, and tuition. Additional expenses, \$8.3 million related to COVID-19, and \$1.7 million connected with realigning staff and resources for academic and co-curricular modifications contribute to the shortfall. She elaborated on some of the changes that have taken place here on campus and remotely.

Financial reallocations will support new and remote programs. The university has had to think differently this year regarding time, talent and funds.

Ms. Sebring said uncertainty remains. She referenced many factors that remain unknown such as the 2020 General Assembly Special Session, the pending bond sale, Spring 2021 enrollment, 2021 General Assembly Session, public health conditions through the remainder of the academic year, and impact of the Summer 2021 session.

The Board's debt action from August is on track. Ms. Sebring and her team were authorized to pursue up to \$200 million in debt authorization. \$70 million for new general purpose, \$20 million for dorm renovation and \$54 million to refund existing debt. A few days ago, Governor Ralph Northam announced the state is pursuing a refunding of bonds. The potential savings for William & Mary is \$37.8 million. Ms. Sebring said the university is working with its financial advisor to determine the best plan forward but expects it will include a combination the university's own refunding in some instances and the states refunding in other instances.

A discussion ensued among the Board regarding financial issues.

Mr. Baig noted that the Investment Subcommittee did not meet. He said the Committee intends to meet during the next couple of months with students on their concerns around fossil fuels and increasing investments in minority owned businesses.

GENERAL REPORTS

Student representative, Mr. Anthony M. Joseph, reported the Student Assembly (SA) is continuing to work with the Administration to respond to student issues regarding diversity and inclusion. Applications to join SA 's "The Plan" which seeks to tackle systemic racial injustice will close Sunday. Mr. Joseph said he invited students beyond SA to join this mission. SA seeks to establish a Student Advisor group with Police Chief Deb Cheesebro. SA will give a status report on the various initiatives to the students and William & Mary community by the end of October, and to the Board in November. Mr. Joseph thanked President Rowe for her remarks on the naming and renaming issue. He encouraged the DRB to review and release any information related to Ewell and other names to students as well.

Mr. Joseph identified three domains that he feels threaten the stability of the university: transparency, communication and accountability. From the onset of racial reckoning to the various COVID-19 decisions, the SA has elevated student requests related to these domains without success. The situation surrounding the 118 students whose teams have been cut is another example of the university's failures in these domains. The Senate recently passed a resolution requesting the administration improve communication with the student body and opposing how the process was handled. The SA resolution states that the university needs to urgently rebuild trust, improve communication, own past failures and chart a new path forward that involves everyone proactively.

Ms. Areille S. Newby, Staff Liaison to the Board, reported the virtual watercooler meetings that allow for communication between the Staff Assembly and staff continue to be successful. PPFA has created a breakroom that will emulate the same conversation with its constituents. Both forums do talk about concerns regarding equity, diversity and inclusion, BIPOC populations on campus, institutional issues around salary, potential instability of jobs and supervisor/staff relationships which remain prevalent during the pandemic. Recent decisions in the Athletics Department, the impact of the seven student teams, continued health and safety concerns, especially among the vulnerable population, have been consistently raised in these conversations.

Ms. Newby requested that there be a pulse check among employees prior to the start of the spring semester to identify things that have worked and things that need improvement not only under COVID-19 but also moving forward with diversity and inclusion.

Ms. Newby reported that staff has seen significant retention during her last and current term and President of the Staff Assembly. The Assembly does not have a need for a mid-term election

Budget and transparency issues continue to be a concern for staff. While staff await final budget numbers for the year, they wonder what the implications of such a shortfall may have on personnel (i.e. furloughs, layoffs, etc.).

The pandemic has exposed inequities in communication. Ms. Newby said inequities span far and deep

regarding the lack of a sense of belonging among staff. She said the university must be honest and work to improve communications. Increasing diversity in the faculty is a priority but does not solve the entire situation of inclusion and equity on campus. The effort should be rounded out by providing empowerment and recognition that representation of staff of color matters. Ms. Newby challenged the Board, administration and department leadership to use the pandemic to engage staff about their perspectives regarding office development, personal and professional development, and shared expectations to build the trust necessary to break barriers and increase flourishing on campus. She said put the same amount of strategic energy that is placed into students and faculty into staff. Ms. Newby said she thought it was especially important for students of color to see staff flourish and in power.

Dr. David Armstrong, President of the Faculty Assembly, reported on faculty happenings in the absence of Faculty Representative, Thomas J. Ward. Dr. Armstrong reported that the semester is well underway, and some students are taking mid-terms. There was a student survey that asked students who are taking classes remotely how they compare to the remote courses taken in the spring. Sixty-five percent said the classes are better now, 15% said about the same and 20% said they weren't as good.

There are challenges working remotely, in person and with technology. The compressed schedule has added stress. Students are reporting that hybrid and online learning is producing a heavier workload.

Research and scholarship onsite are going well but has been curtailed in many cases due to the ban on international travel has been required. Graduate students are reporting they are doing well in general.

Faculty are concerned about the financial situation with the university and the impact of salary actions and potential furloughs. Contingent faculty, those without the benefit of tenure, are especially apprehensive. Coupled with health and safety concerns stress has been high, but faculty are still thriving.

The Faculty Assembly is working on multiple things in partnership with the Provost and other administrative leadership. The Assembly is looking to revamp the policy on non-tenure eligible faculty and contingent faculty university wide. They are also going to look at the Faculty Research Leave Program. In addition, the Faculty Assembly is also working with Dr. Glover on the pilot three-year hiring plan and how it will be implemented. The Assembly has also been asked to look at Title IX policy revisions.

OLD BUSINESS

Dr. Glover provided an update on Hearsh: Memorial to the Enslaved. The DRB approved the design this week. Presently there will be some down time for the architects to work on what they need to deliver to the DRB for the building permit. During this time frame there won't be any updated or much visible activity other than the signs already on campus. The goal is to have the building permit by early January, begin construction in February and unveil in October of 2021. Construction will pause in June for the inaugural Juneteenth celebration on campus next to the Memorial site.

NEW BUSINESS

Mr. Payne brought forth hand carry **Resolution HC-3 (appended)** entitled **A Resolution Honoring Edward A. Chappell, Jr.** Mr. Chappell passed away on July 25, 2020.

Edward A. Chappell, Jr. '72 led efforts to uncover and shape the buildings and landscape of William & Mary, Williamsburg and the Commonwealth. A highly respected architectural historian and preservationist, he was a powerful proponent for humane and well-informed design and neighborly debate.

Mr. Chappell approached preservation in a forward-looking way, with a commitment to uncovering a more complete and complex picture of our history. His critique of design was anchored in his field-based knowledge of early American buildings, his studious attention to the work of the 1920s Rockefeller Restoration and his deep understanding that good details define the best buildings.

During his many years on William & Mary's Design Review Board, Mr. Chappell's expertise was unsurpassed. His insight enhanced architectural and landscape projects, transforming each into a better version of itself. Among his most notable contributions to the university, he advised and gave input on the formal investigation and historic structures reports on the Wren Building, the Brafferton, the President's House and the Dudley Diggs house (now the Bray School).

A vocal champion for historic preservation in Williamsburg, Mr. Chappell was a steadfast leader and active citizen. He advocated successfully for Pollard Park and Chandler Court to be added to the National Register of Historic Places.

Mr. Chappell's studied and thoughtful contributions are apparent in each of the projects he touched. These stand as a testament to his enduring legacy throughout the Commonwealth, in his long professional career at Colonial Williamsburg, and especially at his alma mater.

THEREFORE, BE IT RESOLVED, That the Board of Visitors recognizes the extraordinary service and accomplishments of Edward A. Chappell, Jr. and expresses its appreciation for his efforts that have enriched the landscape of William & Mary, this town and our state; and

BE IT FURTHER RESOLVED, That this resolution be included in the minutes of the Board and a copy of the same be delivered to his wife Susan Buck, with profound gratitude for Mr. Chappell's remarkable life and scholarship.

Motion was made by Mr. Payne, seconded by Ms. Johnson, and hearing no discussion **Resolutions HC-3** was approved by roll call vote – 14-0 – conducted by Mr. Fox. Mr. Hixon, Mr. Saunders, and Mr. Woolfolk were absent from the meeting.

CLOSED SESSION

Ms. Johnson moved the William & Mary Board of Visitors convene into closed session pursuant to Sections: §2.2-3711.A.1 for discussion of the assignment and performance of specific officers or employees, including the Presidents of W&M and RBC and members of the Departments of Athletics and Code Review; §2.2-3711.A.7 and A.8 for consultation with legal counsel and others regarding actual or probable litigation and specific personnel and compliance matters requiring legal advice; §2.2-3711.A.11 for discussion of honorary degrees; and §2.2-3711.A.19 for discussion of specific cybersecurity threats or vulnerabilities identified through penetration testing and vendor notifications and the actions taken to respond to such matters of the Code of Virginia. Motion was seconded by Dr. Schultz and approved by roll call vote – 14-0 – conducted by Mr. Fox. Mr. Hixon, Mr. Saunders, and Mr. Woolfolk were absent from the meeting.

At that time the Board members, President and University Counsel entered the closed session meeting at 11:42 a.m.

RECONVENED OPEN SESSION

Following the closed session, Board members and others returned to open session at 12:34 p.m. Ms. Johnson moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Roday and approved by roll call vote – 14-0 – conducted by Mr. Fox. Mr. Hixon, Mr. Saunders, and Mr. Woolfolk were absent from the meeting. (Certification is appended)

CLOSING REMARKS

Mr. Littel confirmed the Board has a regularly scheduled Board meeting on September 24-25.

ADJOURNMENT

There being no further business, Rector Littel adjourned the meeting at 12:35 p.m.

September 24, 2020

Page 1 of 1

**A RESOLUTION HONORING SUE HANNA GERDELMAN
CHAIR OF *FOR THE BOLD: THE CAMPAIGN FOR WILLIAM & MARY***

As *For the Bold* chair, Sue Hanna Gerdelman '76 propelled the largest campaign in William & Mary's history to a successful conclusion. A steadfast leader, she cheerfully traveled the country on behalf of her alma mater, meeting with prospective donors and lending her voice to regional campaign celebrations from coast to coast. Her understated demeanor, unwavering sense of purpose, extensive fundraising experience and formidable management skills made her the ideal campaign ambassador.

Those qualities, along with her remarkable personal generosity were well known to President-Emeritus W. Taylor Reveley III LL.D. '18, who asked her to chair the campaign that eventually became *For the Bold*. Beginning in 2011, she led a Campaign Cabinet comprising 16 volunteers during the silent phase of what initially was a \$600 million fundraising effort. When new research showed that a more ambitious goal of \$1 billion was attainable, she embraced that aspirational challenge and persuaded other key leaders to lend their support. Thanks to her efforts, the campaign was more than halfway toward the new goal by the time of its public launch in October 2015. It had surpassed that goal by nearly \$40 million when it concluded on June 30, 2020, in the midst of a global pandemic.

Ms. Gerdelman remained a resolute presence throughout the campaign, administration changes at the university and expansion of the Campaign Cabinet to a 60-member Campaign Steering Committee. She challenged the William & Mary community to be bold, while at the same time exemplifying humility and grace. She amplified the profound impact of her late husband, John Gerdelman '75, L.H.D. '19 by encouraging other alumni and friends of the university to invest in William & Mary's future.

Among its many achievements, the campaign solidified William & Mary's status as the top public university for alumni participation and advanced the university's mission of teaching and learning by raising more than \$303 million for scholarships, including the John W. Gerdelman Scholarship Endowment for athletes. Campaign gifts enabled the university to establish new spaces and initiatives to help students flourish, and fueled professorships and fellowships for graduate students researching pressing global issues.

Ms. Gerdelman's outstanding work on the *For the Bold* campaign enables William & Mary to reach toward even greater preeminence and paves the way for talented students to advance knowledge and pursue lives of meaning and distinction.

THEREFORE, BE IT RESOLVED, That the Board of Visitors recognizes and commends Sue Hanna Gerdelman for her service and expresses its appreciation to her for the many contributions she has made to William & Mary and the *For the Bold* campaign; and

BE IT FURTHER RESOLVED, That the Board of Visitors remains thankful for Sue's commitment of time, talent and treasure to the university and looks forward to her continued engagement and guidance; and

BE IT FINALLY RESOLVED, That this resolution be included in the minutes of the Board and a copy of the same be delivered to Ms. Gerdelman with best wishes from a grateful university.

September 24, 2020

Page 1 of 1

**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:

LECTURER TO SENIOR LECTURER

DAVID CAMPBELL, Department of Art & Art History

JORDAN WALK, Department of Chemistry

RUI PEREIRA, Department of Economics

SARAH MENEFEE, Department of Kinesiology and Health Sciences

MONA ZAKI, Department of Modern Languages and Literatures

DANIELLE MORETTI-LANGHOLTZ, Department of Anthropology

HEATHER SASINOWSKA, Department of Mathematics

TANYA STADELMANN, Film & Media Studies Program

September 22, 2020

Page 1 of 2

Richard Bland College
of WILLIAM & MARY

STATESMAN SAFE & SECURE EMPLOYEE RECOGNITION

Whereas, in response to the COVID-19 pandemic, on March 12, 2020 the Governor of Virginia issued Executive Order Fifty-One declaring a state of emergency in the Commonwealth, and on March 30 he issued a stay at home order to residents of the Commonwealth (Executive Order Fifty-Five). Executive Order Fifty-Five required that institutions of higher education “cease all in-person classes and instruction, and cancel all gatherings of more than ten individuals,” resulting in the immediate transition to remote teaching and learning, and teleworking for all non-essential employees; and

Whereas, since March 12 Richard Bland College academic and administrative managers have functioned as an Emergency Management team, meeting frequently to deliberate COVID-related matters and to make informed decisions—big and small—through consensus while remaining focused on the dual goal of fulfilling Richard Bland College’s educational mission while, at the same time, safeguarding the health of our campus community. A subcommittee of the COVID-19 Crisis Management Response Team—the Statesman Safe and Secure Task Force—was established to develop and implement a plan for safely reopening the College on August 3; and

Whereas, in June, the Emergency Management team collectively agreed that the racial justice and equity crisis that emerged in the midst of the pandemic also demanded immediate attention and action. With considerable input from academic leaders, a Racial Justice & Equity Task Force was launched, and work is now vigorously underway to identify, confront and alleviate racism and discrimination on campus; and

Whereas, since the transition to remote instruction on March 30 and up to the present day, faculty have been remarkably conscientious and creative in their work to design and deliver effective online instruction that balances the distinctive academic needs of RBC’s students with the protection of everyone’s health and safety. Following a successful completion to the spring 2020 semester, faculty leaders maintained close and constant contact with faculty across disciplines to plan for a safe fall 2020 semester, and together they developed an array of classroom options to rotate students in-seat or online in response to health considerations. Importantly, faculty gave students the flexibility to complete coursework in ways that were most comfortable and appropriate for them and their needs; and

Whereas, throughout the entirety of the COVID-19 crisis, Richard Bland College staff have consistently demonstrated the College’s core community values and conscientiously adhered to COVID-related policies and guidelines, from the custodial staff who have worked diligently to

September 22, 2020

Page 2 of 2

disinfect and clean campus facilities, to student success staff who have found new and creative ways to engage students and guide their academic progress, to administrative staff who have been remarkably resourceful in delivering high quality processes and services both in-person and online.

Whereas, since the outbreak of the COVID-19 crisis in the Commonwealth, the RBC faculty and staff have brought honor and distinction to the College through their selfless and conscientious work; and

Now, therefore, be it resolved by the Board of Visitors of the College of William and Mary that the Board expresses its heartfelt appreciation and admiration of the employees across the RBC campus; and,

Be it further resolved that the Board hereby supports the decision by President Debbie Sydow to make November 30, 2020, “Statesman Safe & Secure Employee Recognition Day” that includes a paid day off.

September 24, 2020

Page 1 of 1

WILLIAM & MARY
RESOLUTION ON RENAMING TRINKLE AND MAURY HALLS

WHEREAS, campus buildings and the campus environment should help to educate and reflect our expanding knowledge of the past, affirm William & Mary's broad and complex history, and promote honest and clear self-reflection; and

WHEREAS, decisions to rename a building or space identified with an historical individual should meet a high standard based on research and deliberation and take into account the current mission and values of the university; and

WHEREAS, Trinkle Hall was named after Elbert Lee Trinkle who served as the Governor of Virginia from 1922-26 and who in that capacity authorized funds to facilitate renovations to the campus dining hall following a 1925 fire; and

WHEREAS, Governor Trinkle signed some of the most pernicious Jim Crow laws in Virginia history which grew out of and fostered the eugenics movement: the 1924 Racial Integrity Act, which prohibited interracial marriage and defined a "white person" as someone "who has no trace whatsoever of any blood other than Caucasian;" and the Virginia Sterilization Act of 1924, which authorized compulsory sterilization of patients at state institutions deemed to be "mental defectives."

WHEREAS, in 2001 the Virginia General Assembly passed a Joint Resolution expressing profound regret for Virginia's experience with eugenics through the 1924 Acts approved by Governor Trinkle and the incalculable human damage they caused; and

WHEREAS, Maury Hall on the VIMS campus was established in 1950 and named after Matthew Fontaine Maury, a native of Spotsylvania County, colloquially known as the "Father of Modern Oceanography" for his work with what is now the U.S. Naval Observatory; and

WHEREAS, in 1861 Maury resigned his commission as an officer in the U.S. Navy to return to Virginia and assume a leadership post in the Confederate Navy. In 1865, he became the "imperial commissioner of immigration" for the Emperor Maximilian attempting to establish a colony of former Confederates in Mexico; and

WHEREAS, neither Trinkle nor Maury had a special connection to William & Mary; and

WHEREAS, the VIMS Diversity and Inclusion Committee has recommended renaming Maury Hall and the Lemon Project has identified Trinkle Hall as a candidate for renaming;

THEREFORE BE IT RESOLVED, that the Board of Visitors hereby renames Trinkle Hall to be Unity Hall and Maury Hall to be York River Hall.

**WILLIAM & MARY
RESOLUTION ON NAMING GUIDELINES AND
ROLES & RESPONSIBILITIES OF DESIGN REVIEW BOARD**

WHEREAS, the William & Mary is dedicated to ensuring a high level of commitment to preserving the character of its campus as expressed in the architecture of its buildings and grounds; and

WHEREAS, the 2015 Campus Master Plan and the Campus Precinct Framework and Design Guidelines of 2003 provide direction to those whose responsibility it is to develop and maintain a unified and complementary campus structure; and

WHEREAS, the Design Review Board (DRB) provides oversight to this process through authority granted by the Board of Visitors; and

WHEREAS, the Board Bylaws acknowledge that the DRB is established by and advisory to the President; and

WHEREAS, the DRB's guidelines task it with reviewing any proposed changes to the exterior of any university facility and projects involving statues and monuments; and

WHEREAS, the Working Group on Principles of Naming and Renaming have developed certain design principles for historical naming and renaming as part of the Campus Master Plan, which naming guidelines have been adapted for use by the Design Review Board, and the President recommends their adoption as William & Mary Guidelines on Naming and Renaming; and

WHEREAS, the President proposes revising the DRB guidelines to reflect and implement the recommendations of the Working Group on Principles of Naming and Renaming as set forth in the following pages.

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves the William & Mary Guidelines on Naming and Renaming and the revised DRB guidelines and confirms the authority and oversight of the DRB in this area.

William & Mary Design Review Board Guidelines

Effective Date: February 6, 2003

Revision Date(s): June 28, 2016 and April 24, 2019

I. Overview

The William & Mary is dedicated to ensuring a high level of commitment to preserving the character of its campus as expressed in the architecture of its buildings and grounds. The College's 2015 Campus Master Plan and the Campus Precinct Framework & Design Guidelines of 2003 provide direction to those whose responsibility it is to develop and maintain a unified and complementary campus structure. The Design Review Board (DRB) provides oversight to this process.

II. Scope

The DRB oversees design implementation in conformance with the goals and objectives of the Master Plan and Design Guidelines. The DRB reviews proposed changes to the exterior of any university facility for conformance with the university's architectural design guidelines. This includes the Virginia Institute of Marine Science (VIMS) and ancillary campuses.

Types of projects subject to review include, but are not limited to: construction, exterior renovation/modification, site work, landscaping, and statues/monuments. As part of its oversight of the implementation of the Campus Master Plan, the DRB shall consider proposals to name and rename structures on campus and to contextualize historical statues and monuments in accordance with the William & Mary Guidelines for Naming and Renaming.

All major and minor projects are subject to review. As an example, placement of a cell tower on a roof, while not classified as a major capital project, would still fall within the DRB's purview.

The DRB may recommend design elements for architects to consider as projects move through the design phases. Specifically, the DRB will review and make recommendations at three stages:

- 1) Site selection and design intent
- 2) Schematic design
- 3) Preliminary design

III. Board Composition

DRB membership shall include, but is not limited to, the following members:

- Chair – Chair of the BOV Administration, Buildings, & Grounds Committee
- Vice Chair – Chief Operating Officer
- Member from the BOV Administration, Buildings, Grounds & Committee
- Chief Facilities Officer
- Director of the Historic Campus
- Chair of the Committee on Sustainability
- Architectural Historian, Colonial Williamsburg
- Architect at large

Staff to the Board shall include, but is not limited to:

- Director, Facilities Planning, Design and Construction (FPDC)
- Associate Budget Director
- Project Manager (rotating based on project)

The DRB may call upon experts as needed. The President may appoint additional members or staff to the DRB as needed.

IV. Meetings

Quorum: Five members, one of whom must be the Chair or Vice Chair. Members may participate by phone or other electronic means.

Record: Minutes will be kept by staff to the DRB.

Action: Requires only a simple majority within a quorum.

Schedule: Meets four times a year in conjunction with the regularly scheduled meetings of the Board of Visitors and as needed in order to meet critical project schedule dates.

V. Submissions to the DRB

All presentations (site selection/design intent, schematic design, and preliminary design) will include at a minimum:

- A project sponsor
 - A project sponsor should be a member of the President's Executive Leadership Team

- Proposed projects that emerge from campus committees, studies, etc. should secure a project sponsor prior to moving forward with a concept or design
- A statement of defined scope and purpose
- An established budget to which any design must conform
 - The budget must include the proposed funding source(s)

Standard site selection presentations will include at a minimum:

- Topographical map of sites considered with proposed footprint imposed
- Selection criteria
- Advantages and disadvantages of each site

Standard architectural (schematic design and preliminary design) presentations will include at a minimum:

- Building footprint
- Elevations of all four sides
- Demonstration of compliance with order and elements of design guidelines
- Demonstration of compliance with architectural zone (Traditional to Transitional)
- Demonstration of actual building materials and mock-ups as required at the preliminary stage

VI. Authority

The DRB is advisory to the President of the university who remains subject to the oversight of the Board of Visitors.

William & Mary Guidelines for Naming and Renaming

Throughout the centuries, William & Mary has named and renamed specific elements of the campus environment – spaces, buildings, academic and other programs, and more – dozens of times. The following guidelines are intended to provide a consistent, principled, transparent approach for naming and renaming elements of the campus of William & Mary.

Decision-making, purview, and review processes

For names of buildings and objects in the campus environment, the Board of Visitors has final decision-making authority, as specified in its By Laws.

For names of programs, titles, and other matters, the President, Provost and Chief Operating Officer have decision-making authority, as generally delegated to them in the Board By Laws. Consultation with appropriate institutional bodies and constituencies is an expected assumption of normal process.

When naming is related to a philanthropic commitment, review shall be conducted by the University Advancement office and the Vice President for University Advancement shall make recommendations to the President, Provost or Chief Operating Officer, and Board of Visitors consistent with the guidelines set out in the university's gift acceptance procedures and policies.

Design principles for historical naming/renaming as part of the Campus Master Plan

1. The campus buildings and environment should help to educate

Consistent with William & Mary's current practice of contextualization of our historic campus – (i.e., telling its whole history in context) buildings and spaces should include robust historical context that reflects our expanding knowledge of the past – explaining and correcting incomplete or passed-over versions of William & Mary's history, in accessible ways.

2. The campus buildings and environment should affirm complexity

Names of buildings and spaces should represent William & Mary's broad and complex history. To recover more voices and stories that represent our past, it is necessary to commit to powerful historical work, in all of its complexity and depth.

3. The campus buildings and environment should promote honest and clear self-reflection of William & Mary's history

This work will be unwavering, to openly and clearly acknowledge the contributions of both those who are well known as well as those who have gone unrecognized, and those whose legacies impeded the nation's promise of universal human rights and equality.

Design Review Board guidelines for naming and renaming

Guiding principles developed in late 2020 as part of a two-month process of study, community input, and revision. This process was conducted by the Working Group on Principles of Naming and Renaming at the request of the president, as charged by the Board of Visitors.

1. William & Mary's naming and renaming process must represent the university's diverse constituencies

William & Mary's review process for naming and renaming shall be clear, follow established guidelines, be applied consistently and provide for input from diverse constituencies.

2. Names on buildings or spaces should represent William & Mary's evolving mission and values

When considering names for living persons and new spaces on campus, University Advancement shall follow its current practices of review, consistent with gift acceptance policies for the university and its related foundations.

When considering the naming or renaming after an historical person, William & Mary will examine the person's principal legacy in light of multiple criteria. These should include their actions during their lifetime, and, most significantly, their principal legacy in the present. The history and legacy of the university must be appropriately chronicled and explained. To demonstrate William & Mary's commitment to inclusion, equality and justice, attention should be focused on our present values of belonging, curiosity, excellence, flourishing, integrity, respect and service.

3. The campus environment should be curated holistically, as part of the Campus Master Plan

No building, structure or space should be considered in isolation. Coordination of the naming and renaming process with the Campus Master Plan is essential. The interrelationship of names across campus should reflect respect for the architectural integrity of the Campus Master Plan and consider the role of the name (honorific, memorialization, etc.).

A. Where appropriate and feasible, a name should be relevant to what it designates

In many cases, it is desirable to align a potential name with the functional use or occupancy of the space. This applies in practical ways when a parking lot is named for a building nearby; it may also apply symbolically, as with the naming of a science building, ISC 2, for William Barton Rogers, William & Mary alumnus and founder of

MIT. For this reason, where feasible, the naming and renaming process should be coordinated with the respective school, department, unit and university Advancement.

4. Naming or changing names of buildings or spaces shall contribute to the increase in diversity of commemorations across campus

The campus environment will embrace diverse individuals and perspectives across a broad array of differences. Naming and renaming provide unique opportunities to foster a more welcoming, equitable, and inclusive campus environment.

5. The decision to rename a building or space identified with an historical individual, cause or era should meet a high standard

The process of renaming must be done only after undertaking thorough and comprehensive research and deliberation. That process will take into account the current mission and values of the university.

A. The determination of whether an individual's name should be attached to or removed from a campus building or space will follow thorough research

In evaluating cases of potential naming and renaming, the DRB will define categories used to identify legacies created by an individual, such as civil rights leader, philanthropic leader, business leader, intellectual leader, etc. Recommendations for renaming of buildings and spaces must be accompanied by full documentation of personal attributes and actions that weigh in favor of or against renaming.

B. Substantive and extensive research is critical to aid in and validate new names

All historical research undertaken must adhere to the highest academic standards. This process will include consultation with others, including university schools, departments, units, affected communities, etc. The university may also consult as appropriate with historically linked indigenous tribes, local governments and cultural institutions such as the Colonial Williamsburg Foundation or Jamestown-Yorktown Foundation.

6. Building signs should clearly identify who a building is named for and why

William & Mary should provide signage, digital content and archival resources about the history and context of named places. William & Mary should strategize how building names, signage, gallery spaces and exhibitions, and deep historical recovery projects present different opportunities to honor or provide historical context about individuals from the past – with particular attention to how these people reflect William & Mary values today. As a vital component of naming and renaming decisions, contextualization serves to explain the significance of past and present campus design.

September 25, 2020

Page 1 of 1**A RESOLUTION HONORING EDWARD A. CHAPPELL, JR.**

Edward A. Chappell, Jr. '72 led efforts to uncover and shape the buildings and landscape of William & Mary, Williamsburg and the Commonwealth. A highly respected architectural historian and preservationist, he was a powerful proponent for humane and well-informed design and neighborly debate.

Mr. Chappell approached preservation in a forward-looking way, with a commitment to uncovering a more complete and complex picture of our history. His critique of design was anchored in his field-based knowledge of early American buildings, his studious attention to the work of the 1920s Rockefeller Restoration and his deep understanding that good details define the best buildings.

During his many years on William & Mary's Design Review Board, Mr. Chappell's expertise was unsurpassed. His insight enhanced architectural and landscape projects, transforming each into a better version of itself. Among his most notable contributions to the university, he advised and gave input on the formal investigation and historic structures reports on the Wren Building, the Brafferton, the President's House and the Dudley Diggs house (now the Bray School).

A vocal champion for historic preservation in Williamsburg, Mr. Chappell was a steadfast leader and active citizen. He advocated successfully for Pollard Park and Chandler Court to be added to the National Register of Historic Places.

Mr. Chappell's studied and thoughtful contributions are apparent in each of the projects he touched. These stand as a testament to his enduring legacy throughout the Commonwealth, in his long professional career at Colonial Williamsburg, and especially at his alma mater.

THEREFORE, BE IT RESOLVED, That the Board of Visitors recognizes the extraordinary service and accomplishments of Edward A. Chappell, Jr. and expresses its appreciation for his efforts that have enriched the landscape of William & Mary, this town and our state; and

BE IT FURTHER RESOLVED, That this resolution be included in the minutes of the Board and a copy of the same be delivered to his wife Susan Buck, with profound gratitude for Mr. Chappell's remarkable life and scholarship.

September 24-25, 2020

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;

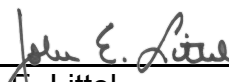
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: **14**

NAYS: **0**

ABSENT DURING CLOSED SESSION: **3**



John E. Littel
Rector