



# WILLIAM & MARY

CHARTERED 1693

## BOARD OF VISITORS MEETING MINUTES

APRIL 22-23, 2021  
ALUMNI HOUSE

The William & Mary Board of Visitors met on campus in Williamsburg on Thursday, April 22 and Friday, April 23, 2021.

On Thursday, April 22, the Executive Committee met from noon to 1:30 p.m. in Leadership Hall for a working lunch. The Committee on Audit, Risk and Compliance met from 1:45 – 3:00 p.m. in Leadership Hall and the Committee on Academic Affairs met from 2:15 – 3:00 p.m. in Hunter Hall. The Investments Subcommittee and the Committee on the Student Experience met from 3:15 – 4:00 p.m. in Leadership and Hunter Halls, respectively.

At 4:15 p.m., Mr. John E. Littel, Rector, convened a special session of the full Board in Hunter Hall.

### **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 phone)  
Mr. S. Douglas Bunch  
Ms. Sue H. Gerdelman  
Ms. Cynthia E. Hudson  
Ms. Anne Leigh Kerr (via phone)

Hon. Charles E. Poston  
Ms. Lisa E. Roday  
Dr. Karen Kennedy Schultz  
Mr. H. Thomas Watkins III  
Mr. Brian P. Woolfolk

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

### **BOARD MEMBERS ABSENT:**

Mr. James A. Hixon  
Mr. J.E. Lincoln Saunders

### **OTHERS PRESENT:**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Ms. Amy S. Sebring, Chief Operations Officer  
Ms. Carrie Nee, University Counsel  
Dr. Virginia M. Ambler, Vice President for Student Affairs  
Dr. David D. Dafashy, Medical Director of the Student Health Center  
Dr. Joshua Erlich, Professor of Physics  
Mr. Sam Hayes, Chief Facilities Officer  
Mr. Gregory M. Henderson, Assistant to the Vice President for Student Affairs and Chief of Staff  
Dr. Michael Luchs, Professor and Henry & Phyllis Shooks Professor

Ms. Sara L. Marchello, Associate Provost and University Registrar  
Ms. Mariellynn D. Mauer, Director of Conference Services  
Ms. Kathleen Mazzitti, Director of Advancement Events  
Ms. Corinne Picataggi, Chief Technology Officer  
Ms. Marjorie Thomas, Dean of Students  
Ms. Cortney Will, Executive Communications & Special Projects Manager  
Dr. Janice Zeman, Professor and Dean of Undergraduate Studies  
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

Upon convening the full Board Mr. Littel wished Mr. Anthony M. Joseph, Student Representative and Student Assembly President, happy birthday and the Board sang happy birthday to Mr. Joseph.

Mr. Littel reflected on the past year and what the Board's focus has been under pandemic. He expressed gratitude on behalf of the Board for all the work that has been done by students, faculty, staff and the local community since last spring.

Mr. Littel noted that there have been many formal and informal groups across campus that have gathered to collaborate and find solutions to challenges faced under pandemic. He said the purpose of this special meeting is to hear from William & Mary staff and faculty who have been involved in collaborative efforts across campus to solve pandemic driven issues. The panel will share what has been learned that can be taken forward post pandemic, best practices, own experiences and departmental experiences.

Mr. Littel called on President Katherine A. Rowe to moderate the discussion. President Rowe said the panel will have a discussion around questions being asked as the university reengages in strategic planning. The questions included (1) how has the university matured, (2) what should be carried forward post pandemic, (3) what should be left in the past, and (4) what are key success factors for maintaining momentum gained under pandemic.

President Rowe said that prior to pandemic, as strategic planning began, an identified goal was to break down silos on campus and have people work together as one university not just by department. Silos were identified by William & Mary faculty and staff as the number one obstacle in successfully and efficiently completing their work. Throughout the pandemic there has been a bridging of different functions and a transformation of collaboration across functions and domains at William & Mary.

President Rowe called on Ms. Amy S. Sebring, Chief Operations Officer, to introduce five of the twelve panelists. Ms. Sebring noted that while only two report directly to her all five have become integral colleagues in the university's planned response to COVID-19. Ms. Sebring introduced the following panelists.

- Ms. Corinne Picataggi, Chief Technology Officer, has helped with health logistics and processes under pandemic. She oversees the William & Mary dashboard, worked with the Virginia Department of Health (VDH) on the higher education dashboard for the Commonwealth to track cases, and developed a case management system that has managed all William & Mary's contact tracing. Ms. Picataggi, and her team, have also overseen all the behind the scenes testing interfacing, and she serves as the point of contact for vaccines.
- Ms. Mariellynn D. Mauer, Director of Conference Services and PPFA President, has been the lead for all quarantine and isolation housing on campus. Ms. Mauer was instrumental in identifying what students would need during quarantine or isolation. She also helped oversee and plan the logistics of transitioning on-campus students to quarantine and isolation spaces when needed.
- Ms. Cortney Will, Executive Communications & Special Projects Manager, has worked on COVID-19 related communications. She has managed responses and Q&As to the public to make sure they were being kept up to date.
- Mr. Sam Hayes, Chief Facilities Officer, who joined the university in July 2020, has approached his job not only with an eye to getting tasks done but with recognition on how the work reflects on William & Mary. He has been people-focused throughout. As an example of the collaborative work that has occurred this year, Ms. Will brainstormed with Mr. Hayes, to address concerns the house keeping staff had about cleaning quarantine and isolation areas. Together they were able to recommend outsourcing this task to a firm that is familiar with cleaning such spaces.
- Ms. Kathleen Mazzitti, Director of Advancement Events, converted her project management and event planning skills to oversee and coordinate all COVID-19 testing.

Dr. Virginia M. Ambler, Vice President for Student Affairs, introduced the following panelists.

- Dr. David D. Dafashy, Medical Director of the Student Health Center, provides health care for students. Under pandemic Dr. Dafashy took the initiative to convene the statewide medical directors to share information across institutions. He has also served as a member of the Public Health Advisory Team.
- Ms. Marjorie Thomas, Dean of Students, has been at the forefront of meeting student's emergency needs. Dean Thomas and her staff have been collaborators for students on areas such as accessibility, technology support, financial aid, working with the Studio for Teaching Learning & Innovation and the Committee on Academic Status as students evaluate their path to degree. She has also been a part of the Provost's Resilient Curriculum work.
- Mr. Gregory M. Henderson, Assistant to the Vice President for Student Affairs and Chief of Staff, is a member of the *Late Night Crew* responsible for ensuring the most accurate data regarding prevalence testing and tracking is available and communication happens in a timely fashion. Panelists, Ms. Picataggi and Ms. Mazzitti, are also members of the *Late Night Crew*. He has also served on the Unified Communications team, focusing especially on communications with students and families, and has been instrumental in the Healthy Together accountability system.

Dr. Peggy Agouris, Provost, noted that the panelists represent every component of the university and how well the university worked together to address challenges under pandemic. Then she introduced the following panelists.

- Dr. Joshua Erlich, Professor of Physics. Dr. Erlich's research has focused on elementary particle physics and gravity. He has been successful in including undergraduate and graduate students as co-authors in his publications. He serves as William & Mary's representative on the Advisory Council of the Virginia Space Grant Consortium and he participates in many science outreach activities. Dr. Erlich is the undergraduate program director in the Physics Department and contributed to efforts to navigate teaching and learning under pandemic as the chair of the Educational Policy Committee.
- Dr. Michael Luchs, Shook Term Distinguished Professor of Marketing, whose research interests include sustainable consumption and product design. Dr. Luchs has been an active member of the Curriculum Subcommittee of the President's Plan Ahead Team, which was created last year to help navigate through the pandemic. The Curriculum Subcommittee is still active and works with the Provost to advise on various topics such as returning to campus in the fall.
- Ms. Sara "Sallie" L. Marchello, Associate Provost and University Registrar, has provided leadership within the administration regarding academic policy and instructional records. She has also been involved in the maintenance and management of academic records, and biographical information for current student and alumni. Ms. Marchello chairs the Academic Calendar Committee which builds and maintains academic schedules and the course catalog for William & Mary departments and programs. She has worked to ensure courses are delivered and available to students remotely and in person and found spaces for classes no one ever imagined could be used for that purpose.
- Dr. Janice Zeman, Professor and Dean of Undergraduate Studies, is an expert in the field of child and adolescent development, particularly the role of emotion regulation in the development and maintenance of depression and anxiety disorders among youths. As Dean of Undergraduate Studies for Arts & Sciences she has overseen thirteen departments and programs in the social and natural sciences. She has also overseen academic policies for undergraduates and worked closely with the transfer office of the university.

President Rowe asked the panelists to share statistics that would convey the scale and challenge of the work undertaken over the past year. Statics shared by panelists included:

- The university distributed over \$300,000 to over 300 students during pandemic in emergency funding to make sure students were safe and had resources needed during emergency transition.
- After creating a schema for identifying an instructional method, three thousand plus sections, across all five schools, were converted to from face-to-face to a variety of COVID delivery methods.
- The Office of Academic Advising has had all meetings with students via Zoom. During a non-pandemic year there are approximately 800 annual visits and to date there have been 1,400 visits.
- There have been 383 students in Richmond Hall, the quarantine and isolation dorm.
- Over 5,000 COVID tests were administered during the week of April 19. In total there have been over 68,000 COVID tests via mail and in person, 28,000 of which have been conducted in Kaplan Arena with 150 faculty, staff and student volunteers.
- Communications is difficult to quantify but there have been over 40 COVID messages and more than a dozen webpages created. Pandemic pushed the university to revamp how it communicates and the ability to integrate across the university.
- There have been approximately 290 positive COVID-19 tests among students for the current semester.

- The university has sent over 15,000 vaccination invitations connecting people in the community with opportunities to get vaccinated and 5,000 text messages reminding people of opportunities. There have been 1,300 cases through case management. Over 20 enterprise processes and systems have been created to support COVID. Thirty new reports were created to support health logistics and aggregate data across five systems.
- Over 1,200 calls came into the call center, most of which were during the week students returned to campus last August. There were over 80 case managers to work with families to answer questions.
- Thirty-three buildings were fogged nightly, which equals 563 rooms a night. Of the 250 plus facilities employees there were only nine COVID case, none of which were hospitalized.
- Each semester classed began remotely to accommodate the phased return but once students returned to campus, in person classes have continued.
- The pandemic has not slowed down the planning of faculty. The Educational Policy Committee has not seen a decrease in the number of new course applications.

President Rowe asked the panel to talk about how William & Mary has matured as an organization from their perspective. Responses included:

- There has been more collaboration and partnerships across campus to address the challenges during pandemic. Over two-thirds of undergraduates were able to be on campus because of collaboration and creativity.
- Learned more about what can be done versus what can't be done. This perspective has changed the way people work together and how to focus on the intended outcome.
- There has been a growth in confidence of how William & Mary can weather challenging times.

A discussion ensued regarding how Facilities Management transitioned to a seven day a week cleaning schedule.

- The relationship with students has evolved. There is less of a sense of hierarchy and more of a sense of partnership.

A discussion ensued regarding around conflicts the university medical staff faced and how staff worked through what was best for the student/patient. The discussion continued with panelists identifying things/tasks that prior to the pandemic they didn't think they could do, in relation to their position, but have since found out they can do.

During the discussion several things were identified to carry forward post pandemic, including:

- Confidence in developing new modalities. Newfound ability to take risks and adapt.
- Permission to think differently.

President Rowe asked the panel things identified that should be laid aside post pandemic. The panel mentioned the following:

- The medical staff has found that patients don't necessarily have to be in person to be treated. The thought process that all patients must be seen face-to-face no longer stands.

President Rowe asked if there were any additional lay asides and Dr. Erlich added that he believes the university is going to find unique ways to use technology.

Another lay aside identified by Ms. Picataggi is the aversion to risk.

President Rowe asked the panel to share key success factors they think will attribute to maintaining momentum. Key success factors identified include:

- Be intentional about the spirit of collaboration and seek opportunities to collaborate.
- Knowing William & Mary matters because of the people.
- Continue having staff see the integral roll they play in the William & Mary brand.
- William & Mary continues to value its people.
- Continue looking forward.

A discussion ensued regarding the strategic planning process and whole institution thinking; collaboration among other institutions and organizations regarding operating under pandemic; and allowing people to act with minimal bureaucracy because the lack of time.

President Rowe began a lightening round asking each panelist to share a brief statement on how they have changed. Responses included:

- Mr. Hayes – have become more adaptable, relatable and flexible.
- Mr. Henderson – learned to embrace discomfort.
- Dr. Zeman – learned how to be happy day to day at home.
- Ms. Marchello – have become more flexible.
- Ms. Maurer – become more grateful, empathetic and look for the silver lining.
- Dr. Dafashy – more conscious of practicing integrated wellness on a professional and personal level.
- Dr. Erlich – more proud of being a professor at William & Mary after witnessing the dedication of the students, faculty and staff over the past year.
- Ms. Thomas – believes in the impact of her role and who she is in this role.
- Ms. Picataggi – has wisdom that didn't have prior to COVID-19 and a new perspective.
- Ms. Will – confidence has increased.
- Ms. Mazzitti – learned to give herself more grace and not try to be such a perfectionist.
- Dr. Luchs – learned the importance to give students more options and make their own decision.

President Rowe thanked the panel and gave the floor back to Mr. Littel. Mr. Littel thanked the panelists for their time and for sharing their experiences with the Board. He stressed that the skills and collaboration learned will be used in the years to come. The panel received a standing ovation.

There being no further business, Mr. Littel adjourned the full meeting of the Board at 5:44 p.m.

That evening the full Board convened in the Goodwin Room at the Williamsburg Inn for dinner from 6:30 – 10:00 p.m. A conversation ensued regarding topics discussed earlier in the day at the committee meetings, as well as a review of the agenda for the full Board meeting. President Rowe commented on the university's response to the pandemic in the past year, enrollment expectations, the General Assembly Session and university financials, and plans for commencement. Board members expressed

their appreciation and admiration for work of the university's pandemic response team, who presented to the full Board prior to the dinner.

**BOARD MEMBERS PRESENT THURSDAY EVENING:**

Mr. John E. Littel, Rector

Mr. William H. Payne II, Vice Rector

Ms. Barbara L. Johnson, Secretary

Hon. Mari Carmen Aponte

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Ms. Cynthia E. Hudson

Hon. Charles E. Poston

Ms. Lisa E. Roday

Dr. Karen Kennedy Schultz

Mr. H. Thomas Watkins III

Mr. Brian P. Woolfolk

**BOARD MEMBERS ABSENT:**

Mr. Mirza Baig

Mr. Victor K. Branch

Mr. James A. Hixon

Ms. Anne Leigh Kerr

Mr. J.E. Lincoln Saunders

Also present was William & Mary President Katherine A. Rowe and Provost Peggy Agouris.

**FRIDAY, APRIL 23**

On Friday morning, April 22, the AD HOC Committee on Organizational Sustainability & Innovation from 7:30 – 8:15 a.m. in Hunter Hall, followed by the Committee on Administration, Buildings and Grounds from 8:15 – 9:00 a.m.

Mr. H. Thomas Watkins III, co-chair, called the AD HOC Committee on Organizational Sustainability & Innovation, a committee of the whole, to order at 7:33 a.m.

**BOARD MEMBERS PRESENT FRIDAY FOR THE AD HOC COMMITTEE:**

Mr. Mirza Baig, Co-Chair

Ms. Barbara L. Johnson, Co-Chair

Mr. H. Thomas Watkins III, Co-Chair

Hon. Mari Carmen Aponte

Mr. Victor K. Branch (via phone)

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Ms. Cynthia E. Hudson

Ms. Anne Leigh Kerr (via phone)

Mr. John E. Littel, Rector

Mr. William H. Payne II

Hon. Charles E. Poston

Ms. Lisa E. Roday

Dr. Karen Kennedy Schultz

Mr. Brian P. Woolfolk

Mr. Anthony M. Joseph, Student Representative

**BOARD MEMBERS ABSENT FRIDAY FOR AD HOC:**

Mr. James A. Hixon

Mr. J.E. Lincoln Saunders

Dr. Thomas J. Ward, Faculty Representative

Ms. Arielle S. Newby, Staff Liaison

**OTHERS PRESENT FOR AD HOC:**

Dr. Katherine A. Rowe, President

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs

Dr. Fanchon Glover, Chief Diversity Officer

Mr. Timothy A. Wolfe, Associate Vice President for Enrollment & Dean of Admission

Ms. Janet Crenshaw Smith, Ivy Planning Group President and Co-Founder (via phone)

Mr. Gary A. Smith, Ivy Planning Group Co-Founder (via phone)

Ms. Valerie Jones, Ivy Planning Group Project Manager (via phone)

Ms. Carla Moreland, President of the Alumni Association Board of Directors (via phone)

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

After recognizing the other committee co-chairs, Ms. Johnson and Mr. Baig, Mr. Watkins introduced Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs.

Mr. Broaddus reported that the committee's presentation would include discussion of two pre-reads as follows: phased enrollment growth and strategic assessment of diversity, equity and inclusion (DEI) work underway by the Ivy Group, an external expert retained by the university.

Mr. Broaddus summarized William & Mary's unique position for strategic planning, dashboard renewal, and analysis of recent rankings. In particular, he outlined the university's position viz a viz public and private ivies, and discussed the ongoing challenge of how best to preserve academic quality while optimizing and resolving tension between an operating model that looks like a private ivy and a financial model that tends toward a public institution.

As William & Mary reconvenes the strategic planning conversation, President Rowe noted the importance of tracking those measures that matter most to William & Mary while building them into the dashboard. William & Mary prizes how well resources are allocated with respect to its missions. On the one hand, *US News and World Report* ties the university fourth with Princeton for 'Teaching' but that is only one of the independent metrics generally accepted in higher education. A discussion ensued regarding *US News and World Report* metrics.

*7:46 a.m. - During the discussion the meeting had to pause momentarily because the push-to-talk mics on each table lost power. While the AV team addressed the technical issue, handheld mics were handed out to allow members who wanted to contribute to the discussion to be heard by those listening to the meeting via the conference line provided on the Board of Visitors' website.*

President Rowe noted *The Princeton Review* ranks W&M as number one in 'Internships.' With a core value of excellence and affordability, undergraduate teaching is always going to be paramount.

Provost Agouris reminded those present the importance of recognizing that rankings remain an important part of how institutions are perceived, so W&M must be strategic and deliberate in its conversation.

The discussion continued regarding metrics used in generating the *US News and World Report* rankings.



With DEI representing one of two pre-reads, Dr. Fanchon Glover, Chief Diversity Officer, introduced the following principals from the Ivy Planning Group who were participating by phone: Ms. Janet Crenshaw Smith, president and co-founder; Mr. Gary Smith, Sr., co-founder; and Ms. Valerie Jones, project manager.

After introductions, the Ivy Planning Group, a 30-year old consulting firm that focuses on DEI as a core mission enabler, outlined a process for their work which will include an organizational assessment, both quantitative and qualitative. Key deliverables will include a report of findings and critical consensus for building a road map and strategic plan.

*8:11 a.m. - The technical issue involving the push-to-talk mics was resolved.*

After a brief discussion regarding materials provided to the Ivy Planning Group, Dr. Glover noted that the goal is to have the final report to President Rowe prior to the Board's summer retreat in late July.

Given time constraints, Mr. Broaddus delivered a quick summary of the second pre-read regarding phased enrollment growth and encouraged the Board to reach out if they have questions regarding enrollment. He noted the intention to accelerate the timeline and invited questions.

A discussion ensued regarding enrollment metrics and the applicant pool.

President Rowe echoed her appreciation for the work of the Admissions team, noting that programs like Verto will open opportunities for students about which W&M cares deeply, e.g., the Study Abroad Program, ensuring accessibility and affordability.

There being no further business, Mr. Watkins adjourned the meeting at 8:19 a.m.

At 9:22 a.m. Mr. John E. Littel, Rector, convened the full Board.

**BOARD MEMBERS PRESENT FRIDAY FOR THE FULL BOARD MEETING:**

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 phone)

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Ms. Anne Leigh Kerr (via phone)

Hon. Charles E. Poston

Ms. Lisa E. Roday

Mr. J.E. Lincoln Saunders (via phone)

Dr. Karen Kennedy Schultz

Mr. H. Thomas Watkins III, Co-Chair

Mr. Brian P. Woolfolk

Mr. Anthony M. Joseph, Student Representative

Ms. Arielle S. Newby, Staff Liaison

**BOARD MEMBERS ABSENT FRIDAY FOR THE FULL BOARD MEETING:**

Mr. James A. Hixon

Ms. Cynthia E. Hudson

Dr. Thomas J. Ward, Faculty Representative

**OTHERS PRESENT FOR THE FULL BOARD MEETING:**

Dr. Katherine A. Rowe, President

Dr. Debbie L. Sydow, RBC President

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Dr. Ann Marie Stock, Vice Provost for Academic and Faculty Affairs

Dr. Maureen Elgersman Lee, Mellon Engagement Coordinator for African American Heritage

Dr. John T. Wells, Dean and Director for VIMS

Dr. David S. Armstrong, Chancellor Professor of Physics

Ms. Carla Moreland, President of the Alumni Association Board of Directors (via phone)

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. Littel advised that a majority and quorum of the Board was present at the Alumni House and the following members were participating by phone: Mr. Victor K. Branch, Ms. Anne Leigh Kerr and Mr. J.E. Lincoln Saunders.

Mr. Littel noted that there is a plaque in the Board room that reminds members to "Take Care of Our College." He said over the course of the past year that has been the main focus of the Board and administration. Mr. Littel said that while this has been the focus of the Board it is limited in what it can do alone.

Mr. Littel highlighted the special meeting of the Board held the day before that showcased staff and faculty who have led the university's response to the pandemic. During the meeting staff and faculty discussed how they worked collaboratively, with those across campus, often for the first time, to break down silos. The collaboration, along with the engagement and compliance of students, staff, faculty and the community, have resulted in the university having less than 300 confirmed cases, to date, of COVID-19.

Mr. Littel provided a brief overview of what would be discussed and brought before the Board at the meeting. Topics discussed or acted on included RBC's COVID-19 response, a progress report on the RBC Task Force on Racial Justice and Equality, financial and enrollment updates for William & Mary, and naming and renaming on the William & Mary campus.

Mr. Littel said that all buildings at William & Mary known to be associated with the Confederacy have been reviewed with plans in place to rename or contextualize. He also noted that following the Board's action on naming and renaming, the university will focus on adding contextualization to references at William & Mary to the nation's founders. Mr. Littel said it is important to acknowledge their contributions to the nation and the university while also being honest about their shortcomings and failings. These actions highlight the importance of acknowledging and commemorating the complete and complex history of the institution.

Mr. Littel said that while the Board recognizes the financial needs of the university it is also cognizant of the financial and emotional strain being experienced by students and families. Mr. Littel expressed gratitude for the work that has been done by the chair of the Committee on Financial Affairs, Mr. Hixon, and the finance team. He said that due to the finance team's work and the support from the Governor and General Assembly this year to higher education, the Board would vote to keep undergraduate tuition at the same level as FY21.

Mr. Littel said the Board would consider extending the contract of Dr. Debbie Sydow, President of Richard Bland College, and recognize the service of Dr. John T. Wells, Dean and Director of VIMS, who will retire at this end of this academic year.

Mr. Littel thanked the Student Representative to the Board and Student Assembly President, Mr. Joseph, for his service to the Board. He said Mr. Joseph's work, as Student Assembly President, over the past year on the COVID-19 response, naming and renaming, and maintaining affordability for students. Mr. Littel called on Mr. Joseph who introduced his successor as Student Assembly President, Ms. Meghana Boojala and her Vice President Zenobia Goodman.

Mr. Littel concluded his opening remarks recognizing Board member Mr. H. Thomas Watkins III. Mr. Watkins is completing two terms on the Board where he has served as vice rector and chair of several committees. In addition, Mr. Watkins also served as the chair on the Presidential Search Committee that selected President Rowe.

Mr. Littel then called on Richard Bland College (RBC) President Debbie L. Sydow to make opening remarks.

President Sydow's remarks included highlights from the RBC Committee meeting held virtually on Monday, April 19. During the RBC Committee meeting, members received an updated from both the RBC Task Force on Racial Justice and Equity and The Safe & Secure Taskforce. She read the following from the Spring Progress Report on the Racial Justice & Equity Task Force:

*Although colleges and universities have a checkered past when it comes to racial justice in the United States, they have also served as generators of knowledge, beacons of light, and symbols of hope for all people seeking to improve themselves, their communities, and ultimately their society. Therefore, it is imperative that academic institutions step forward to do their part in building capacity and creating systemic changes that model equality, equity, and inclusion in diverse learning and working spaces.*

President Sydow reported on actions taken during the Committee that would be brought before the full Board. Several actions are related to the reorganization underway at RBC to achieve its strategic enrollment and sustainability goals. This includes appointing Dr. Tyler Hart as Provost, Jesse Vaughan as Chief Communications and Marketing Officer, and Tiffany Birdsong as Director of Academics.

President Sydow discussed the MOU signed between RBC and William & Mary in May 2020 to continue piloting the Promise Scholars program, and that agreement extends through the 2021-2022

academic year. The original MOU signed in 2017 called for a full program review which has been deferred to fall 2021 when more data is available. Once the review has concluded and the report is available President Sydow and President Rowe will review and recommend a path forward.

President Sydow asked the Board to remember when considering RBC's budget request that RBC students have suffered disproportionately during the pandemic. She said the budget presented, which was also presented at a virtual public hearing held on April 19, aligns with RBC's 2025 strategic goals. President Sydow said RBC's FY22 budget reflects state general fund support appropriated for RBC on the final actions of the 2021 General Assembly, and it anticipates tuition and fee revenue based on 20,000 credit hours for the 2021-2022 academic year. She said the RBC administration has recommended increasing mandatory fees by 3% to offset direct costs in FY22, while keeping tuition levels at the current level.

Mr. Littel then called on William & Mary President Katherine A. Rowe to make opening remarks and asked her to recognize Dr. Ann Marie Stock, Vice Provost for Academic and Faculty Affairs, at the conclusion of her remarks to introduce the Mellon Engagement Coordinator.

In her opening remarks, President Rowe highlighted accomplishments of the university. She noted that because of the hard work of staff and faculty leading the pandemic response William & Mary is managing through the largest budget shortfall in a century while still holding tuition flat, launching new programs, taught in new ways, collaborating across silos and planning for an in-person Commencement. President Rowe said that the university will begin to move through the phases of a return to in-person work and learning during the summer, consistent with public health and Commonwealth guidelines.

President Rowe said that during the final phase of strategic planning, the university will identify how to carry forward the momentum gained during pandemic.

President Rowe said that as the semester comes to a close it is a time to persevere with empathy. She said people can give each other grace and find space for respite. She mentioned how important it was to verify rumors before acting on them. She said this is also a time for the university to take pride in its ability to pull together through challenges and conflict. President Rowe said that the pandemic response brought the university and community together in ways that would have been unimaginable at the beginning of pandemic in spring 2020.

President Rowe said the Board meetings brings to conclusion key steps in naming and renaming that were prioritized by the report of the Working Group on Principles of Naming and Renaming, and will take up the administration's recommended tuition and budget proposals for FY22.

President Rowe reflected on the special session held the day before where the Board focused on the four strategic planning questions. She said the conversation reflected the university's key success factors in sustaining momentum over the next several years, from what has been learned during pandemic and the resulting achievements.

President Rowe introduced Vice Provost Stock who introduced Dr. Maureen Elgersman Lee, Mellon Engagement Coordinator for African American Heritage. Vice Provost Stock said the university has a

grant from the Mellon Foundation devoted to telling a more inclusive story of the nation's history, one that encompasses the experiences of African Americans, and Dr. Elgersman Lee's has been hired to undertake this work.

Dr. Elgersman Lee thanked President Rowe and Vice Provost Stock for their welcome. She then provided a brief overview of her work history.

Mr. Littel recognized Carla Moreland, President of the Alumni Association Board of Directors, who was joining the meeting via phone.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of February 25-26, 2021. Prior to a motion being made Mr. Michael J. Fox, Secretary to the Board of Visitors, noted that Ms. Aponte had requested an "s" be added to the word "Ground" on page 9, fifth paragraph, of the draft minutes so the minutes reflect the Committee on Administration on Buildings and Grounds, not Ground. Mr. Littel requested a motion to approve the minutes as amended (**appended**). Motion was made by Mr. Payne, seconded by Ms. Roday and approved by roll call vote – 15 – 0 – conducted by Mr. Michael J. Fox, Secretary to the Board. Mr. Hixon and Ms. Hudson were absent from the meeting.

The Rector called for the reports of the standing committees.

Mr. Branch reported for the **Richard Bland College (RBC) Committee** that met virtually on Monday, April 19. Mr. Branch thanked members of the Committee for their engagement and support of RBC. He noted the Committee received an update on the work of the RBC Task Force on Racial Justice and Equity, as President Sydow had mentioned, led by Dr. Evanda S. Watts-Martinez and Dr. Thom C. Addington. Mr. Branch said RBC has work that needs to be done in regard to diversity, equity and inclusion, but he is overwhelmed by the works that is being done the Task Force. He also highlighted the work being done by the The Safe & Secure Taskforce, led by Mr. Jeffery Brown.

On behalf of the Committee, Mr. Branch moved adoption of **Resolution 1**, Resolution to Approve FY22 Operating Budget Proposal; **Resolution 2**, Resolution to Approve FY22 Tuition & Fees; **Resolution 3**, Appointment to Fill Vacancy in the Executive Professional Staff; **Resolution 4**, Appointment to Fill Vacancies in the Professional Staff; **Resolution 5**, Resolution to Approve Academic Promotion; **Resolution 6**, Retirement of Alice Jabbour, HR Specialist; and **Resolution7**, Resolution to Approve Naming of Building – Pecan Hall. **Resolutions 1-7** were approved as a block by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Littel called on Mr. Baig, vice chair of the **Committee on Financial Affairs**, who was filling in for chair Mr. Hixon. Mr. Baig noted the Committee is meeting during the Board meeting instead of having a separate Committee meeting so the full Board could participate. Mr. Baig called on Dean Wells to report on VIMS.

Dean Wells provided a summary of what was included in the Governor's Introduced Budget as it pertains to VIMS, which included funds for a Shellfish Aquaculture and Seagrass Cooperative Research Program; Furniture, Fixtures, and Equipment (FF&E) for the Eastern Shore Laboratory; and FF&E for the Acuff Center for Aquaculture. Funding for these programs will be effective in FY22. Dean Wells

highlighted amendments requested by VIMS to the Governor’s Introduced Budget, compared what came out of the House and Senate, and what was included in the final budget. Of the four amendments requested, three received funding (the Underrepresented Minority Postdoctoral Research Associate Program was not funded). Dean Wells provided an overview of VIMS FY22 operating budget revenue and expenditures by program. He concluded his presentation by highlighting VIMS competitive edge during COVID-19 to obtain grants and contracts, and future opportunities for VIMS with regard to funding including increasing faculty interest in innovation and entrepreneurial activities.

Mr. Baig called on Ms. Amy S. Sebring, Chief Operating Officer. Ms. Sebring provided an update on the FY21 budget. The final projected budget shortfall is \$38.8 million. The university is required to have a balanced budget and she highlighted how William & Mary has covered the shortfall. The main source to fill the gap came from cost containment efforts on campus which resulted in \$17.4 million followed by debt refunding (\$10.7M), state support (\$4.3M) and COVID-19 relief (\$6.4M).

Ms. Sebring reported on the FY22 budget. She provided a tuition modeling update by reminding the Board what had been projected at the February 2021 Board meeting, prior to General Assembly action being finalized, and what is now being recommended to the Board. Updated modeling included a 2% or 0% tuition increase for FY22 and a 2% or 4.6% tuition increase for FY23. Ms. Sebring discussed William & Mary’s commitment to affordability and tuition and fee predictability. She noted that both scenarios would result in a revenue shortfall, but indicated that the budget could be balanced through one-time actions and/or enrollment growth if undergraduate tuition was held flat for FY22.

Looking at fees, Ms. Sebring noted that the Commonwealth limits annual increases on mandatory non-E&G fees to 3% or less unless funds are needed to support state-mandated compensation actions, state-authorized capital projects or student health services. She said auxiliaries are supported with mandatory non-E&G fees and do not receive any state funding.

Ms. Sebring said action taken by the 2021 General Assembly included an increase in salaries which put pressure on budgets; particularly auxiliary services since they receive no state funding. She said the proposed 3% fee increase was needed to cover the state-mandated actions on salaries and debt service on capital projects already underway. The proposed room and board increases (2.5%) were also held at a minimum to cover the mandated salary and fringe benefit increases. Ms. Sebring said after reviewing the FY22 projected budget and incorporating the proposed fee increase the administration is recommending the Board hold undergraduate tuition the same for FY22. She said there will be a few market-based tuition adjustments for select graduate programs. Ms. Sebring provided an overview of **Resolution 20**, FY22 Tuition and Fee Structure for Full- & Part-Time Students.

Ms. Sebring paused a moment to ask the chair if he wanted to take action on the resolutions brought forth so far by the Committee on Financial Affairs. Mr. Fox advised **Resolution 19**, VIMS FY 2021-22 Operating Budget Proposal; **Resolution 20**, W&M FY22 Tuition and Fee Structure for Full- and Part-Time Students; and **Resolution 21**, W&M FY2021-22 Operating Budget Proposal can be voted on as a block. Mr. Woolfolk requested that **Resolution 21**, W&M FY2021-22 Operating Budget Proposal, be removed from the block. **Resolution 19** and **Resolution 20** were moved by Mr. Baig on behalf of the Committee on Financial Affairs, seconded by Ms. Johnson, and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting. Ms. Sebring

continued her presentation and provided an overview of the William & Mary 2021-22 Operating Budget.

Mr. Littel said that there is a good opportunity to work with the General Assembly this year to convert one-time funds into ongoing funding. He also said the university needs to continue to look for cuts to expenses and continue to grow enrollment.

Ms. Sebring continued her presentation by providing an overview of the FY22 proposed operating budget. She said the operating budget for FY22, with support from affiliated foundations, will exceed \$500 million. If foundation support is removed from the budget, tuition and E&G fees account for almost 50% of the revenue in the operating budget. She said auxiliary revenue is the second largest revenue generator, which is largely student fee driven. Two-thirds of the budget is student driven.

Ms. Sebring said the university's FY22 budget is projected to be \$492 million. She said the revenues in this budget are projected to increase 5.1%. This is a result of state general funds, increase in tuition revenue related to enrollment growth, and an increase in university private funds.

A discussion ensued regarding auxiliary revenue.

Ms. Sebring said expenditures are projected to increase 4.4% in FY22. This is due to the state-imposed cost increase to salaries, fringe benefits and financial aid. Ms. Sebring said that as part of the strategic planning process she and Provost Agouris are leading a process with the Deans and other members of Cabinet in revising the budget process. The focus is around cost containment with the long-term goal of being able to bend the cost curve.

Ms. Sebring provided further budget details by major programs. E&G (Academic) Program received a 10% general fund increase, undergraduate tuition has been held flat for four years, and the budget is balanced from reallocations, enrollment growth, and one-time actions. The FY22 state salary action is the single largest driver in E&G expenditures. The state is requiring a 5% across-the-board for 122 classified W&M employees and allows institutions to award up to 5% on average for other employees. William & Mary will provide 2% across-the-board for all employees in good standing. There will also be a 3% pool to reward performance, address market misalignment and compression issues. Ms. Sebring mentioned the university will include \$62.4 million in the FY22 budget for student financial aid. She said auxiliary enterprises is projected to expend \$116 million in FY22. The auxiliary budget was built with the prioritization of student affordability in mind. New initiatives are being funded through internal reallocations rather than increasing student fees. Fee increases are limited to salary and fringe benefit actions, debt service and contractual inflationary increases. She concluded by providing an overview on **Resolution 21**, W&M FY 2021-22 Operating Budget.

Mr. Woolfolk said he would be opposing **Resolution 21**, W&M FY 2021-22 Operating Budget, because of the \$500,000 allotment to Highland. He said that while he appreciates the people and the research that takes place at Highland the university cannot continue to lose that much money each year. Mr. Woolfolk added that he didn't think Highland was an appropriate place to be putting auxiliary resources particularly as the campus goes through the naming and renaming process.

A discussion continued regarding Highland, the historical significance and research taking place there.

Mr. Baig moved **Resolution 21**, W&M FY 2021-22 Operating Budget, on behalf of the Committee on Financial Affairs. The motion was seconded by Mr. Littel and approved by roll call vote – 13-1 – conducted by Mr. Fox. Mr. Woolfolk voted no, Mr. Saunders was not present at the time of the vote, and Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Baig reported for the **Investments Subcommittee**. He said the performance for the BOV Endowment has been strong for FY21 and hit a key milestone of \$100 million in total assets under management. He noted the Endowment is up nearly 19% over the past year. There were no significant changes in policies and positions. Mr. Baig said the Committee had a conversation about divesting from fossil fuels, an effort supported by the Student Assembly. Mr. Baig said the Committee is awaiting a report from The Optimal Service Group regarding exposure to fossil fuels, which is expected to be less than 1%. The BOV Endowment currently has a 3.3% exposure to natural resources and energy. Mr. Baig said the Committee asked The Optimal Service Group to provide a framework on Environmental, social and corporate governance reporting that the university can adopt.

On behalf of the Committee, Mr. Baig moved **Resolution 18**, Amendment to the Investment and Spending Policy for Endowment. The motion was seconded by Ms. Gerdelman and approved by roll call vote – 15-0 – by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Woolfolk reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda. Mr. Woolfolk reported there were no material deficiencies found in the annual audit conducted by the Auditor of Public Accounts for the Commonwealth of Virginia for RBC and William & Mary. There were no action items.

Dr. Schultz reported for the **Committee on Academic Affairs** and briefly reviewed the agenda. Dr. Schultz asked Provost Agouris to highlight her presentation given during the Committee meeting.

On behalf of the Committee, Dr. Schultz moved adoption of **Resolution 8**, Appointment to Fill A Vacancy in the Instructional Faculty; **Resolution 9**, Award of Academic Tenure; **Resolution 10-R (appended)**, Designated Professorship; **Resolution 11**, Faculty Promotions; and **Resolution 12**, Leave of Absence. **Resolutions 8-12** were approved by roll call vote – 14-0 – by Mr. Fox. Mr. Payne was not present at the time of the vote. Mr. Hixon and Ms. Hudson were absent from the meeting.

Dr. Schultz then moved the following resolutions on behalf of the Committee on Academic Affairs: **Resolution 13**, Retirement of Carey K. Bagdassarian, Interdisciplinary Studies; **Resolution 14**, Retirement of Gregory S. Hancock, Department of Geology; and **Resolution 15**, Retirement of Virginia McLaughlin, School of Education. **Resolutions 13-15** were approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Littel called on President Rowe, who introduced **Resolution HC-4 (appended)**, Renaming of the Department of History to the Harrison Ruffin Tyler Department of History. The resolution renames the Lyon Gardiner Tyler Department of History to the Harrison Ruffin Tyler Department of History.



Dr. Schultz moved **Resolution HC-4** on behalf of the Committee on Academic Affairs. The motion was seconded by Mr. Payne and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds** and reviewed the agenda. Mr. Payne also reported on agenda items from the Design Review Board which met Wednesday, April 21, which included the university's plans to diversify its energy portfolio. He also acknowledged the retirement of Dean Wells.

Mr. Payne presented **Resolution HC-1**, William & Mary Resolution to Approve Mackesy Tennis Center at the Millie West Tennis Courts; **Resolution HC-2**, Renaming of Buildings; and **Resolution HC-3**, Naming of the Zable Stadium Arcade for Arthur Matsu (**all are appended**) to the Board. Mr. Payne called on President Rowe to summarize actions taken from her original recommendations and the PNR Report released in February.

President Rowe said Resolution HC-3 names the expansive arcade at Zable Stadium after Arthur A. Matsu, the first true gridiron hero at Williams & Mary, and understood to be the first Asian American graduate at William & Mary. She said Resolution HC-2 reaffirms that building names and iconography will not celebrate the Confederacy or those who upheld its ideals and racist ideology. Cary Field will remain Cary Field with an adjustment clarifying which Cary it is named for; Morton Hall shall be renamed John E. Boswell Hall, after John E. Boswell '69; Taliaferro Hall will be renamed Hulon L. Willis, Sr. Hall, after Hulon L. Willis Sr. '56; and Tyler Hall shall revert to its former name of Chancellors Hall.

Mr. Payne moved **Resolution 16**, Virginia Institute of Marine Science Resolution to Approve 2022-2028 Six-Year Capital Plan; and **Resolution 17**, William & Mary Resolution to Approve 2022-2028 Six-Year Capital Plan. Mr. Woolfolk asked that Resolutions 16 and 17 be separated. Mr. Littel confirmed the Committee on Administration, Buildings and Grounds moved **Resolution 16** which was approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Littel noted the Committee on Administration, Buildings and Grounds also moved **Resolution 17**. Prior to the roll call vote Mr. Woolfolk said he would not be voting for Resolution 17 because of the request to the state in the amount of \$5.2 million for Highland's Visitors Center. **Resolution 17** was approved by roll call vote – 13-2 – by Mr. Fox. Mr. Woolfolk and Ms. Kerr voted no. Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Payne moved **Resolution HC-1**, William & Mary Resolution to Approve Mackesy Tennis Center at the Millie West Tennis Courts; **Resolution HC-2**, Renaming of Buildings; and **Resolution HC-3**, Naming of the Zable Stadium Arcade for Arthur A. Matsu. Motion was seconded by Ms. Johnson and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting.

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

Mr. Watkins reported for the **AD HOC Committee on Organizational Sustainability & Innovation**, and highlighted the issues reviewed by the Committee of the Whole previously noted in the minutes.

A discussion ensued regarding minority businesses. Ms. Sebring said this falls under the purview of the Committee on Administration, Buildings and Grounds and she plans to provide an update to Board in September.

The **Committee on Institutional Advancement** did not meet during this Board meeting, but Ms. Gerdelman had a few updates to share with the Board. She said despite the pandemic engagement has been strong due to technology. It has allowed people that may not have otherwise been able to engage to engage. Over the past year the William & Mary Alumni Association has hosted 800 online programs serving over 58,000 registrants which equates to a 67% increase year-over-year. Ms. Gerdelman said the Virtual Traditions weekend is the weekend of April 23 and noted the Lemon Project would be highlighted during this event. She said Homecoming weekend will be October 7-10, 2021. Ms. Gerdelman said One Tribe One Day on April 13 was a success with more than 10,500 donors who contributed more than \$3 million. This is the largest amount raised in one day in the history of the university. Ms. Gerdelman reiterated the importance of private support/philanthropy and reported that \$47.6 million has been raised to date for FY21. Top priorities include scholarships, the Fund for William & Mary, athletics, and diversity, equity and inclusion initiatives. She said \$319 million has been raised toward scholarships and Advancement expects to reach the goal of \$350 million by June 2022. Gifts to the Fund have totaled \$3.3 million towards the June 2021 goal of \$3.5 million. Ms. Gerdelman said the athletics campaign, *All In*, kicked off on March 24. To date the campaign has raised \$18.2 million toward the goal of \$55 million. Finally, Ms. Gerdelman told the Board there will be a groundbreaking ceremony on the Hearth: Memorial to the Enslaved May 26. There will also be a dedication of the Legacy Tribute Garden that day as well.

Student representative to the Board and Student Assembly President Mr. Anthony M. Joseph reflected on the challenges of the past year and recognized the work of Student Assembly Vice President Kyle Vasquez and Chief of Staff Loni Wright. Mr. Joseph expressed his personal views on the university and its history, and discussed his personal experiences as a student, Student Assembly President and Student representative to the Board of Visitors. He encouraged the Board to make more of an effort in reaching out to students, particularly those from marginalized communities.

Chair of the Faculty Assembly, Dr. David S. Armstrong, reported on behalf of Faculty representative to the Board Thomas J. Ward who was unable to be present at the meeting. Dr. Armstrong reported on three areas from the faculty. He reiterated the faculties appreciation to the administration and staff in helping to keep the institution open and allowing the faculty to continue teaching. Dr. Armstrong said that during his twenty-seven years at William & Mary the current administration is the most open, transparent and consultative he has seen. He expressed concern over the effect the cost containment process has had on faculty hires, and said he worries the dwindling numbers will eventually have a negative impact on the quality, depth and breath of the core academic mission.

Staff Liaison Arielle S. Newby highlighted challenges faced by staff during the past year. Following up on a statement made by Ms. Mariellynn Maurer, Director of Conference Services, during the Board discussion on April 22, Ms. Newby said the empowerment from leadership to allow staff to think differently and embody whole institution thinking has allowed staff to feel more productive and

appreciate flexibility in modalities of work. She discussed the success of the virtual Water Cooler sessions hosted by the Staff Assembly. Ms. Newby provided an update on the recent Staff Assembly election. She made several recommendations in moving past the pandemic, including: bringing more staff into committee meetings, continue flexible and hybrid work modalities, include staff from the Staff Assembly and PPFA in meetings to receive a broader perspective of the university, and host more Board meetings by Zoom to promote more accessibility. Ms. Newby concluded her remarks by sharing her personal perspective on naming and renaming.

Mr. Littel thanked the representatives to the Board for their service as well as the committee student and faculty representatives. He said there was more student and faculty involvement and engagement in the Board that ever before. Mr. Littel congratulated Ms. Newby on completing her master's degree. He expressed appreciation to the Dr. Ward the faculty representative for his first year on the Board.

There was no old business.

Under new business Mr. Littel announced that Commencement for the Class of 2021 will take place May 21-23, 2021 and the schedule was available online.

Mr. Littel moved that the Board of Visitors officially confer honorary degrees on the following for Commencement 2021:

- Anthony McLeod Kennedy – Doctor of Laws (LL.D)
- Faith Ringgold – Doctor of Humane Letters (L.H.D)

Motion was seconded by Ms. Gerdelman and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting.

Mr. Littel introduced **Resolution HC-5 (appended)**, Retirement of John T. Wells. Mr. Littel moved Resolution HC-5 honoring his service to VIMS and William & Mary. The motion was seconded by Mr. Payne and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Hixon and Ms. Hudson were absent from the meeting. Dr. Well received a standing ovation from the Board.

Prior to entering Closed Session Rector Littel thanked all the people involved in organizing the Board meeting throughout the year and said the Board would have an action item upon its return to open session.

Ms. Johnson moved the William & Mary Board of Visitors convene into closed session for the following reasons:

Pursuant to Va. Code §2.2-3711.A.1 discussion of the performance of specific officers or employees including the Presidents of William & Mary and RBC and members of the W&M Executive Leadership Team, the Office of Internal Audit, and the Departments of Athletics, University Advancement, IT, Facilities, Finance & Administration, Compliance & Equity, Admissions, Campus Security, Residence Life and Dean of Students;

Pursuant to Va. Code §2.2-3711.A.2 to discuss disciplinary matters that would require the disclosure of information contained in scholastic records related to certain Title IX proceedings; and

Pursuant to Va. Code §2.2-3711 subsections A.7 and A.8 for consultation with legal counsel regarding specific legal matters and pending enforcement actions.

Motion was seconded by Mr. Payne and approved roll call vote – 11-0 – conducted by Mr. Fox. Ms. Hudson and Mr. Hixon were absent from the meeting, Mr. Saunders departed from the meeting prior to closed session. Mr. Baig, Ms. Johnson and Ms. Roday stepped out of the room before their vote was recorded but returned within a few minutes of the vote for closed session. Observers were asked to leave the room and the audio was muted for the public and the Board went into closed session at 11:56 a.m. with the W&M President and University Counsel.

The Board reconvened in open session at 12:18 p.m. and the phone line for the public was reopened. 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. Payne and approved by roll call vote – 14-0 – conducted by Mr. Fox. Ms. Hudson and Mr. Hixon were absent from the meeting and Mr. Saunders departed prior to closed session.

Mr. Littel corrected his earlier statement that the Board would have one action item and clarified it has two action items.

Mr. Littel moved that the Board of Visitors approve a salary increase for the Director for Internal Audit subject to the William & Mary processes at the maximum level permitted. Mr. Littel said this would be done in the consultation with the Chair of the Committee on Audit, Risk and Compliance. The motion was seconded by Mr. Payne and approved by roll call vote – 14-0 – conducted by Mr. Fox. Ms. Hudson and Mr. Hixon were absent from the meeting and Mr. Saunders departed prior to closed session.

Mr. Little then moved **Resolution HC-6 (appended)**, William & Mary Approval of the Amended Employment Agreement of the President of Richard Bland College. The motion was seconded by Ms. Gerdelman and approved by roll call vote – 14-0 – conducted by Mr. Fox. Ms. Hudson and Mr. Hixon were absent from the meeting and Mr. Saunders departed prior to closed session.

There being no further business, Rector Littel adjourned the meeting at 12:24 p.m.



# WILLIAM & MARY

CHARTERED 1693

## BOARD OF VISITORS MEETING MINUTES FEBRUARY 25-26, 2021 ALUMNI HOUSE

The William & Mary Board of Visitors met on campus in Williamsburg on Thursday, February 25 and Friday, February 26, 2021.

On Thursday, February 25, the Executive Committee met from 10:30 to 11:45 a.m. in Leadership Hall. At 11:30 a.m. the Board met for lunch in Hunter Hall. From 12:00 – 1:00 p.m. the Committee on Academic Affairs met in Hunter Hall while the Committee on Audit, Risk and Compliance met in Leadership Hall. The Committee on Administration, Buildings and Grounds met from 1:00 – 2:15 p.m. in Hunter Hall. From 2:30 – 3:15 p.m. the Committee on the Student Experience met in Hunter Hall.

At 3:37 p.m., Mr. Mirza Baig, Co-Chair, called the AD HOC Committee on Organizational Sustainability & Innovation, a Committee of the Whole, to order in Hunter Hall. Mr. Baig acknowledged co-chairs Ms. Barbara L. Johnson and Mr. H. Thomas Watkins III, who were present in the room and on the phone respectively.

### **BOARD MEMBERS PRESENT:**

Mr. Mirza Baig, Co-Chair	Ms. Anne Leigh Kerr (via phone)
Ms. Barbara L. Johnson, Co-Chair	Mr. John E. Littel
Mr. H. Thomas Watkins III, Co-Chair (via phone)	Mr. William H. Payne II
Hon. Mari Carmen Aponte	Hon. Charles E. Poston
Mr. Victor K. Branch (via phone)	Ms. Lisa E. Roday (via phone)
Mr. S. Douglas Bunch	Mr. J.E. Lincoln Saunders
Ms. Sue H. Gerdelman	Dr. Karen Kennedy Schultz
Mr. James A. Hixon	Mr. Brian P. Woolfolk (via phone)
Ms. Cynthia E. Hudson	

### **OTHERS PRESENT:**

President Katherine A. Rowe  
Dr. Peggy Agouris, Provost  
Ms. Amy Sebring, Chief Operations Officer  
Ms. Carrie Nee, University Counsel  
Dr. Matthew T. Lambert, Vice President for University Advancement  
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs  
Dr. W. Fanchon Glover, Chief Diversity Officer  
Mr. Colin A. Smolinsky, Director of Government Relations  
Mr. Cliff Fleet, President & CEO, Colonial Williamsburg Foundation  
Mr. Earl T. Granger, III, Chief Development Officer, Colonial Williamsburg Foundation  
Ms. Arielle S. Newby, Staff Liaison  
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. Baig asked Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs, to begin his presentation. Mr. Broaddus introduced President Katherine A. Rowe and Provost Peggy Agouris. President Rowe summarized the framework for Phase III of strategic planning which will provide a return to the long-term vision and focused action as the university moves out of pandemic.

Provost Agouris summarized where the university stood pre-pandemic relative to strategic planning and reminded the Board of the process involving those efforts. Mr. Broaddus noted that lessons learned under pandemic will reinforce the strength of the foundation that was built in prior phases 1 and 2 and will inform how the university moves forward.

President Rowe noted that Phase III will bring expanded goals, long-term vision and near-term action. With new leadership on campus, revisiting these is especially important as the university looks to examine critical strategic priorities. Provost Agouris summarized the process for Phase III during Spring 2021; President Rowe went over a timeline, encouraging reflections and suggestions from the Board.

Mr. Broaddus delivered an update on enrollment growth. There has been strong application growth despite great challenges during pandemic, and efforts underway have resulted in opportunities that surpass initial goals. As fall '21 approaches, W&M is in the second year of a four-year process to enroll 150 new students each year. As of spring semester, the university is slightly ahead of schedule, exclusive of standard transfer polices.

Mr. Broaddus mentioned the partnership with Verto Education which offers a new pipeline for admission. Mr. Broaddus also announced that the first ten Posse scholars will be selected for next fall in a few weeks, as a result of W&M's agreement with the Posse Foundation. These efforts, together with enhanced modes of admission tours, will allow W&M to take advantage of new strategies for growth while protecting diversity and socio-economic composition of the class.

Mr. Broaddus introduced Dr. W. Fanchon Glover, Chief Diversity Officer, to present on the inclusive excellence framework.

Dr. Glover reported that W&M is about to adopt a strategic framework which will address multiple issues, including how the university measures itself and ensures accountability. By way of background, she noted that the Commonwealth's One Virginia Plan was announced by the Governor in summer 2020. Subsequently, President Rowe worked with assembly and senior leadership, and the Board, to develop key D&I strategic goals which were presented to the Board in fall 2020. The five diversity imperatives include: education/scholarship, access/success, climate/intergroup relations, infrastructure/investment, and community/partnership (to be renamed 'innovation'). These comprehensive domains help track institutional progress on the goal to increase belonging and inclusion.

Dr. Glover recapped the progress that has been made including the establishment of a university-wide diversity committee that has been essential in the incorporation of DEI leadership. She summarized

that briefings have occurred with the D&I leadership council, D&I advisory committee and university leadership and noted that people are excited that there will be metrics to show what is being accomplished. Legislation approved during the 2021 General Assembly will require every agency to have a DEI plan with reporting to occur at the end of each academic year.

Dr. Glover summarized the next steps beginning with spring 2021, including a qualitative organization draft that will be reviewed by the Cabinet. A final report will be submitted to President Rowe before submission to SCHEV.

Mr. Broaddus introduced President Rowe to deliver remarks regarding an exciting partnership between W&M and the Colonial Williamsburg Foundation. President Rowe expressed her delight in announcing that W&M will join with Colonial Williamsburg to research, relocate and interpret the 18th-century Bray School for enslaved and free Black children.

She introduced Mr. Cliff Fleet, President and CEO of Colonial Williamsburg, who made brief remarks. Mr. Fleet noted his excitement in continuing to work with W&M on several initiatives, especially the Bray School, which represents another important chapter of untold history. He is pleased that the two institutions can leverage their strength in terms of scholarship and preservation.

Mr. Baig also recognized the partnership between William & Mary and Colonial Williamsburg, noting the Board's appreciation.

There being no further business, Mr. Baig adjourned the AD HOC Committee on Organizational Sustainability & Innovation meeting at 4:17 p.m.

Immediately following the adjournment of the AD HOC Committee Mr. John E. Littel, Rector, convened the full Board at 4:17 p.m. Mr. Littel asked the Board to consider **Resolution HC-1** (appended), William & Mary Resolution on Disposition of Bray-Digges House (524 Prince George Street), which was discussed and approved earlier in the day by the Committee on Administration, Buildings and Grounds. Mr. Littel asked for a motion to approve the resolution. The motion was moved by Ms. Johnson and seconded by Mr. Payne. Hearing no discussion, **Resolution HC-1** was approved – 17-0 – by roll call vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

There being no further business, Mr. Littel adjourned the full meeting of the Board at 4:19 p.m.

The following members of the Board attended the Bray School Event at the Arts Museum of Colonial Williamsburg at 5:00 p.m.: Mr. John E. Littel, Rector; Mr. William H. Payne II, Vice Rector; Ms. Barbara L. Johnson, Secretary; Ms. Sue H. Gerdelman; Dr. Karen Kennedy Schultz; Mr. S. Douglas Bunch; Ms. Cynthia E. Hudson; and Hon. Charles E. Poston. President Katherine A. Rowe and Virginia Governor Ralph Northam were also in attendance.

The event officially announced the partnership between William & Mary and the Colonial Williamsburg Foundation to research, relocate, and interpret the Bray-Digges House which housed the Bray School during the 18<sup>th</sup>-century where enslaved and free Black children were educated. The event did not involve the transaction of public business.

That evening the full Board convened in the Chesapeake Dining Room at the Williamsburg Lodge for dinner from 6:30 – 10:30 p.m. A conversation ensued regarding topics discussed earlier in the day at the committee meetings, as well as a review of the agenda for the full Board meeting. President Rowe commented on the university's response to the pandemic in the spring semester, the General Assembly Session and university financials.

**BOARD MEMBERS PRESENT THURSDAY EVENING:**

Mr. John E. Littel, Rector

Mr. William H. Payne II, Vice Rector

Ms. Barbara L. Johnson, Secretary

Hon. Mari Carmen Aponte

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Mr. James A. Hixon

Ms. Cynthia E. Hudson

Hon. Charles E. Poston

Dr. Karen Kennedy Schultz

**BOARD MEMBERS ABSENT:**

Mr. Victor K. Branch

Mr. Mirza Baig

Ms. Anne Leigh Kerr

Ms. Lisa E. Roday

Mr. J.E. Lincoln Saunders

Mr. H. Thomas Watkins III

Mr. Brian P. Woolfolk

Also present was William & Mary President Katherine A. Rowe.

On Friday morning, February 26, the Committee on Institutional Advancement met from 8:00 – 9:00 a.m. in Hunter Hall, followed by the Committee on Financial Affairs from 9:00 – 10:00 a.m. At 10:18 a.m. Mr. John E. Littel, Rector, convened the full Board.

**BOARD MEMBERS PRESENT FRIDAY:**

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 phone)

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Mr. James A. Hixon

Ms. Cynthia E. Hudson

Ms. Anne Leigh Kerr (via phone)

Hon. Charles E. Poston

Ms. Lisa E. Roday (via phone)

Mr. J.E. Lincoln Saunders

Dr. Karen Kennedy Schultz

Mr. H. Thomas Watkins III (via phone)

Mr. Brian P. Woolfolk (via phone)

Dr. Thomas J. Ward, Faculty Representative

Mr. Anthony M. Joseph, Student Representative

Ms. Arielle S. Newby, Staff Liaison



**OTHERS PRESENT:**

President Katherine A. Rowe

Dr. Debbie L. Sydow, President of Richard Bland College

Dr. Peggy Agouris, Provost

Ms. Amy Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Ms. Carla Mooreland, President of the Alumni Association Board of Directors (via phone)

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

Mr. Littel advised that a majority and quorum of the Board was present at the Alumni House and the following members were participating by phone: Victor Branch, Anne Leigh Kerr, Lisa Roday, Thomas Watkins and Brian Woolfolk.

Mr. Littel recognized the work that has been done by leadership teams, staff, faculty and students, at William & Mary and RBC, to ensure both campuses have an in-person semester. He acknowledged the stress and strain that everyone is facing during this time. He noted that anxiety and stress are being felt by all but magnified for lower income families facing economic hardships.

The Board planned to vote on tuition for the 2021-2022 academic year, but Mr. Littel said the Board has deferred any action to the April meeting to allow for the state budget process to conclude. He said the Board wants to do what it can to make college affordable and costs predictable for families.

Mr. Littel recognized the lengthy work of the Working Group on Naming and Renaming and thanked the Working Group chair Dr. Warren W. Buck III, his colleagues, including Anthony M. Joseph, President of the Student Assembly and student representative to the Board. Mr. Littel noted this is not the end of this work but the beginning.

Mr. Littel also thanked the Committee on the Student Experience chair Lisa Roday, co-chair Mari Carmen Aponte and students that participated in a panel discussion the day before. He said their efforts to tackle systemic racism will educate and have a lasting impact. He said the Board appreciates the perspective that student representatives have brought to the Board, as well as the sentiments and referendum results shared by Mr. Joseph. Mr. Littel stated that the Board hears the students and will strive to incorporate their perspective into its work.

Lastly, Mr. Littel commented on the Bray School Event that took place the prior evening. He thanked Dr. Terry L. Meyers and Dr. Jody Lynn Allen, for their research. He also thanked Mr. Cliff Fleet, President and CEO of the Williamsburg Foundation. Mr. Littel then called on Richard Bland College (RBC) President Debbie L. Sydow to make opening remarks.

President Sydow's remarks included highlights from the RBC Committee meeting held virtually on Tuesday, February 23. The RBC Committee received a presentation from Dr. Christina Hubbard, Senior Director for Strategic Research at the Education Advisory Board. Dr. Hubbard shared research-based information about the market pressures informing new strategies for two-year colleges.

President Sydow noted that both the Racial Justice & Equity Task Force and Statesman Safe & Secure Task Force provided updates, and the work of each task force is proceeding on schedule. She acknowledged the work done by each task force and praised the task force leaders – Evanda Watts-Martinez, Thom Addington and Jeff Brown – for their commitment to elevating of RBC in manner that aligns institutional thinking with RBC’s values.

President Sydow said spring enrollment projections had been met, and RBC is on track to balance the FY21 budget. The RBC administration will finalize the FY22 budget, after the state budget process concludes, for presentation to the RBC Committee and full Board in April.

President Sydow highlighted several other items from the February 23 Committee meeting, including the construction and anticipated completion of the new Academic Innovation Center in fall of 2022; and the final approval of the RBC Faculty Early Retirement Incentive Program by Governor Ralph Northam.

President Sydow announced that RBC’s virtual Commencement for the Class of 2021 will air on May 22 and Supreme Court of Virginia Associate Justice Cleo Elaine Powell will be the Commencement Speaker.

President Sydow noted that RBC is on track in the coming months to launch a statewide shared services consortium for higher education. This will ensure that the majority of resources are directed toward mission-critical operations.

Finally, President Sydow announced that Statesman athletics will add men’s baseball as an inter-collegiate sport. The team will begin competing in the spring of 2022.

In her opening remarks, President Rowe commented on a theme that came into focus during the semester’s first Community Conversation: under pandemic, the university has learned that it needs to act more quickly on what we know, because that knowledge has more impact and value now. She added that the university has learned it can take action in a swift and principled way even during pandemic.

President Rowe stated that the events of the last year have created a sense of urgency, an awareness of risk and unbalance, and the importance of being able to move forward despite uncertainty and risk. She highlighted the following issues: the legacy of racism – past and present; economic disparities; and vulnerability of human health.

President Rowe continued by highlighting four areas in which the university is moving quickly: safeguarding health while sustaining the mission; securing William & Mary’s financial foundation; developing strategic priorities; and advancing belonging and inclusivity.

First – Safeguarding Health: President Rowe noted that first round of census testing among students has been completed, active cases and new positives are declining, the 7-day positivity rate is less than 1%, and research shows 97% of the campus community are wearing a mask. President Rowe thanked Ms. Amy S. Sebring, Chief Operating Officer, and the Public Health Advisory Team, which she chairs. The team reviews data multiple times a day to understand the efficacy of the guidelines and policies

in place in order to adjust in real time. The university is following guidance from the Virginia Department of Health on vaccines. The partnership with Colonial Williamsburg, the City of Williamsburg and James City County have resulted in capacity to distribute approximately 3,000 vaccines a day.

Second – Financial Foundation: President Rowe said the university’s funding model and academic model are not aligned, and the university is working to address this fact. President Rowe said the university needs to move faster in expanding access and affordability while still advancing the mission. Lessons have been learned during pandemic around more centralized structures and how to make teaching and learning more flexible. President Rowe thanked Provost Peggy Agouris and Ms. Sebring for initiatives to be more efficient.

Third – Strategic Priorities: President Rowe provided an update on strategic planning and said the administration views the last year as a stress test on phases one and two of the strategic plan (mission, vision and values; environmental scans). She said the university has a game plan in place to restart strategic planning with a new goal: gain positive momentum from William & Mary’s pandemic experience. She said that in addition to developing a ten-year vision, the administration will also design a three-year action plan to maintain the university’s momentum under pandemic. The Strategic Planning Process will begin again this spring and use the Community Conversations to kick-off the process. President Rowe said she will be asking how William & Mary has changed. The William & Mary Vision for 2030 will be published later this year and the Cabinet will move forward on near-term strategic priorities.

Fourth - Belonging and Inclusivity: President Rowe reviewed what she had said the day before in the Committee on Administration, Buildings and Grounds regarding the Principles of Naming and Renaming. She thanked Dr. Warren W. Buck III, chair of PNR, and the Working Group for their work in listening and reviewing more than 1,000 communications. She noted that several of the recommendations in the PNR report, published on February 26, 2021, are underway or have been completed. President Rowe said enough work has been done to rename Taliaferro Hall. Additional work, that can be conducted in a timely manner, is needed on Cary Field and Morton Hall. President Rowe said she has asked the Design Review Board (DRB) to pursue steps for reviewing these three prior to the April Board meeting in preparation for possible April Board action. She said there is a second part to naming and contextualization and that is selecting new names. She requested the DRB prioritize the following: Art Matsu, Hulon Willis, John Boswell, John Lewis and Katherine Johnson. In addition, President Rowe said PNR recommended several actions regarding contextualization. She has charged the Director of the Historic Campus, in consultation with the Lemon Project, to implement recommendations to contextualize Thomas Jefferson and James Monroe. Similar contextualization will also be done for Benjamin Ewell.

Finally, the President said that slow, detailed research has profound impact. She discussed how research on the Bray School conducted by the Lemon Project staff, faculty and student researchers demonstrate this impact. She expressed appreciation for the partnership, announced on February 25, with Colonial Williamsburg regarding the Bray School.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of November 19-20, 2020. Motion was made by Mr. Hixon, seconded by Ms. Johnson. Hearing no discussion, the minutes were adopted by roll call vote – 16 – 0 – conducted by Mr. Michael

J. Fox, Secretary to the Board of Visitors. Ms. Aponte was not present at the time of the vote.

The Rector called for the reports of the standing committees.

Mr. Branch reported for the **Richard Bland College (RBC) Committee** that met virtually on Tuesday, February 23. He noted that President Sydow had already provided an overview of the meeting. He thanked the RBC leadership team, highlighted the work being done by the Task Force on Racial Justice and Equity, and the Stateman Safe & Secure Plan. There were no action items.

Dr. Schultz reported for the **Committee on Academic Affairs**. Dr. Schultz asked Provost Agouris to highlight her presentation given during the Committee meeting.

On behalf of the Committee, Dr. Schultz moved adoption of **Resolution 1**, Appointment to Fill A Vacancy in the Instructional Faculty; **Resolution 2**, Designated Professorship; **Resolution 3**, Award of Academic Tenure; **Resolution 4**, Faculty Promotions; and **Resolution 5**, Leave of Absence. Motion was seconded by Mr. Littel and **Resolutions 1-5** were approved as a block by roll call vote – 17-0 – conducted by Mr. Michael J. Fox, Secretary to the Board.

Dr. Schultz then moved **Resolution 6**, Standish K. Allen, Jr. - School of Marine Science; **Resolution 7**, Lynda L. Butler - William & Mary Law School; **Resolution 8**, Maureen Fitzgerald – Religious Studies; **Resolution 9**, Victoria A. Foster – School of Education; **Resolution 10**, Charles F. Gressard – School of Education; **Resolution 11**, Grey Gundaker – Anthropology & American Studies; **Resolution 12**, Tomoko Hamada – Anthropology; **Resolution 13**, Gina L. Hoatson – Physics; **Resolution 14**; Charles R. McAdams, III – School of Education; **Resolution 15**, Raymond W. McCoy – Kinesiology & Health Sciences; **Resolution 16**, Edwin J. Pease – Art & Art History; **Resolution 17**, Elizabeth S. Radcliffe – Philosophy; and **Resolution 18**, Elizabeth A. Wiley – Theatre, Speech & Dance. Motion was seconded by Mr. Hixon and **Resolutions 6-18** were approved as a block by roll call vote – 17-0 – conducted by Mr. Fox.

Dr. Schultz introduced Dr. Mark Hofer, professor of educational technology and director of the Studio for Teaching & Learning Innovation (STLI) at William & Mary. Dr. Hofer’s presentation on *Surviving and Thriving Amidst the Pandemic* shared examples of how professors have evolved and innovated during pandemic particularly with technology.

A discussion ensued regarding the future modules of learning.

Dr. Schultz introduced Dr. Stephen E. Hanson, Vice Provost for International Affairs. Dr. Hanson’s presentation was on *Internationalization for the 2020s and Beyond*. Dr. Hanson discussed William & Mary’s resources in international study. He highlighted W&M’s centers devoted to interdisciplinary global issues. Dr. Hanson provided an overview of International Affairs strategic goals and results between 2011-2019. He then talked about study abroad programs, international students, and global research and engagement during pandemic. Dr. Hanson said there is a demand for global study and William & Mary is positioned to meet demand. Finally, he talked about the economic impact of global study and concluded by presenting five emerging priorities: increasing W&M’s global name recognition; integrating global research into the university’s research profile; advancing diversity, equity and inclusion; creating a “whole university” approach to internationalization; and new physical/virtual space.

A discussion ensued regarding lessons learned over the past year regarding technology and international students, and how those lessons will change or modify future opportunities.

Mr. Poston reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda. There were no action items.

Before introducing Mr. Payne, Mr. Littel reminded members the full Board convened at the end of the previous day and approved **Resolution HC-1**, William & Mary Resolution on Disposition of Bray-Digges House (524 Prince George Street).

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds** and reviewed the agenda. Other than **Resolution HC-1**, which had already been approved, there were no action items.

Mr. Payne acknowledged the desire of William & Mary student leaders and BIPOC students for change in the university's landscape. He said that the student representative for the Committee on Administration, Buildings and Grounds, Ms. Loni Wright, circulated a letter (**appended**) from BIPOC student organizations to the full Board entitled *Hear the Thunder of Our Chorus*.

A discussion ensued regarding naming and renaming. Mr. Woolfolk expressed discontent with the naming and renaming process. He believes William & Mary has not moved quickly enough to create an environment without landscapes and programs that cause trauma for Black students. Mr. Woolfolk highlighted the recent student referendum. He said processes have been created that will simply lead to more processes. He said the university must express values that prevent people from being exposed to people on campus that enslaved, raped and/or trafficked people. Mr. Woolfolk said if the university is not able to stand up and say the history department is named after a white supremacist what processes could be successful. Mr. Woolfolk said contextualization does nothing but make the university an accessory to disrespecting the community.

Mr. Payne said that the work of the PNR and DRB is to allow for this conversation to take place.

Mr. Joseph spoke up and said that there are no quantitative or qualitative metrics to determine a candidate for renaming. He inquired as to how students can hold the DRB accountable if there are no metrics in place.

President Rowe asked Mr. Joseph to clarify the metrics he is referring to. Mr. Joseph referenced a memo from the Student Assembly (SA) regarding Grievances on BOV Action Regarding PNR and formally petitioned the Board to make seven adjustments to the Principles for Naming and Renaming. He then read the seven adjustments included in the memo. Mr. Joseph said making the adjustments would narrow the principles and make it possible to evaluate and hold one another accountable.

President Rowe acknowledged the request for process adjustments.

Ms. Aponte reported for the **Committee on the Student Experience** and briefly reviewed the agenda. She also highlighted the student panel: Victor Adejayan, Ifeoma Ayika, Anthony Joseph, Jahnayi Prabhala, and Loni Wright. There were no action items.

Ms. Hudson said she valued hearing from the students on the student panel. She also thanked President Rowe in her openness to look at adjustments to the Principles on Naming and Renaming.

Ms. Johnson said that while she appreciates the work the students have done on naming and renaming it is incumbent on the administration and Board to make actions happen in a way that is equitable and addresses issues from multiple groups.

Ms. Baig reported for the **AD HOC Committee on Organizational Sustainability & Innovation**, and highlighted the issues reviewed by the Committee of the Whole previously noted in the minutes. Mr. Baig commended SA for the work they have been doing, and congratulated Dr. W. Fanchon Glover for receiving the 2021 Virginia Center for Inclusive Communities Humanitarian Award on February 25. There were no action items.

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

Mr. Hixon reported for the **Committee on Financial Affairs** and briefly reviewed the agenda. There were no action items.

Staff Liaison Arielle S. Newby highlighted past and upcoming events of the Professionals and Professional Faculty Assembly (PPFA) and Staff Assembly. While neither Assembly met in January, PPFA hosted a Break Room meeting and the Staff Assembly hosted a Virtual Water Cooler Session. She also said both Assembly's are preparing for upcoming organizational elections. Ms. Newby conveyed the pressures staff are feeling to meet the needs of campus. She mentioned efficiencies that have been put in place during pandemic as staff work remotely. Ms. Newby noted she was inspired by words she heard during the Bray School event and urged everyone to live the university's values and act now. She went on to express personal experiences where she has felt oppressed or not seen. Finally, Ms. Newby thanked the Board for the conversations that are taking place, and thanked President Rowe for her ability to be open to dialogue.

Student representative to the Board and Student Assembly President Anthony M. Joseph provided an overview of the Student Panel discussion, mentioned the handout *Hear the Thunder of Our Chorus* and the Bray School Event. Mr. Joseph expressed his desire that the information shared with the Board will inspire members when entering conversations regarding race and racism. Mr. Joseph shared that last summer, when the Working Group for Naming and Renaming was formed, he felt hope and excitement. In a conversation with a family member, he was advised to be cautious of the process. While still holding out hope, he is concerned that actions will not meet what students are requesting. He said that while some may not approve of his tone, he speaks with the persistence students demand. Mr. Joseph expressed frustration at how he has not been able convey the fact that he believes the naming and renaming process is broken. He said there are too many loopholes and the Black community does not trust the process. He said the process is too broad and a process without a definitive stance on racist, white supremacist and enslavers is broken. He said honoring racist contradicts William & Mary values, and by not standing against racism it will continually be present.

Faculty representative to the Board Thomas J. Ward expressed that while the atmosphere is improving under pandemic there is a desire for more in person interaction. Dr. Ward reported that

faculty are working to assess teaching and learning, and how COVID-19 has affected promotion and tenure, particularly for junior staff. He discussed the impact the fiscal situation is having on non-tenure faculty, and naming and renaming efforts. Dr. Ward stated that naming and renaming is an issue that the university needs to act on quickly. He said that the points brought forward by the Student Assembly should be considered.

There was no old business.

There was no new business.

Prior to entering Closed Session Rector Littel thanked all the people involved in organizing the Board meeting and said the Board would have no business to conduct when it returned to open session.

Ms. Johnson moved the William & Mary Board of Visitors convene into closed session for the following reasons:

Pursuant to Va. Code §2.2-3711.A.1 for discussion of the performance of specific officers or employees including the Presidents of William & Mary and RBC and members of the W&M Executive Leadership Team and the Department of Athletics Department;

Pursuant to Va. Code §2.2-3711 subsections A.7 and A.8 for consultation with legal counsel regarding specific legal matters and pending enforcement actions; and

Pursuant to Va. Code §2.2-3711.A.9 for discussion and consideration of matters related to gifts and fundraising on behalf of the Departments of Athletics and History.

Motion was seconded by Mr. Hixon and approved roll call vote – 17-0 – conducted by Mr. Fox. Observers were asked to leave the room and the public listening by phone were muted and the Board went into closed session at 12:30 p.m. with the W&M President and University Counsel.

The Board reconvened in open session at 2:22 p.m. and the phone line for the public was reopened. 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. Payne and approved by roll call vote – 12-0 – conducted by Mr. Fox. Mr. Baig, Mr. Hixon, Ms. Kerr, Mr. Saunders and Mr. Watkins were not present for the certification vote as they had to departed prior to the conclusion of the closed session.

The Rector concluded the meeting reminding the Board that the next meeting is April 22-23, 2021.

There being no further business, Rector Littel adjourned the meeting at 2:23 p.m.

**WILLIAM & MARY**  
**RESOLUTION ON DISPOSITION OF BRAY-DIGGES HOUSE (524 PRINCE GEORGE STREET)**

**WHEREAS**, in May 1930, W&M acquired the structure currently located at 524 Prince George Street after moving it from its original location, which is now the site of Brown Hall;

**WHEREAS**, research conducted by scholars at William & Mary and the Colonial Williamsburg Foundation indicate that in its original location the structure was once owned by Dudley Digges and rented by Anne Wager, the mistress of a school operated by the Associates of Dr. Bray to educate enslaved and free Blacks;

**WHEREAS**, researchers believe that the structure currently at 524 Prince George Street (“the Bray-Digges House”) is likely the oldest extant building in America dedicated to the education of Black children;

**WHEREAS**, the Colonial Williamsburg Foundation desires to restore the Bray-Digges House to its 1760s appearance so that it may serve as a tool for programming and research into the complex history of access to education for enslaved and free Blacks in colonial America (“the Bray School Initiative”);

**WHEREAS**, W&M recognizes the historical significance of the Bray School Initiative and its alignment with other William & Mary efforts to address the institution’s historical involvement with slavery including the Lemon Project and the Hearth: Memorial to the Enslaved;

**WHEREAS**, the university currently uses the Bray-Digges house to support the Department of Military Science and as training rooms for the Army ROTC program and those uses can be accommodated in other facilities on campus without detrimental impact;

**WHEREAS**, the university has estimated that the value of the Bray-Digges House in its current form is roughly \$200,000 to \$300,000 with anticipated maintenance costs in future years beyond its current utility to the university;

**WHEREAS**, the Colonial Williamsburg Foundation intends to invest sufficient funds to uncover, restore and preserve the original structure, remediating its current site, at a cost much higher than current value of the Bray-Digges House.

**WHEREAS**, the Colonial Williamsburg Foundation seeks to transfer the structure to a location that will facilitate its use as part of the Bray School Initiative, significantly increasing its value as a public good; and

**WHEREAS**, the Colonial Williamsburg Foundation and the university intend to enter into a memorandum of understanding whereby they collaborate on the development and implementation of the Bray School Initiative, including the provision of scholarship funds to support a graduate researcher whose scholarly contributions directly advance the history, understanding, and development of the Bray School Initiative;



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**THEREFORE BE IT RESOLVED**, that the Board of Visitors hereby declares the structure at 524 Prince George Street to be surplus to the needs of the university, approves the proposal to pursue deconstruction of the existing building and transfer of the historic structure to the Colonial Williamsburg Foundation for use with the Bray School Initiative, and authorizes the President or her designee to coordinate review of the proposal by the Art and Architectural Review Board as contemplated by the university's management agreement and to pursue gubernatorial approval consistent with Va. Code §23.1-1019.D.

Distributed to the Full Board on February 25, 2021

## Hear the Thunder of *Our* Chorus

A letter to W&M on the disregard of BIPOC voices in renaming efforts

“In general, **their existence appears to participate more of sensation than reflection**...I advance it therefore as a suspicion only, that **the blacks, whether originally a distinct race, or made distinct by time and circumstances, are inferior to the whites in the endowments both of body and mind.**”

- Thomas Jefferson, *Notes on the State of Virginia*

How do you feel when you read this quote? Are you disgusted? Outraged? Or are you driven to defend those words? To defend that ideology as “of the time.” Forget the name associated with them - the successes that might overshadow the ideology. Ask yourself, if someone said that aloud today - would that be worth commemorating? We have the ability to recognize terrible people who do extraordinary things as geniuses. That recognition is deserved, but glorification, dedicating our highest awards in their honor and likening them to greatness - of morality, of unwavering commitment to the entire community, as the pinnacle of character is not only undeserved, it is immoral.

How could you read those words and feel **comfortable** giving an award named after the one who uttered them to a person of color?

It is time for William & Mary to recognize that actions prove belief, not just words. It doesn't matter if one says slavery is wrong if they never free their own slaves. If one, like Thomas Jefferson, does not believe in slavery **because**, black people disgust them and want to ship them back to Africa due to their inferiority, ranking them lower than ‘savages’ with no capability to be ‘developed,’ then they are not ahead of their time. They are still a staunch racist. By no means is Jefferson the only problematic president commemorated on this campus, but at least George Washington freed his slaves when he found the practice troubling.

We ask you to empathize with us and pose the question, how might you feel constantly being in a building, receiving an award, or being a member of a department named after someone who could've owned you? Who could (and according to history likely **would**) have beaten and raped you without a second thought to your humanity; who would not have recognized that humanity in the first place? How would you feel being at an institution that idolizes these men? Might that contribute to a sense of not-belonging and imposter syndrome? Do you think this is why we see spades of minority students who feel this way?

William & Mary consistently claims diversity and boasts about its related efforts. Still, the changes being made are almost entirely due to minority students' hard work, the same work that the administration often contests and slows down. We have had to create niche organizations to feel safe, and the administration continually tries to capitalize off of their formation by gathering us for “important conversations,” tokenizing us to prove and perform their “wokeness.”

We are tired.

Our faces are ceaselessly used as marketing tools to lure in other diverse students. Like fish to a hook, these students face a sad reality when they arrive, and the campus is not the beautiful picture of inclusivity the website promised. We, the very people in these photos, do not even feel welcome in this space, so how can we expect new students to feel welcome?

While outwardly the university may appear to have been responsive in the past year to the needs of Black and Brown students, it's essential to consider the timing. The university responded to our outcries only after the multiple police brutality crises that swept the whole nation. They had no choice. The last three times William & Mary has begun making strides forward have followed a national outcry surrounding the murder of a black man. This time it was George Floyd. When they met with BLM in early 2017 it was following the deaths of Alton Sterling and Philando Castile. In February of 2015 when they formed the *Task Force on Race and Race Relations* it followed the deaths of Michael Brown and Tamir Rice at the end of the previous year. Considering this very convenient timing, how can we as students know that the responses are genuine and not just to keep up appearances? Simple, we don't. But yet, we are still expected to feel comfortable in this environment and accept the mediocre efforts put into action.

Sure, we have outstanding initiatives, such as the Lemon Project, that explore William & Mary's history of cruelty and oppression so we can commemorate the critical, diverse figures and hold the school accountable. As usual, the administration claims the Lemon Project as their own, but we know it only formed because of students who did the hard work of pushing for it in 2008. After all of these years, the university still has not responded to the needs of the community without first having to be pushed to do so.

Even the efforts that have been initiated have made little progress. The Naming and Renaming committee began in June, yet they've only renamed two halls, only one of which is on the main campus and previously received little visibility. Meanwhile, UVA has renamed over six halls and landmarks on their main campus - many named after Confederates who were treasonous to our nation, but we've yet to do the same. Simultaneously, DC's similar naming & renaming efforts resulted in 21 schools and buildings being renamed in just three months, including locations named after Founding Fathers which the Board of Visitors has made off limits to the PNR working group. Our nation's capital can recognize that merely being a Founding Father cannot justify the enslavement, murder, rape, torture, and generational harm they caused. Why can't we?

Perhaps this significant discrepancy in progress is due to the weight the DC and UVA committees give to the encouragement of oppression and perpetuation of systemic racism these groups of men represent and stood for in their evaluation procedures. Perhaps their committees are motivated by action rather than pretty, useless words. Perhaps their Boards are a little more cognizant of the severity of the impact those actions and stances have made on the present day. Perhaps their Boards are a bit more empathetic of the environment they create by glorifying these men as though they are not in direct opposition to the values that sold students on their institution in the first place. Perhaps their Boards care about their BIPOC students.

It seems ours doesn't.

Yours,

Black Student Organization  
Xi Lambda Chapter of Zeta Phi Beta Sorority, Inc.  
African Cultural Society  
Nu Chi Chapter of Alpha Kappa Alpha Sorority, Inc.  
African American Male Coalition  
National Pan-Hellenic Council  
W&M Chapter of the NAACP  
Xi Theta Chapter of Kappa Alpha Psi Fraternity, Inc.

**WILLIAM & MARY  
DESIGNATED PROFESSORSHIPS**

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

**BE IT RESOLVED**, that upon recommendation of the President, the Board of Visitors of William & Mary approves the designated professorships for the following members of the Faculty, effective with the 2021-22 academic year:

Aaron Paul Blossom, Chancellor Clinical Professor of Business

Xin Conan-Wu, Margaret Hamilton Associate Professor of Art History

Natoya Hill Haskins, Class of 1955 Associate Professor of Education

Calvin Hui, Class of 1952 Associate Professor of Modern Languages & Literatures

Meredith W. Kier, John W. & Sue H. Gerdelman Associate Professor of  
Science Education

Matthew L. Kirwan, Class of 1964 Associate Professor of Marine Science

Allison Orr Larsen, Alfred Wilson & Mary I.W. Lee Professor of Law

Jennifer M. Mellor, Paul R. Verkuil Professor of Economics

Helen A. Murphy, Class of 1953 Associate Professor of Biology

Nathaniel Alan Throckmorton, Tang Associate Professor of Economics

Kevin Vose, Walter G. Mason Associate Professor of Religious Studies

William C. Walton, Acuff Professor of Marine Science

**RENAMING OF THE DEPARTMENT OF HISTORY  
TO THE HARRISON RUFFIN TYLER DEPARTMENT OF HISTORY**

**WHEREAS**, in 2001 the William & Mary Board of Visitors named the Department of History after Lyon Gardiner Tyler in recognition of the commitment from his son Harrison Ruffin Tyler '49, to the William & Mary Foundation in support of the Department of History.

**WHEREAS**, the terms of the 2001 gift have been amended to allow the Department of History to be renamed after the donor, Harrison Ruffin Tyler '49.

**WHEREAS**, Harrison Ruffin Tyler is a visionary chemical engineer and entrepreneur who co-founded ChemTreat, Inc. a Richmond-based water treatment company that was transitioned to an Employee Stock-Owned Plan in 2000.

**WHEREAS**, Harrison Ruffin Tyler is a dedicated and generous alumnus whose commitment to William & Mary will continue to enable scholars and students to understand the complexities of the past and their impact on the present and future – and to further future historical discovery at the highest level.

**THEREFORE, BE IT RESOLVED**, that the William & Mary Board of Visitors hereby approves the recommendation of the President, made at the request of the donor and with the support of the Department of History, to rename the Lyon Gardiner Tyler Department of History the Harrison Ruffin Tyler Department of History.

**WILLIAM & MARY  
RESOLUTION TO APPROVE MACKESY TENNIS CENTER AT THE MILLIE  
WEST TENNIS COURTS**

**WHEREAS**, the current outdoor William & Mary tennis facility is named in honor of the late Millie West, a devoted former William & Mary coach, administrator, and fundraiser; and

**WHEREAS**, William & Mary remains perpetually grateful for Millie’s many contributions to the university and especially for her work to advance women’s athletics at the university; and

**WHEREAS**, William & Mary continues to invest in the success and competitiveness of its athletics programs; and

**WHEREAS**, the existing playing surfaces, fencing, drainage and spectator seating of the Millie West Tennis Facility require significant renovations or enhancements; and

**WHEREAS**, Jennifer and Scott Mackesy have committed significant financial resources to make the necessary improvements to enhance the competitiveness of the William & Mary tennis programs and their facilities; and

**WHEREAS**, William & Mary’s Interim Athletics Director has conferred with Millie’s close friends and acquaintances on a modified naming of the outdoor tennis facility and it was expressed that Millie would approve;

**THEREFORE, BE IT RESOLVED**, the Board of Visitors supports the recommendation of the President to name the Millie West Tennis Facility the Mackesy Tennis Center at the Millie West Tennis Courts.

**BE IT FINALLY RESOLVED**, that the Board directs the President and the administration to move forward with this modification with all deliberate speed.

**RENAMING OF BUILDINGS**

**WHEREAS**, over the past decade, the Board of Visitors and two William & Mary presidents have determined that William & Mary's usual practices in campus building names and iconography shall not celebrate the Confederacy nor those who upheld Confederate tenets and racist ideology, sought to perpetuate the institution of slavery and sought secession from the United States.

**WHEREAS**, review of such building names at William & Mary happens in a methodical and conscientious way that takes into consideration multiple factors, including actions throughout a person's life, consistent with the design imperatives and principles of naming and renaming approved by the Board of Visitors in September, 2020.

**WHEREAS**, historical assessments of past figures are necessarily incomplete, no human being's actions are free from error or evil consequences, and opportunities for redemption and redress should be considered.

**WHEREAS**, assessment of a past personage's principal legacy in the present must take into account complexity and context; and it should be conducted with humility and a resolute commitment to full understanding of the most difficult and bitter aspects of our past, as well as our glories. Such full understanding strengthens us as a community because it allows us to move forward with honesty and mutual respect.

**WHEREAS**, as of April 2021, four buildings and sites on campus associated with upholders of the Confederacy and segregation remained to be reviewed in light of the above principles, namely: Cary Field, Morton Hall, Taliaferro Hall, and Tyler Hall.

**WHEREAS**, the naming of those buildings, and the persons named for, are well understood (via research of the Lemon Project, the Working Group on Principles of Naming and Renaming, the Design Review Board, and others) or are matters of common knowledge.

**THEREFORE, BE IT RESOLVED**, that the William & Mary Board of Visitors hereby approves the renaming recommendations of the President, made after review and discussion by the Design Review Board – and affirms that the reasons for such actions are compelling, while acknowledging the service that several of these persons dedicated to our institution.

The following actions are taken:

**Cary Field shall remain Cary Field**

- Cary Field was named by the Board of Visitors in 1909 in honor of T.A. Cary of Richmond, member of the Board of Visitors from 1901-1906, and his father, John B. Cary, an alumnus, member of the Board from 1892-1897, and Colonel in the Confederate Army.
- The name shall remain Cary Field and the honorific shall be for T.A. Cary alone. T.A. Cary's gift to William & Mary created the first football field on which so many distinguished coaches led William & Mary teams and gridiron legends played.

**Morton Hall shall be renamed Boswell Hall**

- Morton Hall was named by the Board of Visitors in 1973 for Richard Lee Morton, former chair of the Department of History and faculty member from 1919-1959 whose writings consistently denied equal rights and opportunities for Blacks after the Civil War, upholding racial segregation and inequality. It shall be renamed John E. Boswell Hall.
- John E. Boswell '69, a distinguished alumnus of W&M, taught history at Yale University after receiving his doctorate degree from Harvard. As a renowned scholar, Dr. Boswell committed his career to more truthful, more complete accounts of the past. He reshaped medieval history by being among the first to identify LGBTQ people and traditions in this important and foundational period. Honored at William & Mary with a lecture series and library endowment in his name, Boswell's work is still discussed and debated today. His legacy remains vital in the humanities and his writings impacted many other professions.

**Taliaferro Hall shall be renamed Willis Hall**

- Taliaferro Hall was named by the Board of Visitors in 1934 for General William Booth Taliaferro: alumnus, member of the Board of Visitors, Rector, and Major General in the Confederate Army. Taliaferro was described by his biographer as a "confirmed secessionist" who reaffirmed his antebellum views in the state legislature after the Civil War, resisting suffrage for Blacks. It shall be renamed Hulon L. Willis, Sr. Hall.
- Hulon L. Willis, Sr., M.Ed. '56 was the first Black student to enroll at William & Mary. A World War II veteran and educator, he served in the U.S. Army and after completing his undergraduate degree at Virginia State University (VSU), enrolled at William & Mary to pursue graduate studies. A pioneer in many arenas, he taught as a professor at VSU for the remainder of his career and served as the director of campus police. Throughout his life, Willis stayed actively involved in the William & Mary community, becoming a dedicated member of the local Alumni Association chapter, the Parents' Association Steering Committee, and helping to shape the university's first STEP minority-recruitment programs. Named for Hulon Willis Sr., the Hulon Willis Association, as a part of the William & Mary Alumni Association, is dedicated to continued and sustained engagement of alumni of Black or African descent.

**Tyler Hall shall revert to its former name of Chancellors Hall**

- Tyler Hall (renamed multiple times in recent decades) was renamed in 1988 by the Board of Visitors for John Tyler, an alumnus who served as the tenth U.S. President, as Chancellor of William & Mary, and who then sided with the Confederacy, and also Lyon G. Tyler, alumnus, President of William & Mary, and an historian who upheld racial segregation. Both served William & Mary with dedication for years. Both strongly defended the Confederacy.
- The building shall revert to its former name of Chancellors Hall. The name honors the role of William & Mary's Chancellor and all who served and will serve, wisely and steadfastly, in that capacity in the past, present, and for all times coming.



**NAMING OF THE ZABLE STADIUM ARCADE  
FOR ARTHUR A. MATSU**

**WHEREAS**, alumnus Arthur A. Matsu '27 was born in Scotland of Scottish and Japanese parents who then emigrated to New York.

**WHEREAS**, Art Matsu is generally understood to be the first Asian American graduate and the first “true gridiron hero” at William & Mary.

**WHEREAS**, since the late 1990s, the story of Art Matsu has been well documented but not as widely shared as it should be. A four-sport athlete and student leader, Matsu was a proud member of the Order of the White Jacket, among other roles on campus. As a student and alumnus he embodied the ethos of the true scholar-athlete at William & Mary – an ethos we aspire to today.

**WHEREAS**, Art Matsu exemplifies the legacy of William & Mary graduates who have gone on to become professional athletes and storied coaches. After a stint as one of the first Asian Americans to play in the NFL, Matsu had a long and successful career coaching. Matsu retired from coaching in 1955, and is believed to be the first of a series of extraordinary football coaches to have graduated from William & Mary over the past century.

**WHEREAS**, Art Matsu embodies W&M’s aspiration for an international, cosmopolitan and multicultural community, where students from many backgrounds can flourish.

**WHEREAS**, it is fitting to honor our first Asian American graduate in the year William & Mary is celebrating our Asian and Asian American centennial.

**THEREFORE, BE IT RESOLVED**, that the William & Mary Board of Visitors hereby approves the recommendation of the President, made with the consent of Art Matsu’s family, to name the Arcade at Zable Stadium the Arthur A. Matsu Arcade.

**RETIREMENT OF JOHN T. WELLS  
SCHOOL OF MARINE SCIENCE**

John T. Wells joined William & Mary's Virginia Institute of Marine Science (VIMS) in 2004 as Dean and Director. Before arriving at VIMS, he had a 25-year career as a marine geologist on the faculty of The University of North Carolina at Chapel Hill and Louisiana State University. He received a B.S. in Geology from Virginia Tech in 1970, an M.S. in Geological Oceanography from Old Dominion University in 1973, and a Ph.D. in Marine Science from Louisiana State University in 1977.

During his tenure at VIMS, he has overseen daily operations and strategic planning for one of the largest marine research and education centers in the U.S., with over 400 faculty, staff, and students, across three campuses and an annual operating budget of over \$50M. His leadership responsibilities extend to all aspects of VIMS' three-part mission of research, education, and advisory service.

The Virginia General Assembly has been an annual focus for Dean and Director Wells. Through personal engagement with state delegates and senators, he reinforced awareness that VIMS' role in advisory service is mandated in 37 sections of the *Code of Virginia*. Those efforts have generated support for VIMS' science and education through funding to construct multiple state-of-the-art research and administrative buildings, including Andrews Hall, the Catlett Burruss Research and Education Laboratory, Davis Hall, the Facilities Management Building and the Seawater Research Laboratory. Dean and Director Wells retires as the Acuff Center for Aquaculture is under construction. VIMS' Eastern Shore Laboratory has also enjoyed a major transformation, with a soon-to-be-completed new shellfish aquaculture hatchery, education building, visitor center, and administrative offices. Built with a \$10M investment from the Commonwealth, VIMS launched its 93-foot flagship R/V *Virginia* in 2019. This addition has provided an unprecedented level of flexibility and research capacity for VIMS scientists.

Dean and Director Wells' success in upgrading campus facilities is rivaled by his achievements in faculty hiring. He filled 28 faculty positions vacated primarily through retirements, most held by professors with decades of experience. He values the skill and passion of these new faculty and considers their contribution to future research and teaching at VIMS as his single proudest accomplishment.

Dean and Director Wells' legacy includes building a financial and research foundation with sufficient resiliency to meet future challenges. He helped connect with many of the generous donors responsible for raising \$26.5M during William & Mary's *For the Bold* campaign. Future support will also come through the Dean and Director's Innovation Fund, established in 2016 by the Joan and Morgan Massey Foundation and the Nunnally Charitable Trust. The income from this endowment supports research and education activities that foster innovation and economic productivity among faculty and students.

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With the support of Dean and Director Wells, the School of Marine Science has established 37 privately funded graduate fellowships, whose endowments will help defray educational expenses and attract top graduate students. VIMS also recently launched a new Professional M.A. program designed to prepare a new unique cadre of marine scientists who will take their expertise into real-world settings.

Dean and Director Wells' support was instrumental in creating the Commonwealth Center for Recurrent Flooding Resiliency, a partnership established in 2016 by VIMS, William & Mary, and Old Dominion University. The Center positions VIMS to use its unique expertise in advisory service to help federal, state, and local governments join with higher education, business, and industry to address the threat of sea level rise and recurrent flooding.

Dean and Director Wells also established a Diversity and Inclusion Committee (DiveIn) to increase representation of minority groups at VIMS. Founded on a "Principles of Community" document adopted in 2016, DiveIn reports directly to the Dean and Director and has wide latitude in helping to create and maintain the best possible environment in which diversity can thrive. Community-building activities at VIMS now serve as a model for other institutions.

**BE IT RESOLVED**, that the Board of Visitors acknowledges the retirement of John T. Wells; expresses its appreciation for his many contributions to William & Mary and VIMS; and approves, with deep gratitude for his 17 years of service, a change in status from Dean and Director and Professor of Marine Science to Dean and Director and Professor of Marine Science, Emeritus.

**BE IT FURTHER RESOLVED**, that the Board of Visitors wishes John and his wife, Patsy, a fun and relaxing retirement, hopefully with much time spent on and near the water; and

**BE IT FINALLY RESOLVED**, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Dean and Director Wells with best wishes from a grateful Board for his years of dedicated service to William & Mary.

Board of Visitors

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**WILLIAM & MARY  
APPROVAL OF THE AMENDED EMPLOYMENT AGREEMENT  
OF THE PRESIDENT OF RICHARD BLAND COLLEGE**

**RESOLVED**, that the Board of Visitors of William & Mary approves the extension of Debbie Sydow's term as President of Richard Bland College through 2024 and authorizes the Rector to execute her amended employment agreement.