

WILLIAM & MARY

Board of Visitors

FEBRUARY 2021 BOARD BOOK

COMMITTEE MEETINGS
FEBRUARY 25-26, 2021 | ALUMNI HOUSE

WILLIAM & MARY

BOARD OF VISITORS
FEBRUARY 25-26, 2021

Table of Contents

Agenda for February 25-26, 2021 Meeting	4
Standing Committees.....	5
Executive Committee Agenda.....	8
November 19, 2020 Minutes.....	9
February 9, 2021 Minutes.....	14
Committee on Academic Affairs Agenda.....	18
November 19, 2020 Minutes.....	19
Resolution 1: Appointment to Fill A Vacancy in the Instructional Faculty	22
Resolution 2: Designated Professorship	23
Resolution 3: Award of Academic Tenure	24
Resolution 4: Faculty Promotions.....	25
Resolution 5: Leave of Absence	26
Retirement Resolutions	
Resolution 6: Standish K. Allen, Jr. – School of Marine Science	27
Resolution 7: Lynda L. Butler – William & Mary Law School	29
Resolution 8: Maureen Fitzgerald – Religious Studies.....	31
Resolution 9: Victoria A. Foster – School of Education	32
Resolution 10: Charles F. Gressard – School of Education	34
Resolution 11: Grey Gundaker – Anthropology & American Studies.....	37
Resolution 12: Tomoko Hamada - Anthropology.....	39
Resolution 13: Gina L. Hoatson - Physics.....	41
Resolution 14: Charles Rip McAdams, III – School of Education	42
Resolution 15: Raymond W. McCoy – Kinesiology & Health Sciences.....	44
Resolution 16: Edwin Pease – Art & Art History	45
Resolution 17: Elizabeth S. Radcliffe - Philosophy	47
Resolution 18: Elizabeth A. Wiley – Theatre, Speech & Dance	48
Committee on Audit, Risk and Compliance Agenda.....	50
November 19, 2020 Minutes.....	51
Committee on Administration, Buildings and Grounds	54
September 24, 2020 Minutes.....	55

Board of Visitors
Table of Contents
February 25-26, 2021

Committee on the Student Experience Agenda.....	66
November 19, 2020	67
AD HOC Committee on Organization Sustainability & Innovation Agenda	69
Committee on Institutional Advancement Agenda	70
November 19, 2020 Minutes.....	71
Committee on Financial Affairs Agenda.....	73
February 7, 2020, 2020 Minutes	74
November 20, 2020, 2020 Minutes.....	76
Board Meeting	80
November 19-20, 2020 Minutes.....	82
Board of Visitor Faculty Representative Report.....	113
Closed Meetings Language.....	115



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS MEETINGS
FEBRUARY 25-26, 2021
ALUMNI HOUSE

THURSDAY, FEBRUARY 25

10:30 – 11:30 a.m.	Executive Committee (Leadership Hall)
11:30 a.m. – 12:00 p.m.	Lunch (Hunter Hall)
12:00 – 1:00 p.m.	Committee on Academic Affairs (Hunter Hall)
12:00 – 1:00 p.m.	Committee on Audit, Risk and Compliance (Leadership Hall)
1:00 – 2:15 p.m.	Committee on Administration, Buildings & Grounds (Hunter Hall)
2:15 – 2:30 p.m.	Break
2:30 – 3:15 p.m.	Committee on Student Experience (Hunter Hall)
3:15 – 4:30 p.m.	AD HOC Committee on Organizational Sustainability & Innovation (Hunter Hall)
6:30 p.m.	Dinner for Board and President

FRIDAY, FEBRUARY 26

7:30 a.m.	Coffee available
8:00 – 9:00 a.m.	Committee on Institutional Advancement (Hunter Hall)
9:00 – 10:00 a.m.	Committee on Financial Affairs (Hunter Hall)
10:00 – 10:15 a.m.	Break
10:15 a.m. – 12:30 p.m.	Full Board Meeting (Hunter Hall)
12:30 – 1:00 p.m.	Lunch (Hunter Hall)

WILLIAM & MARY

BOARD OF VISITORS
OFFICERS AND COMMITTEES
2020-2021

STANDING COMMITTEES

EXECUTIVE COMMITTEE

John E. Littel, Chair
William H. Payne II, Vice Chair
Barbara L. Johnson, Secretary
S. Douglas Bunch
Sue H. Gerdelman
James A. Hixon
Lisa E. Roday
H. Thomas Watkins III
Brian P. Woolfolk
Michael J. Fox
Carrie S. Nee

COMMITTEE ON ACADEMIC AFFAIRS

Karen Kennedy Schultz, Chair
S. Douglas Bunch, Vice Chair
Mari Carmen Aponte
Mirza Baig
Victor K. Branch
Anne Leigh Kerr
Jennifer M. Mellor, faculty representative
Alexandra Byrne, student representative
Peggy Agouris

COMMITTEE ON ADMINISTRATION, BUILDINGS AND

GROUNDS William H. Payne II, Chair
J.E. Lincoln Saunders, Vice Chair
Sue H. Gerdelman, Vice Chair
James A. Hixon
Barbara L. Johnson
Christopher J. Abelt, faculty representative
Loni Wright, student representative
Amy S. Sebring

(Design Review Board – William H. Payne II and Sue H. Gerdelman)

Board of Visitors

Officers and Committees – 2020-2021

COMMITTEE ON THE STUDENT EXPERIENCE

Lisa E. Roday, Chair
Mari Carmen Aponte, Vice Chair
S. Douglas Bunch
Sue H. Gerdelman
Cynthia E. Hudson
Karen Kennedy Schultz
Molly Swetnam-Burland, faculty representative
Graham Pfeiffer, student representative
Virginia M. Ambler

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

Brian P. Woolfolk, Chair
Charles E. Poston, Vice Chair
Cynthia E. Hudson
William H. Payne II
J.E. Lincoln Saunders
Kent B. Erdahl
Pamela H. Mason
Amy S. Sebring

COMMITTEE ON FINANCIAL AFFAIRS

James A. Hixon, Chair
Mirza Baig, Vice Chair
Anne Leigh Kerr
Charles E. Poston
H. Thomas Watkins III
Thomas J. Ward, faculty representative
Anthony Joseph, student representative
Amy S. Sebring

Investments Subcommittee:

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

Board of Visitors

Officers and Committees – 2020-2021

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Sue H. Gerdelman, Chair
Anne Leigh Kerr, Vice Chair
Mari Carmen Aponte
Victor K. Branch
J.E. Lincoln Saunders
David S. Armstrong, faculty representative
Kyle Vasquez, student representative
Henry R. Broaddus
Matthew T. Lambert

RICHARD BLAND COLLEGE COMMITTEE

Victor K. Branch, Chair
Barbara L. Johnson, Vice Chair
Cynthia E. Hudson
Charles E. Poston
Lisa E. Roday
Karen Kennedy Schultz
Brian P. Woolfolk
Tiffany R. Birdsong, faculty representative
Sarah Moncure, student representative
Debbie L. Sydow

COMMITTEE OF THE WHOLE:

COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

Mirza Baig, Co-Chair
Barbara L. Johnson, Co-Chair
H. Thomas Watkins III, Co-Chair
Peggy Agouris
Henry R. Broaddus
Amy S. Sebring
W. Fanchon Glover

WILLIAM & MARY

EXECUTIVE COMMITTEE

FEBRUARY 25, 2021

10:30 – 11:30 A.M.

ALUMNI HOUSE – LEADERSHIP HALL

JOHN E. LITTEL, CHAIR

WILLIAM H. PAYNE II, VICE CHAIR

BARBARA L. JOHNSON, SECRETARY

I.	Welcome and Introductory Remarks	John E. Littel
II.	Approval of Minutes	
	A. November 19, 2020	
	B. February 9, 2021	
III.	Closed Session (if necessary)	
IV.	Discussion	
V.	Adjourn	

WILLIAM & MARY

BOARD OF VISITORS
EXECUTIVE COMMITTEE
DRAFT MINUTES
NOVEMBER 19, 2020
ALUMNI HOUSE – LEADERSHIP HALL

COMMITTEE MEMBERS PRESENT

Mr. John E. Littel, Rector
Mr. William H. Payne II, Vice Rector
Ms. Barbara L. Johnson, Secretary
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman

Mr. James A. Hixon
Ms. Lisa E. Roday
Mr. H. Thomas Watkins III (via phone)
Mr. Brian P. Woolfolk (via phone)

OTHER BOARD MEMBERS PRESENT

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

OTHERS PRESENT

President Katherine A. Rowe
Ms. Amy Sebring, Chief Operations Officer
Ms. Carrie Nee, University Counsel
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
Members of the President's Cabinet
Committee Faculty and Student Representatives
W&M Staff and Faculty

CALL TO ORDER AND INTRODUCTORY REMARKS

Mr. John E. Littel, Rector, called the Executive Committee to order at 10:35 a.m. Mr. Littel welcomed Committee members and recognized those participating via phone.

APPROVAL OF MINUTES

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of September 24, 2020. Ms. Gerdelman noted that she was listed in the minutes as Mr. Gerdelman under the "Approval of Minutes" section and requested this be corrected. Motion was made by Ms. Roday, seconded by Mr. Payne. Hearing no discussion, the minutes were unanimously approved as corrected by roll call vote conducted by Board Secretary Mr. Michael J. Fox.

DISCUSSION

Mr. Littel asked Mr. Fox to summarize the Board schedule for the day and following day.

Mr. Littel asked President Rowe to provide an update on the semester. President Rowe reported that with only a few days remaining there was no one in quarantine or isolation. She said there was a sense of pride and increased trust internally among the university and noted she would be discussing this further during the full Board meeting. President Rowe commended the management of the university's finances and said there is still uncertainty ahead, but the university is prepared.

President Rowe asked Ms. Sebring to provide a financial update. She began by providing the status of the current fiscal year since the last meeting of the Board. Key items she pointed out included: (1) William & Mary received \$3.5M one-time supplemental funds from the 2020 General Assembly Special Session, along with increased flexibility to shift dollars between programs if needed due to COVID-19; (2) \$5M in VA COVID Relief Funds to be spent by December 31, 2020 to offset COVID-19 related expenditures; and (3) closed on the Bond sale on October 28, 2020 which will provide \$10M in debt service relief during FY21.

A discussion ensued about debt services and COVID-19 related expenses and offsets.

Ms. Sebring said other actions taken by the university to address the projected shortfall of more than \$30M include a mission critical budget review. Budgets have been reduced by nearly \$18M campus wide this year, but 85% of these reductions were one-time. She said that cabinet members are aware there is a need to convert some of these one-time reductions into ongoing/long-term cuts. William & Mary has managed to cut budgets for four out of the past five years.

Ms. Sebring said more information will be forthcoming in the next few months regarding a study on compensation. She also said that the university has been deferring maintenance costs over the past few years and there are going to be areas where a deferment is no longer an option.

Ms. Sebring gave a high-level report on key budget variables (i.e. enrollments, housing, dining, etc.), and dates, related to the upcoming spring semester. She said that given the late start of the spring semester projected revenue is unknown at the time of the November 2020 Board meeting.

Ms. Sebring said that thinking ahead to FY22, there is a structural deficit of at least \$6.2M. She said that she anticipates the university will need to increase financial aid by \$2M to keep up with commitments already made. Ms. Sebring said that she and Provost are continuing to discuss with cabinet members the need to identify sustainable base reductions. She also noted that the 2021 General Assembly Session, summer 2021 enrollments, fall 2021 enrollment, and philanthropy will be important for the university to have a better understanding of what the financial outlook for FY22 will be.

A discussion ensued regarding which fiscal year a summer session is a part of, as well as the expected timeline of continuing to manage COVID-19 impacts around public health and the economy.

Ms. Sebring highlighted the timeline before the Board for setting tuition, noting the Board historically has set in-state undergraduate tuition at its November Board meeting and tuition and fees for all other students in April. Ms. Sebring reminded the Committee that the Board modified the Promise in 2019 to include a 3% tuition increase and the annual increase not exceed 3%. In May 2020 the Board reversed that action, holding tuition and mandatory fees flat for all students. There has not been an increase in in-state undergraduate tuition for three consecutive years.

A discussion ensued regarding budget reductions.

At the request of Mr. Littel, Ms. Sebring provided an update on COVID-19. Ms. Sebring said that with Mr. Samuel E. Jones, Director of W&M's COVID-19 Coordination Team, retiring at the end of December President Rowe asked her to chair the COVID Response Team beginning January 2021. She said that the university is planning pre-arrival testing for students in the spring, following the same practice as the fall, and the university has determined there will be a phased return for the spring semester. The wastewater testing company will add three additional zones to better target testing. The university is also looking at using a pooled PCR testing approach for the spring, along with antigen testing to supplement the PCR testing. Ms. Sebring said athletics is already using antigen testing as required by the Conference.

President Rowe added that there would be a conversation at the Board meeting with information from the Public Health Advisory Group and how the university is using scientific data and testing. She said the university is continually looking at new testing technologies and wastewater testing is allowing the university to direct its testing in a more efficient manner.

Ms. Sebring noted that the university is in active conversations with the Virginia Department of Health on how to improve on contact tracing.

Mr. Littel asked each Committee member to share agenda highlights from the upcoming Committee meeting in which they chair.

President Rowe reported on the November 18 Design Review Board (DRB) meeting and the assignment of future naming and renaming responsibilities to the DRB for transparency in process and to allow the university to continually assess how the built environment at William & Mary advances belonging, integrity and respect; and how it does that using the deep history and research of The Lemon Project to advance anti-racism at William & Mary. The President asked the DRB for to develop plans for the following: (1) process and guidelines for submission of proposed names for naming and renaming, and (2) thresholds for decision making (including budgetary and time impacts).

A discussion ensued regarding naming and renaming.

A discussion ensued regarding naming and renaming. Board member, Mr. Brian P. Woolfolk, expressed his displeasure with the progress that has been made and feels the proposed process puts an undue burden on the communities that feel oppressed and puts the university at risk for an external party to tell the university how to proceed. Mr. Woolfolk said he had asked that a list of building names and who the buildings are named after be circulated. President Rowe said that list was circulated before the 2020 September Board meeting. She said she would resend the information to Mr. Woolfolk. Mr. Payne added that the list was exhaustive and included over 500 names of building/locations on campus. Mr. Woolfolk asked the list to be re-circulated and said he thought the list was insufficient.

Mr. Littel ask President Rowe to give a brief overview of the big events, such as Charter Day, coming in spring 2021.

CLOSED SESSION

Ms. Johnson moved the William & Mary Board of Visitors convene into closed session pursuant to Virginia Code Sections: §2.2-3711.A.1 for discussion of the performance of specific officers or employees, including the Presidents of W&M and RBC and members of the W&M Executive Leadership Team and the Department of Athletics; and §2.2-3711.A.7 and A.8 for consultation with legal counsel and others regarding actual or probable litigation and specific personnel and compliance matters requiring legal advice. Motion was seconded by Mr. Payne and unanimously approved by roll call vote conducted by Mr. Fox.

At that time the Board members, President, COO, University Counsel and Secretary to the Board entered the closed session meeting at 11:28 a.m.

RECONVENED OPEN SESSION

Following the closed session, the Committee returned to open session at 12:35 p.m. Ms. Johnson moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Roday and approved unanimously by roll call vote conducted by Mr. Fox (**appended**).

ADJOURNMENT

There being no further business, Rector Littel adjourned the meeting at 12:43 p.m.

November 19, 2020

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: **9**

NAYS: **0**

ABSENT DURING CLOSED SESSION: **0**


John E. Littel
Rector

WILLIAM & MARY

BOARD OF VISITORS
EXECUTIVE COMMITTEE
DRAFT MINUTES
FEBRUARY 9, 2021
VIRTUAL VIA ZOOM

BOARD MEMBERS PRESENT ELECTRONICALLY

Mr. John E. Littel, Rector	Mr. James A. Hixon
Mr. William H. Payne II, Vice Rector	Ms. Lisa E. Roday
Ms. Barbara L. Johnson, Secretary	Mr. H. Thomas Watkins III (present 4:00 – 4:20 p.m.)
Mr. S. Douglas Bunch	Mr. Brian P. Woolfolk
Ms. Sue H. Gerdelman	

OTHER BOARD MEMBERS PRESENT ELECTRONICALLY

Hon. Mari Carmen Aponte	Mr. J.E. Lincoln Saunders
Mr. Victor K. Branch	Dr. Karen Kennedy Schultz
Ms. Cynthia E. Hudson	Mr. Anthony M. Joseph, Student Representative
Hon. Charles E. Poston	Ms. Arielle S. Newby, Staff Liaison

OTHERS PRESENT

President Katherine A. Rowe
Dr. Peggy Agouris, Provost
Ms. Amy Sebring, Chief Operations Officer
Ms. Carrie Nee, University Counsel
Dr. Jeremy P. Martin, Interim Athletics Director
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 Executive Leadership Team

CALL TO ORDER AND INTRODUCTORY REMARKS

Mr. John E. Littel, Rector, called the Executive Committee to order at 4:01 p.m. Mr. Littel introduced members of the Executive Committee and other Board members present.

The meeting was held in accordance with Item 4-0.01.g of the 2020 Appropriation Act, which provides governing boards with the ability to hold meetings electronically without a quorum present while the Commonwealth is under a State of Emergency.

Mr. Littel gave a brief overview of the agenda noting the Committee would hear an update on the pandemic from the President as well as an update from the Interim Athletics Director, consider Honorary Degrees for Charter Day 2021 and receive a briefing on a real estate transfer.

Mr. Littel introduced President Katherine A. Rowe who reported on COVID-19 and the return to campus for the spring semester. President Rowe noted class modalities and that students who have chosen to be in person are back on campus. The phased return of students allowed for robust testing to take place. COVID-19 positivity rates are higher in the region and campus than they were in the

fall. Communication on how to socialize safely continues. President Rowe concluded by saying testing turnaround has been efficient and the first round of census testing will begin next week.

A discussion ensued about the increased COVID-19 numbers and testing protocols.

REPORT FROM INTERIM ATHLETIC DIRECTOR

Dr. Jeremy P. Martin, Interim Athletics Director, provided a athletics fundraising update. Key points from his update: (1) annual giving is the foundation of W&M Athletics' budget and (2) the budget foundation needs to be rebuilt. There is a need for fundraising to meet or exceed the giving from FY21 or Athletics will find itself in a financial crisis. Dr. Martin provided an overview of the cash received and expendable cash on hand by fiscal year. He then showed the FY20 sport-specific annual giving goals and pointed out five teams have met their goal. Dr. Martin said the Athletics Department is engaging alumni and communicating the need to support teams on an annual basis. Dr. Martin concluded by reviewing what community building of sports means, as noted in the Athletics 2025 strategic plan. There are two ways to build community: (1) fill stadiums and arenas and generate wider awareness of the institution; or (2) provide an experience to student-athletes that generates such intense loyalty that alumni and friends form a community committed to the financial sustainability of their respective program.

Discussion ensued about the upcoming virtual Lord Botetourt Auction on March 12.

NEW BUSINESS

Mr. Littel moved that the Executive Committee confer honorary degrees on the following individuals for Charter Day 2021:

- Jayne Weeks Barnard – Doctor of Laws
- George Warren Cook – Doctor of Public Service
- Jacquelyn Yvonne McLendon – Doctor of Humane Letters
- Patrick James O'Connell – Doctor of Humane Letters

Motion was seconded by Ms. Johnson and approved unanimously by roll call vote – 8-0 – conducted by Mr. Michael J. Fox, Secretary of the Board of Visitors.

CLOSED SESSION

Ms. Johnson moved the Executive Committee of the William & Mary Board of Visitors convene in closed session pursuant to Virginia Code Sections: §2.2-3711.A.3 for discussion or consideration of the disposition of real property currently held by the university where discussion in open session would adversely affect the bargaining position or negotiating strategy of the university; and §2.2-3711.A.9 for discussion and consideration of matters related to gifts and fundraising on behalf of the Department of Athletics. Motion was seconded by Ms. Gerdelman and unanimously approved by roll call vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

At that time the Committee and Board members, President, Provost, COO, University Counsel and Interim Athletics Director entered the closed session meeting at 4:20 p.m.

RECONVENED OPEN SESSION

Following the closed session, Committee members and others returned to open session at 5:12 p.m. Ms. Johnson moved that the Committee 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. Hixon and approved by roll call vote – 8-0 – conducted by Mr. Fox (**appended**). Mr. Watkins had to depart early and was not present.

Mr. Littel announced multiple upcoming events:

- Virtual Charter Day Ceremony Thursday, February 11 at 7:00 p.m.
- Virtual Committee on Financial Affairs meeting Friday, February 12 at 9:30 p.m.
- Virtual Alumni Medallion Ceremony Saturday, February 13 at 12:30 p.m.
- Virtual Richard Bland College Committee meeting Tuesday, February 23 at 9:00 a.m.
- In person Board of Visitors meeting February 25 and 26 at the Alumni House

ADJOURNMENT

There being no further business, Rector Littel adjourned the meeting at 5:16 p.m.

February 9, 2021

CERTIFICATION OF CLOSED SESSION

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

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

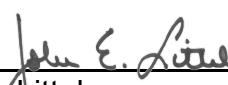
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors Executive Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session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

VOTE

AYES: 8

NAYS: 0

ABSENT DURING CLOSED SESSION: 1


John E. Littel
Rector

WILLIAM & MARY

COMMITTEE ON ACADEMIC AFFAIRS
FEBRUARY 25, 2021
12:00 – 1:00 P.M.
ALUMNI HOUSE – HUNTER HALL

KAREN KENNEDY SCHULTZ, CHAIR
S. DOUGLAS BUNCH, VICE CHAIR

I. Introductory Remarks	Karen Kennedy Schultz
II. Approval of Minutes	
A. November 19, 2020	
III. Provost's Report	Peggy Agouris
IV. Faculty Liaison Committee Report	Mark Brush
V. Action Materials	Provost Agouris
A. Appointment to Fill A Vacancy in the Instructional Faculty	Resolution 1
B. Designated Professorship	Resolution 2
C. Award of Academic Tenure	Resolution 3
D. Faculty Promotions	Resolution 4
E. Leave of Absence	Resolution 5
Retirement of...	
F. Standish K. Allen, Jr. - School of Marine Science	Resolution 6
G. Lynda L. Butler - William & Mary Law School	Resolution 7
H. Maureen Fitzgerald – Religious Studies	Resolution 8
I. Victoria A. Foster – School of Education	Resolution 9
J. Charles F. Gressard – School of Education	Resolution 10
K. Grey Gundaker – Anthropology & American Studies	Resolution 11
L. Tomoko Hamada – Anthropology	Resolution 12
M. Gina L. Hoatson – Physics	Resolution 13
N. Charles R. McAdams, III – School of Education	Resolution 14
O. Raymond E. McCoy – Kinesiology & Health Sciences	Resolution 15
P. Edwin J. Pease – Art & Art History	Resolution 16
Q. Elizabeth S. Radcliffe – Philosophy	Resolution 17
R. Elizabeth A. Wiley – Theatre, Speech & Dance	Resolution 18
VI. Closed Session (if necessary)	
VII. Discussion	
VIII. Adjourn	

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON ACADEMIC AFFAIRS
DRAFT MINUTES
NOVEMBER 19, 2020
ALUMNI HOUSE – HUNTER HALL

COMMITTEE MEMBERS PRESENT

Dr. Karen Kennedy Schultz, Chair
Mr. S. Douglas Bunch, Vice Chair
Hon. Mari Carmen Aponte (via phone)
Mr. Victor K. Branch (via phone)
Ms. Anne Leigh Kerr (via phone)

Ms. Barbara L. Johnson (for purpose of a quorum)
Ms. Lisa E. Roday (for purpose of a quorum)
Dr. Jennifer M. Mellor, Faculty Representative
Ms. Alexandra Byrne, Student Representative

COMMITTEE MEMBERS ABSENT

Mr. Mirza Baig

OTHER BOARD MEMBERS PRESENT

Mr. John E. Littel, Rector
Dr. Thomas J. Ward, Faculty Representative

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

OTHERS PRESENT

Dr. Peggy Agouris, Provost
Dr. David Armstrong, Faculty Assembly President
Dr. Mark J. Brush, Faculty Assembly Vice President
Mr. Michael J. Fox, Secretary to the Board of Visitors
Dr. Cathy Forestell, Associate Professor of Psychological Sciences
Members of the President's Cabinet
W&M Deans
W&M Staff and Faculty

CALL TO ORDER AND INTRODUCTORY REMARKS

Dr. Karen Kennedy Schultz, Chair, called the Committee on Academic Affairs to order at 1:07 p.m. Dr. Schultz noted Rector John E. Littel appointed Ms. Barbara L. Johnson and Ms. Lisa E. Roday to serve as members of the Committee during the meeting to ensure an in person quorum as permitted by the Bylaws.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Dr. Schultz asked for a motion to adopt the minutes of the September 24, 2020 meeting. Motion was made by Ms. Lisa E. Roday, seconded by Ms. Barbara L. Johnson. The minutes were adopted by roll call by Mr. Michael J. Fox, Secretary to the Board of Visitors.

Dr. Schultz called on Alexandra Byrne, student representative to offer remarks. Ms. Bryne highlighted how the Student Assembly is tackling systemic racism in the academic realm. She also gave an overview of the Academic Diversity Project.

Dr. Schultz called on Mr. Anthony Joseph, Student Assembly President and Board of Visitors Student Representative. Mr. Joseph reported that there is a campus wide art project underway for the Memorial to the Enslaved. In the foyer, the Student Assembly has an exhibit sneak peak of artwork showing the significance of its partnership with the Lemon Project.

PROVOST'S REPORT

Dr. Peggy Agouris, Provost, provided an overview of the fall semester. She noted lessons have been learned this semester and reported on the structure of the spring semester. The spring semester will use the same modalities as fall, a combination of in person, blended and remote; and their will be a phased return of students in January. Provost Agouris highlighted the work being done by the Studio for Teaching and Learning Institute to support faculty doing remote teaching during the pandemic and to examine how lessons learned can expand opportunities after the end of the pandemic. Provost Agouris reported that the Committee on Curriculum Enhancement, comprised of faculty, students and staff, will release a report that will help improve curriculum and learning outcomes. Diversity and Inclusion remains a focus area for the entire university. She concluded by reading a message of gratitude from a faculty member.

FACULTY LIAISON COMMITTEE REPORT

Dr. Mark J. Brush, Vice President of the Faculty Assembly, reported the faculty have been engaged in conversations regarding athletics; faculty research leave; non-tenure eligible policies; the three-year pilot plan to increase diversity; faculty handbook revisions; and discussion with the Title IX Office. Dr. Brush noted that the Faculty Assembly recently received a report, from an internal committee, describing how the university assesses and evaluates teaching. A white paper has been drafted with recommendations and the Faculty Assembly is expected to vote on it soon. Dr. Brush commented on the faculty survey conducted every three years and then introduced Dr. Cathy A. Forestell, Associate Professor of Psychological Sciences.

2019 FACULTY LIAISON SURVEY

Dr. Forestell reviewed the 2019 Faculty Survey led by the Faculty Affairs Committee of the Faculty Assembly. She recognized committee members and reviewed criteria of the survey and the eight different themes. The survey reached 884 instructional faculty members over the course of a month. The response rate was 65%. She reminded the Committee, before reviewing survey findings, that the data is pre-pandemic. Among the findings: faculty are overall satisfied with their position at William & Mary; the view of diversity and inclusion is not as positive; and the majority of faculty are dissatisfied with salaries for tenure-eligible and non-tenure-eligible. Dr. Forestell noted that while the majority of instructional faculty are dissatisfied with salaries the satisfaction has increased from the 2015 survey.

A discussion ensued regarding the findings of the survey.

ACTION MATERIALS

Dr. Schultz brought forth and requested a motion on the following six resolutions:

- **Resolution 7:** William & Mary Designated Professorships
- **Resolution 8:** William & Mary Award of Academic Tenure
- **Resolution 9:** William & Mary Faculty Promotions
- **Resolution 10:** Retirement of Michael J. Kelley, Department of Applied Science
- **Resolution 11:** Retirement of Robert J. Orth, School of Marine Science
- **Resolution 12:** Retirement of Walker O. Smith, Jr., School of Marine Science

Resolutions 7-12 were moved as a block by Ms. Roday, seconded by Mr. Bunch, and hearing no discussion were approved – 5-0 – by roll call vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors. Mr. Baig was absent.

ADJOURNMENT

There being no further business, Dr. Schultz adjourned the meeting at 2:03 p.m.

**WILLIAM & MARY
APPOINTMENT TO FILL A VACANCY IN THE
INSTRUCTIONAL FACULTY**

A vacancy in the Instructional Faculty of William & Mary has resulted because of a resignation, termination or the approval of an additional position

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

WILLIAM C. WALTON, Professor of Marine Science, without tenure, effective June 10, 2021

B.Sc., Tufts University, 1991
M.Sc., Rutgers University, 1993
Ph.D., University of Maryland, 2003

Auburn University
Associate Professor, 2014-2020
Director, Shellfish Lab, 2018-2020
Assistant Professor, 2009-2014

Dauphin Island Sea Lab, AL
Senior Marine Scientist, III, 2020
Senior Marine Scientist, II, 2017-2020
Senior Marine Scientist, I, 2014-2017

Mississippi-Alabama Sea Grant Consortium
Oyster Aquaculture Extension Specialist, 2016-Present

Woods Hole Oceanographic Institution
Guest Investigator, 2003-2013

Cape Cod Cooperative Extension & Woods Hole Sea Grant
Fisheries and Aquaculture Specialist, 2003-2008

Board of Visitors

Resolution 2

February 25-26, 2021

Page 1 of 1

WILLIAM & MARY DESIGNATED PROFESSORSHIPS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the designated professorships for the following members of the Faculty, effective with the 2021-22 academic year (unless otherwise noted):

Vladimir Atanasov, Brinkley-Mason Professor of Business
(effective as of AY 2020-21)

Shanta' Hinton, McLeod Tyler Associate Professor of Biology

Elizabeth Losh, Duane A. & Virginia S. Dittman Professor of English and American Studies

Scott McCoy, Richard S. Reynolds, Jr. Professor of Business
(effective as of AY 2020-21)

John J. Merrick, Jr., Thomas L. Owen Professor of Business
(effective as of AY 2020-21)

Paula M. Pickering, Richard S. Perles Associate Professor of Government

Hannes Schniepp, Virginia Microelectronics Consortium (VMEC) Professor of Applied Science

**WILLIAM & MARY
AWARD OF ACADEMIC TENURE**

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the following members of the Faculty be awarded academic tenure, effective with the beginning of the 2021-22 academic year:

Nicholas L. Balascio, Department of Geology

Patton E. Burchett, Department of Religious Studies

Maria Galmarini-Kabala, Department of History

Aaron M. Griffith, Department of Philosophy

Adwait Jog, Department of Computer Science

Robert C. Knoepfel, School of Education

Daniel Maliniak, Department of Government

Anh T. Ninh, Department of Mathematics

Kenneth Njoroge, School of Business

Jessica Paga, Department of Classical Studies

Claire Pamment, Department of Theater, Speech & Dance

Jon M. Pineda, Department of English

Shi Qi, Department of Economics

Andrew M. Scheld, School of Marine Science

Eric A. Swartz, Department of Mathematics

GuanNan Wang, Department of Mathematics

Wei Yang, School of Business

WILLIAM & MARY FACULTY PROMOTIONS

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves the academic promotion of the following members of the Faculty of the university, effective with the beginning of the 2021-22 academic year:

Assistant Professor to Associate Professor

Nicholas L. Balascio, Department of Geology

Patton E. Burchett, Department of Religious Studies

Maria Galmarini-Kabala, Department of History

Aaron M. Griffith, Department of Philosophy

Adwait Jog, Department of Computer Science

Daniel Maliniak, Department of Government

Anh T. Ninh, Department of Mathematics

Kenneth Njoroge, School of Business

Jessica Paga, Department of Classical Studies

Claire Pamment, Department of Theater, Speech & Dance

Jon M. Pineda, Department of English

Shi Qi, Department of Economics

Andrew M. Scheld, School of Marine Science

Eric A. Swartz, Department of Mathematics

GuanNan Wang, Department of Mathematics

Wei Yang, School of Business

Clinical Associate Professor to Clinical Professor

Laura R. Killinger, School of Law

Board of Visitors

Resolution 5

February 25-26, 2021

Page 1 of 1

**WILLIAM & MARY
FACULTY LEAVE OF ABSENCE**

The following faculty member has requested a leave of absence without pay for a period of three years, effective with the 2021-22 academic year for the reason given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of William & Mary approves this leave of absence:

Steven A. Kuehl, Professor of Marine Science, to accept a position with Xiamen University, China

**WILLIAM & MARY
RETIREMENT OF DR. STANDISH K. ALLEN, JR.
SCHOOL OF MARINE SCIENCE**

Standish K. Allen, Jr. joined the faculty of William & Mary in 1997 as a Full Professor in the School of Marine Science. He was hired at that time to serve as the inaugural Director of the Aquaculture Genetics & Breeding Technology Center at the Virginia Institute of Marine Science (VIMS), a position that he has held until his retirement in 2021.

Prior to coming to William & Mary, Professor Allen and colleagues at Rutgers University developed and patented a method for creating oysters with four sets of chromosomes, called *tetraploids*. Recognizing the value of this technology for the development of a viable oyster aquaculture industry, Professor Allen worked with VIMS and William & Mary to acquire the intellectual property rights from Rutgers University. This would prove to be prescient and transformative in the development of commercial oyster aquaculture in Virginia, the Nation, and world-wide.

Upon his arrival at William & Mary Professor Allen established a world-class breeding program using the native, natural diploid oysters to develop strains that were fast-growing and resistant to two oyster diseases that were decimating wild populations. In a few short years, he and his team had produced several strains of native oysters that could be grown in aquaculture to marketable size with minimal loss to disease. He then crossed these selectively-bred *diploid* oysters with patented *tetraploid* oysters to produce fast-growing, disease-resistant *triploid* oysters that remain plump and delectable year-round.

The combination of the selective breeding and the production of triploids provided by Professor Allen's work has quite literally been responsible for the development and rapid expansion of oyster aquaculture in Virginia, the industry's continuing expansion along the U.S. Atlantic and Gulf coasts, and its increased productivity on the U.S. Pacific coast in recent years. With the oyster aquaculture industry around the world beginning to incorporate triploids into their farming practices, production of cultured oysters is poised to continue its expansion globally.

While conducting this research, Professor Allen worked closely with the shellfish aquaculture industry throughout the U.S. and in some cases internationally to transfer these advances into practical application, providing hands-on training for the industry. The result has been dramatic increases in oyster aquaculture production in some coastal regions of the U.S. Virginia has in fact gone from virtually no production of cultured oysters at the beginning of this century to the East Coast leader in the production of farmed oysters as a result of the research, development and training provided under his leadership. The next time you are in a restaurant and see oysters on the menu in the formerly taboo months without an "R" you should think of Stan Allen. The techniques that he pioneered enabled this advancement.

With over 100 peer-reviewed papers to his credit, Professor Allen is a leading internationally recognized authority on bivalve genetics and its application to commercial aquaculture. In addition to the U.S. patent noted above, he holds patents in the European Union, South Africa, Australia, Taiwan and China related to the production of tetraploid oysters. His work has been impactful enough to have been the subject of feature articles in *The Atlantic Magazine* and *The Washington Post*.

During his time at VIMS Professor Allen has served as major or co-major advisor to 11 graduate students and mentored eight postdoctoral fellows. In addition to his contributions to the academic program in the School of Marine Science, he has provided technical training to dozens of high school and undergraduate students who have gone on to work in the oyster aquaculture industry in Virginia. Several of his former graduate students are now leaders in oyster aquaculture.

BE IT RESOLVED, that the Board of Visitors acknowledges the retirement of Professor Standish K. Allen, Jr. and expresses its appreciation to him for the many contributions he has made to William & Mary and VIMS in his 23 years of service. The Board hereby approves the change in status from Professor of Marine Science to Professor of Marine Science, Emeritus.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Allen with best wishes from a grateful Board for his year of dedicated service to William & Mary.

RETIREMENT OF LYNDA L. BUTLER
WILLIAM & MARY LAW SCHOOL

An undergraduate alumna of William & Mary, Lynda L. Butler joined the Law School's faculty in 1979. She was one of the Law School's first women to receive tenure, and later was named a Chancellor Professor and served as interim dean. Over her tenure at the Law School, she has distinguished herself through her scholarship and teaching. Her devotion to William & Mary is unmatched, and her decades of faithful service and leadership have made the Law School and William & Mary immeasurably better.

Professor Butler has held almost every leadership position of significance at the Law School. In 2008, after she had served eight years as vice dean, fate called then-dean of the Law School Taylor Reveley to the interim presidency of the university, leaving the Law School immediately in need of a new leader. Reveley turned to Professor Butler and asked her to take on the deanship on an interim basis; she was the obvious and perfect choice. Although she had been ready to leave administration and return full-time to teaching and scholarship, she did not hesitate to answer the call, and as a result she made history as the first woman to lead the School. Professor Butler did not just keep the seat warm during the year-plus of her deanship. Instead, she continued with new initiatives and ideas, including convening the first faculty retreat to help inform the School's priorities. In these leadership positions, as well as other roles such as chairing countless committees, Professor Butler has always acted with the highest integrity, putting the interests of the institution above her own, choosing the right way over the easy way.

In addition to her many roles at the Law School, Professor Butler has served the university with distinction. The high point was her service as vice president, and then president of the Faculty Assembly, where she led the effort to create and secure Board of Visitors approval of the Faculty Handbook. For more than a decade, she has been the co-chair of the university's Committee on Sustainability. Professor Butler has also served as a member of the William & Mary Design Review Board and Commencement Policy Committee. She has been chosen for these and other roles not just because of her work ethic and dedication – though they are unmatched – but because of her sound judgment, fairmindedness and ability to engender confidence.

Professor Butler has distinguished herself through decades of scholarship, primarily in the areas of property and environmental law. She has authored important articles in her fields and a book on Virginia coastal and tidal law. For many years she edited the journal of the state bar's Real Property Section. Professor Butler has produced a burst of novel scholarship in the last several years preceding her retirement. One of her great scholarly achievements, one that we hope will continue to flourish long after her retirement, is William & Mary's Property Rights Project. Its signature event, the annual Brigham-Kanner Property Rights Conference, annually brings together academics, judges, and lawyers to discuss cutting-edge issues in property law. The conference's high profile has significantly

enhanced the Law School's reputation across the nation and indeed the world. The conference has also provided a valuable experience for William & Mary's students, who get to network with potential employers and edit a bound volume of the conference proceedings, a volume for which Professor Butler serves as editor.

Professor Butler has made a lasting mark on the profession through her four decades of teaching and mentoring. Since her arrival on campus, she has been a gifted and passionate educator. From the beginning, students had great respect and affection for her, often making her the subject of "Libel Night" in early years, a tribute she fondly remembers with amusement. Teaching mostly in the area of property and the environment, her courses have ranged from the large required 1L Property course to, in recent years, a seminar on Climate Change. She brings the abstractions of property law to life with modern examples. She has mentored countless students – future public servants, law firm partners, and law school deans – and remains in touch with students as their careers develop, cementing their lasting friendship to the institution. Her decades of outstanding teaching earned her the high honor of the 2019 Thomas A. Graves, Jr. Award for Sustained Excellence in Teaching.

In sum, Lynda Butler has led an exemplary career and has made everyone and everything around her better.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Lynda L. Butler; expresses its deep appreciation for the many contributions she has made to the William & Mary Law School and William & Mary during her decades of devoted service; and approves a change in status from Chancellor Professor of Law to Chancellor Professor of Law, Emerita.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Butler with best wishes from a grateful Board for her years of dedicated service to William & Mary.

RETIREMENT OF MAUREEN FITZGERALD DEPARTMENT OF RELIGIOUS STUDIES

Maureen Fitzgerald received her B.A. at Dickinson College, and M.A. and Ph.D. in History at the University of Wisconsin-Madison. Before joining the faculty at William & Mary in 1998, she was a Research Associate and Visiting Lecturer in the History of Christianity at Harvard Divinity School and Assistant Professor of History at the University of Arizona. At William & Mary she first served as a Visiting Assistant Professor from 1998 to 2001, then as an Assistant Professor in American Studies and Religious Studies from 2002 to 2005. In 2005 she was promoted to Associate Professor in American Studies and Religious Studies and kept that joint appointment until 2013, when she shifted her affiliation entirely to Religious Studies until her retirement in 2021. From 2007 to 2011 she served as Director of William & Mary's American Studies Program.

Professor Fitzgerald has devoted the lion's share of her scholarship to the interplay between modern Catholicism and American life, particularly the role of religious women in contemporary U.S. social and political history. This is evident in the numerous articles, scholarly papers and public lectures she has published and delivered, and finds its crowning achievement in her monograph, *Habits of Compassion: Irish-Catholic Nuns and the Origins of New York's Welfare System, 1830-1920*, published in 2006. Tracking the impact of Irish-Catholic Sisters on charity in America, and hailed (amidst other acclaim) as "an impressive cultural and political history that will undoubtedly revise the standard interpretation of the origins of welfare reform" (*National Catholic Weekly*), it has been deemed "required reading for anyone who wants to be informed of a very important, but hitherto neglected, aspect of modern American history" (*Fellowship of Catholic Scholars Quarterly*). It won the First Book Prize of the Berkshire Conference of Women Historians in the year of its publication.

For all the prowess of her scholarship, however, Professor Fitzgerald's residence at William & Mary is more indelibly marked by her teaching and collegiality. Tireless in her work with individual students, ardent in her classroom manner, selfless to a fault with fellow faculty and activist for anyone marginalized, she has embodied in her tenure what the university does for academia, "transcend the boundaries between research and teaching, teaching and learning, learning and living."

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Maureen Fitzgerald; expresses its deep appreciation for her 23 years of service; and approves a change in status from Associate Professor of Religious Studies to Associate Professor of Religious Studies, Emerita.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Fitzgerald with best wishes from a grateful Board for her years of dedicated service to William & Mary.

**WILLIAM & MARY
RETIREMENT OF VICTORIA A. FOSTER
SCHOOL OF EDUCATION**

Victoria Ann Foster received her bachelor's degree from the New College at the University of Alabama in 1974, followed by a master's degree in American Studies and Women's Studies in 1976. She received her Ed.D degree in Counselor Education and Supervision at North Carolina State University in 1989.

Prior to her position at William & Mary, Professor Foster held numerous roles in clinical practice including director of a community-based residential treatment center for emotionally disturbed children in Tuscaloosa, Alabama; director of a residential treatment program for emotionally disturbed girls for the Department of Child and Family Services in Raleigh, North Carolina; and director of a recreational program for middle school children who were under the supervision of Juvenile Court in Asheville, North Carolina. Professor Foster subsequently held the position of Vice President for Children's Services for Lutheran Family Services of the Carolinas and held an adjunct faculty position at North Carolina State University before she was recruited for a tenure-track position at William & Mary.

Since joining the faculty at William & Mary in 1992, Professor Foster has been actively engaged in teaching, service and scholarship. She received a New Faculty Teaching award in her first year, followed subsequently by the Thomas Jefferson Award for Teaching Excellence and the Mentor of the Year Award from the Association for Counselor Education and Supervision, among others. She has chaired over 50 doctoral dissertations over the years. In 1995 Professor Foster developed and launched the Marriage Couples and Family Counseling (MCFC) Specialization in the William & Mary Counseling Program, the first such specialization in the Commonwealth of Virginia.

Throughout her tenure at William & Mary, Professor Foster maintained a rigorous research agenda with particular interest in applications of cognitive developmental theory in counseling research and practice. She has published 49 articles in well-respected professional journals as well as eight book chapters, and has delivered over 120 professional presentations in national and international venues. For three consecutive years, Professor Foster received the Outstanding Article of the Year Award from the *Counselor Education and Supervision Journal*, a leading professional journal in the her field. Professor Foster's appointment at William & Mary included primary responsibility as director of the New Horizons Family Counseling Center (NHFCC), a university-based counseling service providing free family services to children from seven regional school districts. Under Professor Foster's leadership, funding has since grown from \$7,000 to \$78,000 annually and will increase in 2021 to \$95,000. Since 2008, the Williamsburg Health Foundation has granted additional annual funding to the NHFCC ranging from \$90,000 to \$110,000 for weekly group counseling services to high-risk families. Funding

received by the NHFCC almost exclusively provides financial support for the master's and doctoral student interns who provide the Center's clinical services and administration.

Over the years, Professor Foster has been highly active in service to the School of Education, the university, the counseling profession and the community. She served as the Area Coordinator (now known as Department Chair) for School Psychology and Counselor Education for two terms. She has served on numerous standing university committees, including the International Advisory Committee for the Reves Center supporting internationally focused initiatives and study abroad programs. Professor Foster developed and implemented the first study abroad program for incoming William & Mary freshman with St. Andrews, the oldest institution of higher education in Scotland.

Regarding service to her profession, she served for three years on the Board of the Association for Moral Development and its Special Interest Group on Diversity. She was president of the Southern Association for Counselor Education and Supervision, and has been a long-standing member of its editorial board as well as a member of editorial boards for the International Association for Marriage & Counseling, the *Journal of Moral Education* and *The Family Journal*. In addition to her long and continuing history of community service provision through the NHFCC, Professor Foster currently represents William & Mary as a member of New Horizons Health Foundation's Advisory Committee promoting collaborative engagement among school superintendents in addressing pressing mental health needs in six regional public school districts.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Victoria A. Foster; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 29 years of service, a change in status from Professor of Education to Professor of Education, Emerita.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Foster with best wishes from a grateful Board for her years of dedicated service to William & Mary.

**WILLIAM & MARY
RETIREMENT OF CHARLES F. GRESSARD
SCHOOL OF EDUCATION**

Charles F. "Rick" Gressard has 50 years of experience as a counselor and as a counselor educator. After receiving his master's degree in rehabilitation counseling from Kent State University, Professor Gressard worked as an addiction counselor for five years, which included a one-year training program in addictions as part of a National Institute of Mental Health (NIMH) grant at Harvard. After receiving his Ph.D. in Counselor Education at the University of Iowa, he taught for one year at SUNY-Buffalo, seven years in the counselor education program at the University of Virginia, and five years as an Assistant Professor of Psychiatry at the UVA School of Medicine where he was counseling director of UVA's outpatient addictions clinic. In 1993, Professor Gressard joined the faculty at William & Mary where he coordinated the master's program in Addiction Counseling program for 24 years.

During his 28 years at William & Mary, Professor Gressard was dedicated to producing outstanding clinical mental health, school and addiction counselors, and counselor educators who have become leaders in the profession. He developed and taught 11 on-campus counseling courses and one cross-listed undergraduate/graduate course. He taught graduate ethics courses in Romania and St. Lucia, and also developed three online courses for the recently implemented online master's program. In addition, he directed and chaired or co-chaired 29 doctoral dissertations and served as a committee member on dozens of other dissertation committees.

Professor Gressard played an essential role in the development and improvement of the Counselor Education Program. Perhaps most significantly, in 1998, he initiated and directed the program's initial effort for accreditation with the Council for Accreditation of Counselor Education and Related Education Programs (CACREP). This effort entailed a complete restructuring of both the master's and doctoral programs as well as the development and redesign of required courses and the clinical experiences. Other program development activities included the initiation and implementation of the Addiction Counseling program that received the Outstanding Addiction Program Award from the International Association for Addiction and Offender Counselors in 2011. One of his other significant accomplishments was the development of the New Leaf Clinic in 2009 as an on-campus training site for the addiction counseling and clinical mental health students. The New Leaf Clinic has not only served as a training site for hundreds of counseling students but has also served the William & Mary community by providing counseling services for over a thousand William & Mary students who have received disciplinary action for alcohol and other drug violations. In 2017 Professor Gressard initiated the development of the online master's program and the recently implemented military and veterans' master's specialty.

Professor Gressard's scholarly activities focused on the issues of addiction counseling, counseling ethics and transpersonal counseling. He published 30 state, regional, national, and international journal articles, two monographs, 11 book chapters, and made 16 international presentations, 115 national and regional presentations, 64 state presentations, and innumerable local presentations and workshops. At William & Mary, he received 18 research and training grants totaling over \$1.5 million. Lastly, he served on the editorial board for the *Romanian Counseling Journal*, the *Journal for Counseling and Development*, and *Counselor Education and Supervision*.

Professor Gressard has a long history of service and leadership for the School of Education and for William & Mary. In the School of Education, he twice served as coordinator of the counseling program and served for five years as chair of the School Psychology and Counselor Education program. He also chaired the Faculty Evaluation Committee, the Diversity Committee, the Academic Affairs Committee, and served on the School of Education's Executive Committee. For the university, he served from 2008 to 2014 on the Strategic Planning Committee and from 2009 to 2013 on the Faculty Assembly. He was elected President of the Faculty Assembly for the 2012-2013 academic year. In recognition of his accomplishments and his service, he was named Chancellor Professor of Education in 2015.

Professor Gressard also provided significant leadership for the counseling profession at the state, national and international levels. He served as chair of the Virginia Board of Counseling, which is the state licensure board for professional counselors in the Virginia Department of Health Professions, and co-founded and chaired the Department of Health Professions' impaired professional program and served on that committee for ten years. In addition, Professor Gressard served on the Virginia Alcohol Safety Action Program's advisory board and is a member of the Virginia Counselors Association Foundation's Board of Directors. At the national level, he held leadership positions in three major national counseling organizations: he was chair of the National Board for Certified Counselors; secretary and executive member for the Association for Spiritual, Ethical, and Religious Values in Counseling; and served on the 2009 CACREP Standards Revision Committee and as Vice-Chair of CACREP. During 2017-2018 he took a year's leave of absence from William & Mary to be the interim president/CEO of CACREP. Internationally, he served as a founding member and steering committee chair of the International Registry of Counselor Education Programs.

Professor Gressard also received state and national recognition for his contributions in leadership roles. At the state level he received the Virginia Counselors Association's (VCA) Career Service Award in 1998, the Virginia School Counselors Association Counselor of the Year in 2001, the Virginia Summer Institute for Addiction Studies' Visionary Leadership Award in 2007, and VCA's John R. Cook Award for Meritorious Service to the Profession in 2020. At the national level, he received the University of Iowa Rehabilitation Counseling program's Alumni of the Year award in 2004, Chi Sigma Iota's Thomas J. Sweeny National Leadership Award in 2008, the Association for Counselor

Education and Supervision's (ACES) Excellence in Standards Award in 2009, the Southern ACES Outstanding Mentor Award in 2016, the American Counseling Association's (ACA) highest level of recognition - ACA Fellow, in 2017, ACA's Presidential Citation in 2018, and Chi Sigma Iota's Advocacy Hero recognition in 2018. In addition, he has been recognized for coordinating winning master's and doctoral ethics teams in ACA national ethics competitions.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Charles F. Gressard; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 28 years of service, a change in status from Chancellor Professor of Education to Chancellor Professor of Education, Emeritus.

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

**WILLIAM & MARY
RETIREMENT OF GREY GUNDAKER
DEPARTMENT OF ANTHROPOLOGY AND AMERICAN STUDIES**

Grey Gundaker received a B.A. from Bennington College in 1972, an M.F.A. from East Tennessee State University in 1977, an M.Ed. from Columbia University in 1985, and Ed.D. in 1988, an M.Phil from Yale University in 1988, and a Ph.D. in Anthropology from Yale in 1992. Professor Gundaker joined the faculty of William & Mary in 1995 as an Assistant Professor of Anthropology and American Studies

Professor Gundaker's scholarship has engaged questions of the relationship between the "vernacular" or "folk art and literacy" to the "conventional" or European and "high art" categories that frame art and literacy and offer implicit judgments on forms that do not "fit" these conventions. The "vernacular" forms she interrogates – from language to art – is produced by African Americans. Her research has focused on the United States broadly and the African Diaspora on both sides of the Atlantic.

During her time at William & Mary, she has produced a distinguished record of field-shaping scholarship in these areas including, among others, *Signs of Diaspora/Diaspora of Signs: Literacies, Creolization, and Practice in African America*, her edited collection *Keep Your Head to the Sky*, and *No Space Hidden: The Spirit of African American Yard Work* with Judith McWillie. The latter two books have been characterized as "the ultimate authorities on spiritual yard art traditions heroically preserved throughout slavery down to the present day by the oral tradition of black Americans." Professor Gundaker refers to the subjects of her research as "the people who taught me" and characterizes the exchanges she had with these subjects as the "grace of the journey" defining her scholarship. Among other distinctions, she has been a Fellow of the Du Bois Institute at Harvard, a visiting professor in the Department of African and African American Studies at Harvard, and the Tisch Lecturer and visiting professor of Anthropology and Education at Columbia Teachers College.

Professor Gundaker has served the W&M community in countless ways. Her leadership and vital service on the most demanding committees – including the Graduate and Personnel Committees for both Anthropology and American Studies and as the Director of Graduate Studies for both units – highlight her exceptional service to the university. Her fierce commitment to diversity and inclusion in all aspects of higher education, especially in relation to first generation students and faculty hiring, has helped transform the American Studies Program and the Department of Anthropology into communities that welcome people of all backgrounds.

A major hallmark of Professor Gundaker's career is her unwavering dedication to the development of students, both undergraduate and graduate, and her exceptionally effective out-of-class mentoring. Her courses from *Americans Talk: Language and*

Culture from Sounds to Stories to American Educations to Everyday Life in the United States have integrated teaching excellence with scholarly inquiry and provided opportunities for students to hone critical skills and stretch their imaginations and modes of inquiry. Colleagues and students alike place great value on their interactions with Professor Gundaker and have been deeply influenced by her keen intellect and wisdom, her understanding and compassion.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Grey Gundaker; expresses its deep appreciation for her 26 years of service; and approves a change in status from Professor of Anthropology and American Studies to Professor of Anthropology and American Studies, Emerita.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Gundaker with best wishes from a grateful Board for her years of dedicated service to William & Mary.

**WILLIAM & MARY
RETIREMENT OF TOMOKO HAMADA
DEPARTMENT OF ANTHROPOLOGY**

Tomoko Hamada received a B.A. from Vassar College in 1970, an M.A. in sociology from Keio University in 1975, an M.A. in anthropology from the University of California Berkeley in 1977, and a Ph.D. from Berkeley in 1980. She joined the faculty of William & Mary in 1988 as an Assistant Professor of Anthropology.

Professor Hamada's scholarship, which focuses on the anthropology of business organization in Asia and the U.S., has had a broad impact within American academia and the international business community. Her research combines ethnography and comparative analysis to study questions concerning the ways distinct cultural practices and management structures shape economic relationships in a variety of settings. She is also particularly interested in the ways changing constructions of gender have been represented and performed within Asian and American corporations with the late twentieth century acceleration of globalization.

Professor Hamada's influential book *American Enterprise in Japan* describes how American and Japanese management ideologies meet, collide and contend in the context of a joint venture in Japan. Highlighting links between corporate culture and broader societal culture, the book unpacks interactions between American and Japanese business professionals in terms of heated competition and dynamic cooperation. Across a long list of journal articles and book chapters Hamada has explored similar themes and an array of topics beyond those centering on international business. These include disaster research, Indigenous knowledge, and nationalist history textbooks in Japan.

Professor Hamada has served the William & Mary community and the broader anthropological community in countless ways. At William & Mary she was program director of East Asian Studies and director of the William & Mary and Keio University Program. She chaired the Anthropology department for two terms, including the period when Anthropology initiated its Ph.D. program. In recognition of her excellence in research and commitment to service at William & Mary, Professor Hamada was awarded the Margaret Hamilton Professorship in 1999. She has contributed to the broader academic community by serving in numerous offices within professional societies, including as chair of the 14th International Congress of Anthropological and Ethnological Sciences. In keeping with the international orientation of her pedagogy, Professor Hamada has also taught as a visiting scholar at universities in Japan and South Africa.

In addition to her prominence as a scholar, Professor Hamada is an award-winning teacher with a reputation for creating innovative classroom experiences. She has received an astonishing number of teaching awards, including the SCHEV Outstanding Faculty Award, the Thomas Jefferson Award for Excellence in Teaching and the William & Mary Alumni Society Award for Excellence in Teaching. Her courses from the *Anthropology of Disasters* to the *Trans-Pacific Classroom* introduced innovative teaching modalities, including video conferencing to link students to scholars on different continents well before this technology was widespread. Many students speak of the tremendous influence Professor Hamada has had on their lives, and her colleagues greatly appreciate her tireless dedication to the William & Mary community.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Tomoko Hamada; expresses its deep appreciation for her 33 years of service; and approves a change in status from Professor of Anthropology to Professor of Anthropology, Emerita.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Hamada with best wishes from a grateful Board for her years of dedicated service to William & Mary.

**WILLIAM & MARY
RETIREMENT OF GINA L. HOATSON
DEPARTMENT OF PHYSICS**

Gina L. Hoatson received her B.Sc. in 1977 and her Ph.D. in 1980 from the University of East Anglia. After completing appointments as a Postdoctoral Fellow and a Teaching Postdoctoral Fellow at Iowa State University and the University of British Columbia, respectively, Professor Hoatson joined the faculty of William & Mary in 1986 as an Assistant Professor of Physics. She was promoted to Associate Professor of Physics in 1992, and to Professor in 1999. She also served as a visiting professor at the Claude Bernard University Lyon 1 during a sabbatical leave in 2007-2008.

Professor Hoatson's research focused on the development of Nuclear Magnetic Resonance (NMR) techniques studying the structure and dynamics of condensed matter systems. Through these studies, she sought to understand how the macroscopic physical properties of various materials could be related to the order and motion of their microscopic constituents. Her frequent collaborative work with Professor Robert Vold was well known and funded by the National Science Foundation from 1991 to 2015.

Professor Hoatson's teaching in the Physics Department included courses ranging from the undergraduate 100 level (Introductory Astronomy), to the graduate 600 level (Statistical Mechanics). She served as the department's Senior Thesis Coordinator dozens of times over the course of her career. She also mentored nearly 30 undergraduate research students, and a comparable number of doctoral students.

Professor Hoatson has served in many roles on numerous committees, including as chair of the Physics Department Colloquium Committee, the Graduate Studies Committee and Undergraduate Studies Committee. She was a member of the Faculty Assembly (from 2011-2013) and the Faculty Affairs Committee (in 2011). Significantly, from 2003 to 2005, she served on the Building Committee that oversaw the construction of William & Mary's High Field NMR Laboratory. The NMR Laboratory now serves as an important university research facility.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Gina L. Hoatson, and expresses its deep appreciation for her 35 years of service and the contributions she has made to William & Mary.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Hoatson with best wishes from a grateful Board for her years of dedicated service to William & Mary.

**WILLIAM & MARY
RETIREMENT OF CHARLES RIP MCADAMS, III
SCHOOL OF EDUCATION**

Charles Rip McAdams, III received his undergraduate degree in Recreation and Park Administration from North Carolina State University in 1976 after four years of military service as a UDT/SEAL combat swimmer with the U.S. Naval Inshore Warfare Command. He received his master's degree in Counselor Education and his Ed.D. in Counselor Education and Supervision from North Carolina State University in 1985 and 1988 respectively. Between his undergraduate and graduate degrees, he worked as a Group Leader for New Dominion Wilderness Treatment School before assuming successive positions as a Program Director, Regional Director and Statewide Director of Residential and Day Treatment Programs for Lutheran Family Services of North Carolina. Following completion of this doctoral degree and prior to his appointment at William & Mary, he held the positions of Assistant Professor in the University of Georgia's Developmental Studies Program, Vice President for Children's Services with Lutheran Family Services of the Carolinas, Richmond Regional Director with Lutheran Family Services of Virginia, and adjunct faculty member with both North Carolina State University and William & Mary.

During his 26 years as a William & Mary faculty member, Professor McAdams has been actively engaged in teaching, scholarship and service. He is a past recipient of the William & Mary Alumni Fellowship Award for Teaching Excellence, and the Training and Mentorship Award from the International Association of Marriage and Family Counselors, and he was the first faculty member from the School of Education to receive the Plumeri Award for Faculty Excellence.

Professor McAdams has published 32 journal articles and eight book chapters and delivered over 100 professional presentations at regional, national and international conferences. His scholarship has been recognized nationally, as demonstrated by receiving the Outstanding Article of the Year Award, multiple times, for *Counselor Education and Supervision*, a premier professional journal in the Counselor Education field. Since 2000, Professor McAdams has served as faculty co-director of the School of Education's New Horizons Family Counseling Center, a university-community collaboration offering free family counseling services to approximately 300 children and families each year from six public school districts and providing advanced clinical training opportunities for family counseling interns. During his tenure, financial support for the Center has increased tenfold to \$78,000 annually, nearly all of which has gone to support the graduate student interns who provide the clinical services. Additional contracts for Center services with the Williamsburg Health Foundation have yielded an additional \$90,000 to \$110,000 annually in student support since 2008. In further support of the local community, Professor McAdams served three consecutive three-year terms on the Colonial Services Board, the Williamsburg region's mental health board, and the final term as its chair.

Professor McAdams' talents have been shared actively over the years with the Counseling Profession as well as the university and School of Education communities. He served two four-year terms as a gubernatorial appointee to the Virginia Board of Counseling (the state licensure board), his last term as vice-chair, in which he was also the Virginia Board's delegate to the National Association of State Counseling Boards. He currently serves as a board member and treasurer for the Council for Accreditation of Counseling and Related Educational Programs (CACREP). In addition to a consistent record of membership on multiple university standing committees throughout his tenure, he has served as the School of Education representative on the Faculty Assembly, as chair of the Faculty Appeals Committee, and as a School of Education representative to the search committee for a new university provost.

Mental health crisis prevention and intervention among individuals and families have been Professor McAdams's long-standing research interests with a significant focus on client violence and suicide. In the School of Education, he served for three years as the Area Coordinator (the previous title in the School of Education for the current department chair role) for School Psychology and Counselor Education (SPACE) and, in 2017, began a three-year term as department chair for SPACE. In addition to his duties as department chair, he co-coordinated the development and implementation of the new online programs in School Counseling and Clinical Mental Health Counseling, and proposed the curriculum for the new Military & Veterans Counseling specialization that was subsequently funded by the Virginia General Assembly and is now underway in both the online and on-campus counseling programs. He also chaired 25 doctoral dissertation committees.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Charles R. McAdams, III; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 26 years of service, a change in status from Professor of Education to Professor of Education, Emeritus.

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

**WILLIAM & MARY
RAYMOND W. MCCOY
DEPARTMENT OF KINESIOLOGY AND HEALTH SCIENCES**

Raymond W. McCoy received his B.S. degree from The Pennsylvania State University in 1979 with a major in Physical Education. Following this, he earned his M.S. degree in Biomechanics from UCLA, and then went on to complete his Ph.D. in Mechanical Biomechanics at the University of Southern California in 1989. In 1988 he joined the faculty of William & Mary as an Assistant Professor of Kinesiology. He was promoted to the rank of Associate Professor in 1995.

Almost immediately after joining William & Mary, Professor McCoy gained recognition among students and colleagues for being an exceptional teacher. This assistance occurred in the classroom, the laboratory, and his office. Wherever, and whenever, students knew they would always get Professor McCoy's full attention. His mentoring efforts were always greatly appreciated and many former students attributed their later success, both in post-graduate school and their professional lives, to the words of wisdom and influence of Professor McCoy.

In addition to being an outstanding teacher and advisor, Professor McCoy served William & Mary in many other meaningful ways. This includes serving as the chair of the Protection of Human Subjects Committee for two multi-year terms, as well as serving on the Educational Policy Committee for six years, three of which as its chair. He served his discipline by consistently acting as a reviewer of manuscripts submitted to various journals in biomechanics and exercise science. Professor McCoy also enjoyed a productive career as a scholar having published original research manuscripts in prestigious journals such as the *Journal of Neurological Sciences*, and *Medicine and Science in Sports and Exercise*, and contributing chapters in textbooks on human performance and exercise science. In blending his teaching and scholarly experiences, he wrote a laboratory manual for human anatomy that has since been adopted at many other institutions.

Professor Raymond McCoy has made a lasting impact at William & Mary, especially among the countless students who had the privilege of working with, and learning from him. He will be missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Raymond McCoy; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 33 years of service, a change in status from Associate Professor of Kinesiology and Health Sciences to Professor of Kinesiology and Health Sciences, Emeritus.

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

**WILLIAM & MARY
RETIREMENT OF EDWIN PEASE
DEPARTMENT OF ART & ART HISTORY**

Edwin Pease received his Bachelor of Environmental Design in Architecture at North Carolina State University and his Master of Architecture from Virginia Tech. He has taught Architecture at William & Mary since 1991, initially as an instructor and from 2016 as a Senior Lecturer.

Throughout his teaching career, Professor Pease has remained a practicing architect. He maintained a private practice for twenty years before co-founding Stemann | Pease Architecture. In addition to several domestic projects, the firm's work includes museums, museum exhibitions, historical preservation work, and municipal buildings.

Professor Pease's career has been celebrated with national and international awards and prizes dating back to 1980 when he was a graduate student. In 1981 he earned an honorable mention as a member of a design team led by Jaan Holt in the *Vietnam Memorial Design Competition*, Washington, D.C. More recently, in 2017 Stemann Pease Architecture received a prestigious award of merit in the "contextual design" category for The Historic Farmstead at the American Revolution Museum from the American Institute of Architects. This award recognizes outstanding architecture that reflects the history, culture and physical environment of its location. Edwin Pease's architecture is international in scope. He is an extraordinary designer committed to making the region, state and local built environment more interesting, beautiful and meaningful to inhabit.

During his 30-year teaching career, Professor Pease's students have flourished. Nearly 80 of his students have earned Master of Architecture degrees from prestigious institutions, including Harvard University, Yale University and Rhode Island School of Design. In true William & Mary fashion, Professor Pease has blurred the line between his teaching and his professional practice. In anticipation of working on plans for Swem Library's outdoor study spaces, he worked with his students on a grant study for the project.

While Professor Pease has served on several university-wide initiatives, his work on Diversity, Equity, and Inclusion is of special significance. Two major initiatives, the Building Committee for the Memorial to the Enslaved Workers at William & Mary and the Lemon Project Committee on Memorialization, which he co-chaired from 2016 until his retirement this year, illustrate his commitment. His colleagues in Art & Art History remain grateful for his service in this important university-wide endeavor.

Professor Pease has been a member of The American Institute of Architects' Design Committee since 1980, and in 2020 he joined William & Mary's Design Review Board. Locally, he is perhaps best known, or at least most recently known, for his firm's design of the Stryker Center municipal building, completed in 2016. Professor Pease is respected by his colleagues for his eagerness to volunteer for any committee or activity, steadfast commitment to his students and department, and genuine humility and grace.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Edwin Pease; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 28 years of service, a change in status from Senior Lecturer of Art & Art History to Senior Lecturer of Art & Art History, Emeritus.

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

**WILLIAM & MARY
RETIREMENT OF ELIZABETH S. RADCLIFFE
DEPARTMENT OF PHILOSOPHY**

Elizabeth S. Radcliffe received her B.A. from Fort Hays State University, graduating *summa cum laude* in 1977 with a major in Philosophy, and earned her Ph.D. in Philosophy from Cornell University in 1985. She began teaching at Santa Clara University in 1989, received tenure there in 1996 and was promoted to Professor in 2006. She joined the faculty of William & Mary in 2009 as a Professor of Philosophy.

Professor Radcliffe is an internationally renowned figure in scholarship on the 18th-century philosopher David Hume. She is regularly an invited speaker at Hume conferences. In 2018 she published *Hume, Passion and Action*. Her work not only constitutes an original interpretation of Hume, but also makes contributions to current debates in normative ethics, metaethics and moral psychology. Along with this book and a number of edited volumes, Professor Radcliffe has consistently written papers and book chapters, having published nearly thirty in top-tier venues. Among the most impressive of these is a 2015 paper entitled “Hume’s Psychology of the Passions: The Literature and Future Directions” which appeared in the *Journal of the History of Philosophy*. This is one of the best journals in the history of philosophy.

Professor Radcliffe is often described by students as ‘fantastic’ ‘wonderful’, ‘amazing’ and ‘incredible’, and her courses are described as among the best they have taken at the university. She is a perfect example of William & Mary’s teacher/scholar model, and also a wonderful colleague.

Professor Radcliffe has been active in William & Mary faculty governance. Her service contributions are too great to mention in detail, but highlights include, four years as department chair, three years as a member of the A&S Faculty Affairs Committee, two years on the Dean’s Council on Diversity and Inclusion, and many stints on Charles Center committees and term professorship selection committees.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Elizabeth S. Radcliffe; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 12 years of service, a change in status from Professor of Philosophy to Professor of Philosophy, Emerita.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Radcliffe with best wishes from a grateful Board for her years of dedicated service to William & Mary.

**WILLIAM & MARY
RETIREMENT OF ELIZABETH A. WILEY
DEPARTMENT OF THEATRE, SPEECH & DANCE**

Elizabeth A. Wiley received her B.A. from the University of Wisconsin-Madison with a major in Theatre, following her studies at Smith College. She earned her Master of Fine Arts in Acting from the University of Minnesota. Professor Wiley joined the faculty of William & Mary in 1997 as an Assistant Professor and Head of Acting in the Department of Theatre, Speech & Dance. She was promoted to Associate Professor/Head of Acting in 2004, and Professor/Head of Acting in 2017.

As a scholar, Professor Wiley's research interests and publications have focused on Vocal Work, Acting and Directing. She has had a significant impact on her research field in recent years. She has moved into the field of Audiobook Narration, and has received numerous awards, nominations and accolades. The major focus of Professor Wiley's career, however, has been on students. Her passion for teaching has remained undiminished over time. Her deep commitment to the university's teaching mission has been an inspiration. Through her dedication to excellence, Professor Wiley has developed hundreds, if not thousands of informed, thoughtful citizens in her Acting, Performance and Voice courses.

Another hallmark of Professor Wiley is her exceptionally effective out-of-class mentoring. She has been the faculty sponsor for Alpha Psi Omega, the National Theatre Honor Society since 2003; she has participated in many honors committees, was the Glenn Close Master Class coordinator in 2013, and has been the department representative to the Virginia Theatre Association Conference more frequently than anyone else in the department. Colleagues and students alike place great value on their interactions with Professor Wiley and have been deeply impacted by her keen intellect and wisdom, understanding, compassion and sense of humor.

Professor Wiley has served William & Mary in countless ways. She has been on a number of university and Arts & Sciences committees, including the Committee on Academic Status, Honors Council Faculty Liaison, and the Nominations and Elections Committee. She has also been a highly effective, long-standing member of numerous committees within her department, including the Personnel Committee, the Diversity Plan Committee and the Climate sub-committee. In the wider community, Professor Wiley has been active in and around the Williamsburg community. She was involved in Training on Voice and Public Presentation for Williamsburg Unitarian Universalists, has been a member of the Artistic Advisory Board for the International Order of the Sword and Pen, Board of Directors for First Night Williamsburg, and Nominating Committee for the Screen Actors Guild Awards in 2016-2017.

Board of Visitors

Resolution 18

February 25-26, 2021

Page 2 of 2

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Elizabeth A. Wiley; expresses its appreciation for her many contributions to William & Mary; and approves, with deep gratitude for her 24 years of service, a change in status from Professor of Theatre, Speech & Dance to Professor of Theatre, Speech & Dance, Emerita.

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Wiley with best wishes from a grateful Board for her years dedicated service to William & Mary.

WILLIAM & MARY

COMMITTEE ON AUDIT, RISK AND COMPLIANCE
FEBRUARY 25, 2021
12:00 – 1:00 P.M.
ALUMNI HOUSE – LEADERSHIP HALL

BRIAN P. WOOLFOLK, CHAIR
CHARLES E. POSTON, VICE CHAIR

I.	Introductory Remarks	Brian P. Woolfolk
II.	Approval of Minutes	
	A. November 19, 2020	
III.	Report from the Auditor of Public Accounts	Eric Sandridge
IV.	Report from Director of Internal Audit	Kent B. Erdahl
V.	Report from Chief Compliance Officer	Pamela H. Mason
VI.	Closed Session (if necessary)	
VII.	Discussion	
VIII.	Adjourn	

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON AUDIT, RISK AND COMPLIANCE
DRAFT MINUTES
NOVEMBER 19, 2020
ALUMNI HOUSE – LEADERSHIP HALL

COMMITTEE MEMBERS PRESENT

Mr. Brian P. Woolfolk, Chair (via phone)	Mr. William H. Payne II
Hon. Charles E. Poston, Vice Chair	Mr. J.E. Lincoln Saunders (via phone)
Ms. Cynthia E. Hudson (via phone)	Mr. John Littel, Rector (for purpose of a quorum)

OTHER BOARD MEMBERS PRESENT

Ms. Sue H. Gerdelman

OTHERS PRESENT

President Katherine A. Rowe
Ms. Amy Sebring, Chief Operations Officer
Ms. Carrie Nee, University Counsel
Dr. Matthew T. Lambert, Vice President, University Advancement
Ms. Marilyn W. Midyette, Executive Director of the Alumni Association
Mr. Kent Erdahl, Director of Internal Audit
Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator
Ms. Jessica Walton, Deputy Secretary to the Board of Visitors

INTRODUCTORY REMARKS

The Honorable Charles E. Poston, Vice Chair, standing in for Chair Brian P. Woolfolk, called the meeting to order at 1:00 p.m. Mr. Poston noted Rector John E. Littel would temporarily serve as a member of the Committee to ensure an in person quorum as permitted by the Bylaws.

REPORT FROM CHIEF COMPLIANCE OFFICER

Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator, presented the Title IX report data from the first quarter of FY 2021. The number of reports in first quarter was consistent, but there was an uptick in domestic violence/dating violence reports due to familial situations for students who were in at-risk home environments. The university does not have jurisdiction to investigate these reports, but supportive measures for students are available and were provided in these cases. Ms. Mason also presented plans for the Office of Compliance & Equity for the calendar year 2021. The plan aligns with the components of an effective compliance program as required under Amendment 673 of the Federal Sentencing Guidelines.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Poston asked for a motion to adopt the minutes of the September 24, 2020 meeting. Motion was made by Mr. Payne, seconded by Mr. Littel. Hearing no objection, the minutes were adopted by roll call vote 6-0 -- conducted by Ms. Walton.

REPORT FROM DIRECTOR OF INTERNAL AUDIT

Mr. Kent Erdahl, Director of Internal Audit, described the 2021 work plan development process which included input from multiple department level personnel. Using this information with input from the

COO, Provost and President a risk-based plan is developed. Mr. Erdahl explained that during periods of transition an audit can provide value to incoming leadership. He communicated that the 2021 work plan emphasizes audits for departments in transition. He discussed each of the audits listed on Resolution 13 and the rationale for inclusion.

Mr. Erdahl commented on recently issued audit reports including a Highland Internal Control review and a Richard Bland College IT Security audit. Regarding Highland, a Highland Strategic Planning Committee has been established to address audit findings. The Richard Bland College report addresses a Commonwealth audit requirement and tests IT compliance against an established IT internal control framework.

With the appointment of an interim Athletic Director, management requested an internal audit of athletic operations. This work has diverted audit resources from 2020 audit plan activities, which have been rolled to the 2021 work plan.

President Rowe commented on risk management enhancements including a quarterly risk update meeting with the Executive Leadership Team. The Executive Leadership risk feedback will be considered by the Enterprise Risk Management Committee for heat map update and corrective action plan development.

ACTION ITEMS

Mr. Poston asked for a motion to approve **Resolution 13, W&M and RBC Approval of 2021 Internal Audit Work Plan**. Motion was made by Mr. Payne, seconded by Mr. Littel, and approved roll call vote - 6-0 - conducted by Ms. Walton.

CLOSED SESSION

Mr. Poston moved the William & Mary Committee on Audit, Risk & Compliance convene in closed session pursuant to Va. Code §2.2-3711.A.1 to discuss the discipline of individual faculty members and to evaluate the performance of the Departments or Offices of Athletics, Advancement, IT, Facilities, Finance & Administration, Compliance & Equity, Admissions, Campus Security, Residence Life and Dean of Students where such discussion will necessarily involve discussion of performance of specific individuals; and §2.2-3711.A.8 for consultation with legal counsel regarding compliance matters requiring legal advice. Motion was seconded by Will Payne and approved by roll call vote – 6-0 – conducted by Ms. Walton.

At that time Committee members, President Rowe, Chief Operating Officer, University Counsel, and Vice President of University Advancement entered the closed session meeting at 1:30 p.m.

RECONVENED OPEN SESSION

Following the closed session, Committee members and others returned to open session at 2:12 p.m. Mr. Poston moved that the Committee 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 – 6-0 – conducted by Ms. Walton (**appended**).

ADJOURNMENT

There being no further business, Mr. Poston adjourned the meeting at 2:12 p.m.

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: **6**

NAYS: **0**

ABSENT DURING CLOSED SESSION: 0



Brian P. Woolfolk
Chair

WILLIAM & MARY

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS
FEBRUARY 25, 2021
1:00 – 2:15 P.M.
ALUMNI HOUSE – HUNTER HALL

WILLIAM H. PAYNE II, CHAIR
J.E. LINCOLN SAUNDERS, VICE CHAIR
SUE H. GERDELMAN, VICE CHAIR

I.	Introductory Remarks	William H. Payne, II
II.	Approval of Minutes	
	A. September 24, 2020	
III.	Report from Virginia Institute of Marine Science	John T. Wells
IV.	Report from Chief Operating Officer	Amy S. Sebring
V.	Surplus Property	Ms. Sebring
VI.	Report from the Design Review Board	Sue H. Gerdelman
VII.	2020 Market Analysis of Staff Salaries	Christopher D. Lee
VIII.	Update on buyW&M	Ms. Sebring
IX.	Closed Session (if necessary)	
X.	Discussion	
XI.	Adjourn	



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS DRAFT MINUTES

COMMITTEE ON ADMINISTRATION, BUILDING AND GROUNDS
SEPTEMBER 24, 2020
ALUMNI HOUSE – HUNTER HALL
1:00 – 2:00 P.M.

COMMITTEE MEMBERS PRESENT

Mr. William H. Payne II, Chair
Ms. Sue H. Gerdelman, Vice Chair
Ms. Barbara L. Johnson

Mr. Christopher J. Abelt, Faculty Representative
Ms. Loni Wright, Student Representative

COMMITTEE MEMBERS ABSENT

Mr. James A. Hixon
Mr. J.E. Lincoln Saunders, Vice Chair

OTHER BOARD MEMBERS PRESENT

Mr. S. Douglas Bunch
Mr. John E. Littel, Rector
Hon. Charles E. Poston

OTHERS PRESENT

President Katherine A. Rowe
Dr. Peggy Agouris, Provost
Ms. Amy S. Sebring, Chief Operating Officer
Ms. Carrie Nee, University Counsel
Dr. John T. Wells, Dean & Director of the Virginia Institute of Marine Science
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs
Dr. W. Fanchon Glover, Chief Diversity Officer
Mr. Sam Hayes, Interim Chief Facilities Officer
Ms. Samantha K. Huge, Athletics Director
Dr. Jeremy P. Martin, Chief of Staff
Ms. Marilyn W. Midyette, Chief Executive Officer of the W&M Alumni Association
Mr. Michael J. Fox, Secretary to the Board of Visitors
Members of the President's Cabinet
W&M Staff and Faculty

INTRODUCTORY REMARKS

Mr. William H. Payne II, Chair, called the Committee on Administration, Buildings and Grounds to order at 1:20 p.m. Mr. Payne introduced Ms. Sue H. Gerdelman as a new member of the Committee and recognized Ms. Amy S. Sebring, Chief Operating Officer, now staffing the Committee. Mr. Payne also introduced Mr. Christopher J. Abelt, Faculty Representative, and Ms. Loni Wright, Student Representative as new members of the Committee.

APPROVAL OF MINUTES

Mr. Payne requested a motion to approve the February 6, 2020 minutes of the Committee on Administration, Buildings and Grounds. Motion was made by Ms. Barbara L. Johnson, seconded by Ms. Gerdelman and approved by roll call vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

UNIVERSITY BUILDING OFFICIAL REPORT

Mr. Payne indicated that the report of the Building Official was included in the pre-read materials for the committee members' review.

VIRGINIA INSTITUTE OF MARINE SCIENCE REPORT

Dean John T. Wells provided an update to the Committee, beginning with a summary of the acreage, number of buildings, and a pictorial overview of the VIMS campuses at Gloucester Point, on the Eastern Shore of Virginia in the town of Wachapreague, and at the Kauffman Aquaculture Center in Topping, Virginia. This was followed by a table showing the three active capital projects, their cost, and the progress in the design phase. The presentation ended with a rendering of the new buildings - Chesapeake Bay Hall, the Eastern Shore Laboratory Complex, and the Acuff Center for Aquaculture."

A discussion ensued regarding the Eastern Shore Laboratory Complex.

CHIEF OPERATING OFFICER REPORT AND INTRODUCTION OF THE INTERIM CHIEF FACILITIES OFFICER

Ms. Sebring updated the Committee on the new organization structure for university operations, as well as ongoing work in important strategic areas. In addition, she provided an update on four major capital projects: work has resumed on Fine & Performing Arts; the Reveley Garden project is nearing completion; and design work is well under way for the Martha Wren Briggs Center for the Visual Arts and the renovated Muscarelle Museum of Art.

Ms. Sebring introduced Mr. Sam Hayes who joined the university as Interim Chief Facilities Officer on July 1, 2020 and gave a brief overview of his resume.

Ms. Sebring reviewed the resolutions to be considered by the Committee. **Resolution 5**, William & Mary Designation of the Building Official, designates the Department of General Services, Division of Engineering and Buildings as the university's building official based on an internal analysis on turnaround time and the ebb and flow of staffing needs based on the level of construction and renovation activity on campus; **Resolution 6** (Declaring the Intention to Reimburse the Cost of Certain Expenditures) and **Resolution 7** (2020 9(c) Revenue Bond Program Participation) authorizing the university to participate in the Commonwealth's Fall 2020 9c debt issuance if needed to support planned dormitory renovation projects and to reimburse the university for work done on those projects prior to the sale of the bonds. Ms. Sebring explained that those actions would only be necessary if the university determined not to issue its own debt for those projects as part of the planned bond sale in October.

ACTION ITEMS

Mr. Payne brought forth and requested a motion on following three resolutions:

- **Resolution 5**, William & Mary Designation of the Building Official
- **Resolution 6**, Resolution of the Board of Visitors of The College of William and Mary in Virginia Declaring the Intention to Reimburse the Cost of Certain Expenditures
- **Resolution 7**, Resolution of the Board of Visitors of The College of William and Mary in Virginia 2020 9(c) Revenue Bond Program Participation

Resolutions 5, 6 and 7 were moved as a block by Ms. Gerdelman, seconded by Ms. Johnson, and approved by roll call vote – 3-0 – conducted by Mr. Fox.

Mr. Payne invited Ms. Marilyn W. Midyette, Chief Executive Officer of the W&M Alumni Association, to speak to the Committee. Ms. Midyette welcomed members to the newly renovated Alumni House and provided an update on completing the renovation expansion.

Mr. Payne also introduced special guest President Taylor Reveley who was present at the meeting.

Mr. Payne asked Ms. Carrie Nee, University Counsel, to talk about two hand carry resolutions to be considered by the Committee. Ms. Nee said HC-5, William & Mary Resolution on Naming Guidelines and Roles & Responsibilities of Design Review Board, adopts guidelines that were proposed by the Working Group on Naming and Renaming and expands the scope of the Design Review Board's operations and membership.

Mr. Payne said Resolution HC-2, William & Mary Resolution on Renaming Trinkle and Maury Halls, is an important step in making sure the university's values are more properly. HC-2 renames Trinkle Hall to Unity Hall and Maury Hall, at VIMS, to York River Hall.

Hearing no discussion. Mr. Payne asked for a motion to approve **Resolution HC-2 (appended)**, William & Mary Resolution on Renaming Trinkle and Maury Halls, and **Resolution HC-5 (appended)**, William & Mary Resolution on Naming Guidelines and Roles & Responsibilities of Design Review Board as a block. Motion was made my Ms. Gerdelman, seconded by Ms. Johnson, and approved by roll call vote – 3-0 – conducted by Mr. Fox.

ADJOURNMENT

There being no further business, Mr. Payne adjourned the meeting at 2:13 p.m.

WILLIAM & MARY
RESOLUTION ON RENAMING TRINKLE AND MAURY HALLS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

William & Mary Design Review Board Guidelines
Effective Date: February 6, 2003
Revision Date(s): June 28, 2016 and April 24, 2019

I. Overview

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

II. Scope

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

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

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

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

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

III. Board Composition

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

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

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

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

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

IV. Meetings

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

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

Action: Requires only a simple majority within a quorum.

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

V. Submissions to the DRB

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

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

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

Standard site selection presentations will include at a minimum:

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

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

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

VI. Authority

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

William & Mary Guidelines for Naming and Renaming

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

Decision-making, purview, and review processes

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

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

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

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

1. The campus buildings and environment should help to educate

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

2. The campus buildings and environment should affirm complexity

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

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

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

Design Review Board guidelines for naming and renaming

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

WILLIAM & MARY

COMMITTEE ON THE STUDENT EXPERIENCE
THURSDAY, FEBRUARY 25, 2021
2:30-3:15 P.M.
ALUMNI HOUSE – HUNTER HALL

LISA E. RODAY, CHAIR
MARI CARMEN APONTE, VICE CHAIR

I.	Introductory Remarks	Lisa E. Roday
II.	Approval of Minutes	
	A. November 19, 2020	
III.	Student Assembly Update & Discussion: <i>Plan to Tackle Systemic Racial Injustice (2020)</i>	Student Assembly Leadership
IV.	Closed Session (if necessary)	
V.	Discussion	
VI.	Adjourn	

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON THE STUDENT EXPERIENCE
DRAFT MINUTES
NOVEMBER 19, 2020
ALUMNI HOUSE – HUNTER HALL

COMMITTEE MEMBERS PRESENT

Ms. Lisa E. Roday, Chair	Ms. Cynthia E. Hudson (via phone)
Hon. Mari Carmen Aponte, Vice Chair (via phone)	Dr. Karen Kennedy Schultz
Mr. S. Douglas Bunch	Dr. Molly Swetnam-Burland, Faculty Representative
Ms. Sue H. Gerdelman	Mr. Graham Pfeiffer, Student Representative

OTHER BOARD MEMBERS PRESENT

Mr. Anthony M. Joseph, Student Representative

OTHERS PRESENT

President Katherine Rowe
Provost Peggy Agouris
Ms. Amy Sebring, Chief Operating Officer
Dr. Jeremy P. Martin, Interim Director of Athletics
Dr. Virginia Ambler, Vice President for Student Affairs
Dr. S. Mark Sikes, Vice Dean for Student Success
Dr. R. Kelly Crace, Associate Vice President for Health & Wellness, Director of CMAX
Ms. Maggie B. Evans, Associate Vice President for Student Affairs and Director of Residence Life
Mr. Gregory M. Henderson, Assistant to the Vice President for Student Affairs and Chief of Staff
Mr. Eric Margiotta, Director of Student Unions & Engagement
Ms. Kathleen Powell, Associate Vice President for Career Development
Ms. Lillian Stevens, Administrative Assistant (for Christine Ladnier)
Ms. Jessica Walton, Deputy Secretary to the Board of Visitors
W&M Staff and Faculty

INTRODUCTORY REMARKS

Chair Lisa Roday called the Committee on the Student Experience to order at 3:20 p.m. Ms. Roday welcomed the committee and delivered a special thanks to Committee student representative, Graham Pfeiffer, and to Board student representative, Anthony Joseph, for the invaluable feedback they provide. She expressed gratitude to the president and her team, the COVID response team, Vice President Ambler and her team and all those others who successfully navigated the barriers faced this semester.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Ms. Roday asked for a motion to adopt the minutes of the meeting of September 24, 2020. Motion was made by Dr. Karen Kennedy Schultz and seconded by Ms. Sue H. Gerdelman. Hearing no discussion, the minutes were unanimously adopted by roll call by Board Secretary Mr. Michael J. Fox.

STUDENT AFFAIRS UPDATE

Virginia Ambler, Vice President for Student Affairs, noted that the issue of the well-being and health of W&M students has never been more important. As students have dealt with the stress of a compressed semester, political uncertainty and social unrest, mental health has risen to the fore.

Dr. Ambler introduced Dr. R. Kelly Crace to speak to the Board and update them on his work relative to the importance of supporting the mental health and well-being needs of our community.

Dr. Crace began by thanking the administrative leadership for the priority they place on wellness as an institution. He reported that in July, a diverse working group comprised of 36 individuals representing faculty, students and staff was called together to explore potential mental health trends that were emerging. He presented the findings of that working group, outlining the issues and considerations for the 2020-21 academic year as well as preliminary recommendations that emerged from their work.

The Rector commended Dr. Crace for the work he has done and for the foundation he is building.

ATHLETICS UPDATE

Interim Athletics Director Jeremy P. Martin delivered an update on the Athletics department. He presented a timeline of major initiatives and noted the importance of continued cost containment exercises that will continue in fiscal year 2021. Fundraising remains active with a goal to raise \$2.8M by March 1, 2021. After noting that the gender equity review will begin in December, Dr. Martin introduced a Student-Athlete Advisory Council Panel to share their insights as the fall semester draws to a close. The student panel consisted of Teddy Heftner, Mariana Hershner, Audrey Pulliam, Bailey Eichner, Felecia Hayes, and Nyla Pollard. Panelists discussed their experiences over the course of the Fall semester.

Dr. Martin thanked the panelists, and the Rector echoed his appreciation.

ADJOURNMENT

There being no further business, Ms. Roday adjourned the meeting at 4:23 p.m.

WILLIAM & MARY

AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION
FEBRUARY 25, 2021
3:15 – 4:30 P.M.
ALUMNI HOUSE – HUNTER HALL

MIRZA BAIG, CO-CHAIR
BARBARA L. JOHNSON, CO-CHAIR
H. THOMAS WATKINS III, CO-CHAIR

I.	Introductory Remarks	Mirza Baig Barbara L. Johnson H. Thomas Watkins, III
II.	Phase Three of Strategic Planning	Katherine A. Rowe Peggy Agouris Henry R. Broaddus
III.	Enrollment Update	Mr. Broaddus
IV.	Diversity, Equity & Inclusion Update	W. Fanchon Glover
V.	Partnership with Colonial Williamsburg	President Rowe Cliff Fleet
VI.	Closed Session (if necessary)	
VII.	Discussion	
VIII.	Adjourn	

WILLIAM & MARY

COMMITTEE ON INSTITUTIONAL ADVANCEMENT
FEBRUARY 26, 2021
8:00 – 9:00 A.M.
ALUMNI HOUSE – HUNTER HALL

SUE H. GERDELMAN, CHAIR
ANNE LEIGH KERR, VICE CHAIR

I.	Introductory Remarks	Sue H. Gerdelman
II.	Approval of Minutes	
	A. November 19, 2020	
III.	University Advancement Update	Matthew T. Lambert
IV.	Closed Session (if necessary)	
V.	Discussion	
VI.	Adjourn	

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON INSTITUTIONAL ADVANCEMENT
DRAFT MINUTES
NOVEMBER 19, 2020
ALUMNI HOUSE – HUNTER HALL

COMMITTEE MEMBERS PRESENT

Ms. Sue H. Gerdelman, Chair
Ms. Anne Leigh Kerr, Vice Chair (via phone)
Hon. Mari Carmen Aponte (via phone)
Mr. Victor K. Branch (via phone)
Mr. J.E. Lincoln Saunders (via phone)

Mr. S. Douglas Bunch (for purpose of a quorum)
Hon. Charles E. Poston (for purpose of a quorum)
Dr. David S. Armstrong, Faculty Representative
Mr. Kyle Vasquez, Student Representative

OTHER BOARD MEMBERS PRESENT

Mr. James A. Hixon
Ms. Barbara L. Johnson, Secretary
Mr. John E. Littel, Rector
Mr. William H. Payne II, Vice Rector
Ms. Lisa E. Roday

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

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
Mr. Colin A. Smolinsky, Director of Government Relations
Mr. Justin L. Schoonmaker, Creative Director, Web & Design, University Communications
Ms. Marilyn W. Midyette, Chief Executive Officer of the William & Mary Alumni Association
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

CALL TO ORDER

Ms. Sue H. Gerdelman, Chair, called the Committee on Institutional Advancement to order at 2:22 p.m. Ms. Gerdelman noted Rector John E. Littel appointed Mr. S. Douglas Bunch and Mr. Charles E. Poston to serve as members of the Committee during the meeting to ensure an in person quorum as permitted by the Bylaws.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Ms. Gerdelman asked for a motion to adopt the minutes of the meetings of November 21, 2019, February 8, 2020 (Campaign Steering Committee) and September 24, 2020. Motion was made by Ms. Aponte and seconded by Ms. Johnson. Hearing no discussion, the minutes were unanimously adopted by roll call by Board Secretary Mr. Michael J. Fox.

MARKETING UPDATE: VIRTUAL TOUR

President Rowe introduced Vice President Henry R. Broaddus. Mr. Broaddus noted that a brand platform positioning study was already well underway before the pandemic so there has been exciting work accomplished. Mr. Broaddus introduced Justin Schoonmaker, Creative Director, to deliver an update on the work of the Marketing & Branding Squad which he chairs.

Mr. Schoonmaker reported that the Marketing & Branding Squad, housed within the Unified Communications Team, consists of 20 communications professionals from across the university. Thus far, work has centered on two phases. The first phase focused on enrollment (March-June 2000). Since July, the focus has been and continues to be marketing and branding.

Mr. Schoonmaker summarized the five major projects of his squad including Digital Days for Admitted Students (April '20), digital marketing, marquee print publications, university brand platform development and the three-phase virtual tour. William & Mary has partnered with the education firm EAB Global to produce a virtual admissions tour. Mr. Schoonmaker delivered a beta version of the virtual tour, noting that the full immersive version will launch in the winter.

Ms. Gerdelman thanked Mr. Schoonmaker and Mr. Broaddus for elevating the Board's thinking about university-wide marketing.

GOVERNMENT RELATIONS UPDATE

Ms. Gerdelman introduced Colin Smolinsky, Director of Government Relations, for an update on government relations under pandemic.

Mr. Smolinsky outlined the general election takeaways for Virginia and W&M and noted that the Virginia Congressional delegation remains the same with one new member. He also provided an overview of the recent General Assembly special session. The special session was called in order to amend the biennial budget and to address criminal justice reform. Mr. Smolinsky provided the Board with general expectations for 2021 General Assembly session and Virginia's political landscape moving forward.

Mr. Smolinsky noted the challenges associated with a legislative session that will occur during pandemic but reminded that everyone is on a level playing field. Relationships will remain important, especially when W&M seeks an audience with key people. The General Assembly has yet to commit to how they will manage the session, whether in person or remote or a combination of the two.

ADJOURNMENT

Ms. Gerdelman thanked Mr. Smolinsky and Ms. Schoonmaker for their presentations. There being no further business, Ms. Gerdelman adjourned the meeting at 3:06 p.m.

WILLIAM & MARY

COMMITTEE ON FINANCIAL AFFAIRS
FEBRUARY 26, 2021
9:00 – 10:00 A.M.
ALUMNI HOUSE – HUNTER HALL

JAMES A. HIXON, CHAIR
MIRZA BAIG, VICE CHAIR

I. Introductory Remarks	James A. Hixon
II. Approval of Minutes	
A. February 7, 2020	
B. November 20, 2020	
III. Report from Virginia Institute of Marine Science	John T. Wells
A. State Budget Update	
IV. Report from Chief Operating Officer	Amy S. Sebring
A. State Budget Update	
V. Action Materials	
A. FY22 Tuition and Fees Structure	
VI. Closed Session (if necessary)	
VII. Discussion	
VIII. Adjourn	

DRAFT MINUTES
Committee on Financial Affairs
February 7, 2020
Board Room – Blow Memorial Hall

Attendees: James A. Hixon, Chair; Mirza Baig, Vice Chair; S. Douglas Bunch, Anne Leigh Kerr, Charles E. Poston and H. Thomas Watkins III. Board members present: Rector John Littel, Vice Rector Will Payne, Secretary of the Board Sue Gerdelman, Lisa Roday, Karen Kennedy Schultz, Brian Woolfolk, faculty committee representative Thomas J. Ward and student committee representative Abhi Chadha. Others in attendance: President Katherine Rowe, Provost Peggy Agouris, Virginia Ambler, Henry Broaddus, Kent Erdahl, Michael Fox, Sam Jones, Amy Sebring, staff liaison Joseph W. Wheless IV, ACE Fellow Rosalyn Hargraves, Dean Kate Conley, Dean Dave Douglas, Dean Spencer Niles, Dean John Wells, Brian Whitson, Sandra Wilms, and other university staff.

Mr. Hixon called the meeting to order at 8:45 a.m., welcoming Committee members, members of the Board and staff and reviewed the agenda. He stated that the Committee had one action item: Resolution 17, which revises the existing policy and procedures governing the use of the Muscarelle Museum Quasi-Endowment.

The Chair noted that in December the Governor released his budget recommendations for the upcoming biennium and that Vice President for Finance and Technology Amy Sebring would provide the Committee with an overview of Governor Northam's statewide budget priorities as well as funding recommendations specific to William & Mary, followed by a presentation from Dean/Director John Wells on budget items impacting VIMS.

Recognizing that a quorum was present, Mr. Hixon asked for approval of the minutes from the November 22, 2019 meeting. Motion was made by Ms. Kerr, seconded by Mr. Baig and approved by voice vote of the Committee.

Vice President for Finance and Technology Amy Sebring then reviewed the Governor's 2020-22 budget recommendations, noting that significant funds were allocated to K-12 and higher education. The primary allocation to higher education was to support the Governor's "G3" community college/workforce initiative. William & Mary received incremental operating funds for student financial aid and the Commonwealth's Tech Talent initiative and capital funds to address cost overruns associated with its Fine & Performing Arts project as well as support for other university projects.

Ms. Sebring stated that the university had submitted operating and capital amendments to the General Assembly to 1) address the cost of new facilities coming online, 2) finalize the additional cost associated with the Fine Arts project, and 3) support design and construction funds of Integrated Science Center (ISC) 4.

Ms. Sebring next summarized revisions to policies and procedures associated with the Muscarelle Museum Quasi-Endowment. Following discussion, the Chair asked for a motion to approve **Resolution 17**, Revision to Policy and Procedures for the Use of the Quasi-Endowment for the

DRAFT MINUTES
Committee on Financial Affairs
Page 2

Muscarelle Museum of Art. Motion was made by Mr. Watkins, seconded by Ms. Kerr and approved by voice vote of the Committee.

Mr. Hixon then called on John Wells, Dean/Director of the Virginia Institute of Marine Science, to discuss the impact of the Governor's budget recommendations on VIMS. Dr. Wells reviewed two amendments submitted to the General Assembly for consideration for managing fish diseases and for supporting requests from the Virginia Department of Health and the Marine Resources Commission for management of shellfish aquaculture. A brief discussion ensued.

The Chair then called on Mirza Baig for his report from the Investments Subcommittee (see separate minutes from the Subcommittee).

There being no further business, the Committee adjourned at 9:20 a.m.

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON FINANCIAL AFFAIRS
DRAFT MINUTES
NOVEMBER 20, 2020
ALUMNI HOUSE – HUNTER HALL

COMMITTEE MEMBERS PRESENT

Mr. James A. Hixon, Chair
Ms. Anne Leigh Kerr (via phone)
Hon. Charles E. Poston
Mr. H. Thomas Watkins III (via phone)

Mr. John E. Littel, Rector (for purpose of a quorum)
Mr. Anthony Joseph, Student Representative
Mr. Thomas J. Ward, Faculty Representative

COMMITTEE MEMBERS ABSENT

Mr. Mirza Baig, Vice Chair

OTHER BOARD MEMBERS PRESENT -

Mr. Victor K. Branch (via phone)
Ms. Barbara L. Johnson, Secretary
Mr. William H. Payne II, Vice Rector
Ms. Lisa E. Roday

OTHERS PRESENT

President Katherine A. Rowe
Dr. Peggy Agouris, Provost
Ms. Carrie Nee, University Counsel
Ms. Amy Sebring, Chief Operations Officer
Dr. John Wells, Dean of Virginia Institute of Marine Science
Mr. Sean E. Ekiert, Raymond James Financial
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
Ms. Melanie O'Dell, Assistant Vice President for Financial Operations & Comptroller
Ms. Samantha Martinez, Administrative Assistant to the Chief Operations Officer
Members of the Executive Leadership Team
W&M Staff and Faculty

INTRODUCTORY REMARKS

Mr. James A. Hixon, Chair, called the Committee on Financial Affairs to order at 8:02 a.m. Mr. Hixon noted that for the purpose of an in person quorum Rector John E. Littel joined the Committee as permitted by the Bylaws.

APPROVAL OF MINUTES

Mr. Hixon requested a motion to approve the August 25, 2020 Financial Affairs Committee meeting minutes. Motion was made by Mr. Watkins, seconded by the Mr. Poston, and unanimously approved by roll call vote by Mr. Fox, Secretary to the Board of Visitors

REPORT FROM VIRGINIA INSTITUTE OF MARINE SCIENCE

Dr. Wells provided an update on VIMS' budget, noting that FY21 operating revenue was expected to be approximately \$52 million, with most of the revenue coming from a combination of state general fund support and externally sponsored grants and contracts.

Dr. Wells stated VIMS' grant expenditures in FY20 totaled \$18 million, the bulk of which is \$14 million from federal support. Despite the pandemic, the number of proposal submissions is nearly the same as in past years as is the success rate (approximately 50%). Given its reliance on federal funding, Dr. Wells noted that VIMS is closely watching actions in Congress, and that the current continuing resolution is set to expire on December 12, 2020.

REPORT FROM THE CHIEF OPERATING OFFICER

Ms. Sebring recognized Melanie O'Dell, AVP for Financial Operations & University Controller, to the Board as she opened her remarks. Ms. Sebring provided an update on several key financial activities since the September board meeting including:

- The university's bond sale which closed on October 29, 2020. In total, the university sold \$153.9 million in bonds with a true interest cost of 2.78%;
- The conclusion of the 2020 Special Session of the General Assembly which included \$3.5 million in one-time funding in FY21 in recognition of lost E&G revenue; and
- \$5 million in one-time funds provided by the Governor for COVID related expenses to be spent by December 31, 2020.

Ms. Sebring also indicated that the Governor's office sent out guidance related to potential budget requests for FY22. Given the limited criteria, W&M submitted only one request, full funding for the ISC 4 project which was previously approved for planning.

Ms. Sebring turned to the six resolutions before the committee for action. Resolution 14 provided an update of the university's debt management policy in response to the recent bond sale and changes to the university's organizational structure and debt market since the policy was adopted in 2007. The policy was expanded to include the use of debt for both short- and long-term uses. In response to a question from Mr. Watkins, Ms. Sebring clarified that the university has largely used 20-year state-issued debt and that the policy would allow for the use of shorter or longer-term debt should the intended use merit.

Ms. Sebring addressed Resolution 15, the cash management investment policy. Key changes in the policy include establishing two allocation strategies: (1) Primary Liquidity to focus on the University's routine operational needs, and (2) Extended Duration, which will provide for more mid-term investments if funds are not needed for immediate use.

Ms. Sebring addressed Resolution 16 which permits W&M to invest the proceeds from the recent bond sale, consistent with the revised policy addressed in Resolution 15.

Resolution 17 reflects the board's annual acceptance of the annual unaudited financial statement.

Ms. Sebring provided an overview of the statement and changes from the prior year. Results for FY20 show an increase in total assets at \$23.3 million as a result of ongoing construction for capital projects. Operating revenue decreased by \$2.2 million for the University primarily due to student rebates for housing and meal plans. Expenses increased last fiscal year by 2.5%. Net position increased by \$37.6 million.

Ms. Sebring then addressed Resolution 18, annual receipt of the prior year's financial report for intercollegiate athletics. Ms. Sebring explained that the NCAA requires institutions to submit finances related to Athletics, which differ from the university's consolidated financial statements. Ms. Sebring indicated that athletics revenue grew 2.8% over prior years. Expenditures increased by 3.5% over prior years with the primary driver being student aid.

Regarding Resolution 19-R, Ms. Sebring stated that W&M received \$1M in support for the establishment of a quasi-endowment for the Osher Lifelong Learning Institute (OLLI). Ms. Sebring indicated the award also requires the university to return any unspent principal if it discontinues its lifelong learning programs so it would not be counted as a gift for purposes of the university's fundraising efforts.

A brief discussion ensued regarding the investment of bond proceeds.

Mr. Hixon brought forth and requested a motion on the following six resolutions:

- **Resolution 14**, Revised Consolidated Debt Management Policy
- **Resolution 15**, 2020 Consolidated Cash Management Investment Policy
- **Resolution 16**, Investment of William & Mary General Revenue Pledge Bond Proceeds
- **Resolution 17**, Receipt of the Consolidated Financial Report of William & Mary, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2020;
- **Resolution 18**, William & Mary Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2020
- **Resolution 19-R (appended)**, Establishment of a Quasi-Endowment for Osher Lifelong Learning at William & Mary

Resolutions 14-19R were moved as a block by Mr. Watkins, seconded by the Mr. Poston, and unanimously approved by roll call vote conducted by Mr. Fox.

INVESTMENTS SUBCOMMITTEE REPORT

The investments subcommittee did not meet.

ADJOURNMENT

There being no further business, Mr. Hixon adjourned the meeting at 8:49 a.m.

**ESTABLISHMENT OF A QUASI-ENDOWMENT
FOR OSHER LIFELONG LEARNING AT WILLIAM & MARY**

WHEREAS, the Bernard Osher Foundation (“the Foundation”) was established in 1977 to provide philanthropic support to higher education and the arts;

WHEREAS, the Foundation has established Osher Lifelong Learning Institutes at 124 colleges and universities across the United States of America to provide non-credit courses and activities for adults aged 50 or over;

WHEREAS, William & Mary’s lifelong learning program, previously known as the Christopher Wren Association, applied to the Foundation to become a recognized Osher Institute for Lifelong Learning;

WHEREAS, the Foundation has awarded William & Mary \$1,000,000 to be invested in a manner that will provide annual income to support the university’s lifelong learning programs; and

WHEREAS, the Foundation requires that the university return the corpus in the event that it discontinues its lifelong learning.

THEREFORE, BE IT RESOLVED, that upon the recommendation of the Chief Operating Officer, the Board of Visitors establishes a quasi-endowment with a corpus of \$1,000,000 to be invested for the benefit of the Osher Lifelong Learning at William & Mary.

WILLIAM & MARY

BOARD OF VISITORS
FEBRUARY 26, 2021
10:15 A.M. – 12:30 P.M.
ALUMNI HOUSE – HUNTER HALL

JOHN E. LITTEL, RECTOR
WILLIAM H. PAYNE II, VICE RECTOR
BARBARA L. JOHNSON, SECRETARY

I.	Call to Order	John E. Littel
II.	Approval of Minutes	
	A. November 19-20, 2020	
III.	Introductory Remarks	Mr. Littel Katherine A. Rowe Debbie L. Sydow
IV.	Reports of Standing Committee Chairs	
	A. Richard Bland College Committee	Victor K. Branch
	B. Committee on Academic Affairs	Karen Kennedy Schultz
	a. Reves Center for International Studies	Stephen E. Hanson
	i. Resolution 1:	Appointment to Fill A Vacancy in the Instructional Faculty
	ii. Resolution 2:	Designated Professorship
	iii. Resolution 3:	Award of Academic Tenure
	iv. Resolution 4:	Faculty Promotions
	v. Resolution 5:	Leave of Absence
	Retirement of...	
	vi. Resolution 6:	Standish K. Allen, Jr. - School of Marine Science
	vii. Resolution 7:	Lynda L. Butler - William & Mary Law School
	viii. Resolution 8:	Maureen Fitzgerald – Religious Studies
	ix. Resolution 9:	Victoria A. Foster – School of Education
	x. Resolution 10:	Charles F. Gressard – School of Education
	xi. Resolution 11:	Grey Gundaker – Anthropology & American Studies
	xii. Resolution 12:	Tomoko Hamada – Anthropology
	xiii. Resolution 13:	Gina L. Hoatson – Physics
	xiv. Resolution 14:	Charles R. McAdams, III – School of Education
	xv. Resolution 15:	Raymond W. McCoy – Kinesiology & Health Sciences
	xvi. Resolution 16:	Edwin J. Pease – Art & Art History
	xvii. Resolution 17:	Elizabeth S. Radcliffe – Philosophy
	xviii. Resolution 18:	Elizabeth A. Wiley – Theatre, Speech & Dance

C. Committee on Audit, Risk and Compliance	Brian P. Woolfolk
D. Committee on Administration, Buildings and Grounds	William H. Payne, II
E. Committee on the Student Experience	Lisa E. Roday
F. AD HOC Committee on Organizational Sustainability & Innovation	Mirza Baig Barbara L. Johnson H. Thomas Watkins III
G. Committee on Institutional Advancement	Sue H. Gerdelman
H. Committee on Financial Affairs	James A. Hixon
V. General Reports	
A. Report from Student Representative	Anthony M. Joseph
B. Report from Faculty Representative	Thomas J. Ward
C. Report from Staff Liaison	Arielle S. Newby
VI. Old Business	Mr. Littel
VII. New Business	Mr. Littel
VIII. Closed Session (if necessary)	Mr. Littel
IX. Adjournment	



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS MEETING
DRAFT MINUTES
NOVEMBER 19-20, 2020
ALUMNI HOUSE

The William & Mary Board of Visitors met on campus in Williamsburg on Thursday, November 19 and Friday, November 20, 2020.

On Thursday, November 19, the Executive Committee met from 10:30 a.m. to 12:45 p.m. in Leadership Hall. At 12:45 p.m. the Board met for lunch in Hunter Hall. From 1:00 – 2:15 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 Institutional Advancement met from 2:15 – 3:00 p.m. in Hunter Hall. The Investments Subcommittee meeting scheduled to meet from 2:00 – 2:45 p.m. was cancelled. From 3:15 – 4:15 p.m. the Committee on the Student Experience met in Hunter Hall.

At 4:31 p.m., Ms. Barbara L. Johnson, Co-Chair, called the AD HOC Committee on Organizational Sustainability and Innovation, a Committee of the Whole, to order in Hunter Hall, and made introductory remarks. Mr. Johnson called on Co-Chair Mr. H. Thomas Watkins III who briefly reviewed the agenda.

BOARD MEMBERS PRESENT:

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

BOARD MEMBERS ABSENT:

Mr. Mirza Baig, Co-Chair
Mr. J.E. Lincoln Saunders
Dr. Thomas J. Ward, Faculty Representative

OTHERS PRESENT:

President Katherine A. Rowe
Dr. Peggy Agouris, Provost
Ms. Amy Sebring, Chief Operating Officer
Ms. Carrie Nee, University Counsel
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs
Dr. W. Fanchon Glover, Chief Diversity Officer

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

Dr. Marie Donoghue Velleca, Dean of Arts & Sciences

Dr. Lawrence B. Pulley, Dean of the Raymond A. Mason School of Business

Dr. Robert C. Knoepfel, Dean of the School of Education

Mr. A. Benjamin Spencer, Dean of the School of Law

Dr. John T. Wells, Dean & Director of the Virginia Institute of Marine Science

Dr. Debbie Bial, President and Founder of The Posse Foundation (via phone)

Mr. Rassan Salandy, Vice President for External Affairs at The Posse Foundation (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

President Katherine A. Rowe reported on the status of five Diversity & Inclusion imperatives (1) Advance Inclusive Excellence among Faculty; (2) Increase Diversity of the Student Body; (3) Cultivate an Atmosphere of Belonging; (4) Ensure Organizational Accountability; and (5) Lead DEI Innovation Regionally and Nationally.

President Rowe said the university will be completing its DEI Strategic Plan in December. This is part of Governor Ralph Northam's overarching planning process for DEI in the Commonwealth and public higher education.

President Rowe said the university has reviewed the work of the Task Force on Race and Race Relations and the report is available on the D&I website.

Dr. W. Fanchon Glover, Chief Diversity Officer, elaborated on four of the five Diversity & Inclusion imperatives previously mentioned by President Rowe.

Dr. Glover said Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs, will report on the fifth imperative: Lead DEI Innovation Regionally and Nationally.

Dr. Glover asked the five academic Deans to participate on a panel: Dr. Marie Donoghue Velleca, Dean of Arts & Sciences; Dr. Lawrence B. Pulley, Dean of the Raymond A. Mason School of Business; Dr. Robert C. Knoepfel, Dean of the School of Education; Mr. A. Benjamin Spencer, Dean of the School of Law; and Dr. John T. Wells, Dean & Director of the Virginia Institute of Marine Science. Each dean was asked to share their perspective of DEI as it relates to their respective school and share an initiative or project from the current academic year

Dean Donoghue Velleca reported on the benefits, status and trajectory of the WMSURE program. Dean Pulley reported on the School of Business's DEI Committee, Alumni of Color Network, and avatar training program being led by Associate Professor, Inga Carboni. Dean Knoepfel discussed the actions being taken by the School of Education to promote diversity and inclusion. Dean Spencer reported on DEI related actions taken since his arrival at William & Mary. These action/initiatives include: "Why We Can't Wait", inclusive teaching workshops for faculty, creation of the Equity and Inclusion Committee and their findings, overhaul of the School of Law's diversity statement, efforts to recruit

and matriculate African American students, and the creation of the Center on Racial and Social Justice. Dean Spencer also discussed challenges he faces as a dean in hiring more diverse faculty members. Dean Wells reported on two research initiatives/partnerships with Norfolk State University and the Pamunkey Indian Tribe.

A discussion ensued.

President Rowe notified the Board that Dr. Glover has been selected as a 2021 Humanitarian Award recipient by the Virginia Center for Inclusive Communities.

Ms. Johnson highlighted the artwork outside of the Alumni House's Hunter Hall inspired by the Lemon Project's identification of 180 names of enslaved people affiliated with the university. Ms. Johnson asked Mr. Anthony M. Joseph, Student Representative to the Board, to discuss the art project.

Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs, reported on enrollment growth and the challenges (i.e. increased competition and declining number of high school students) facing higher education, even pre-COVID. Despite the challenges Mr. Broaddus said the William & Mary early decision pool is up five percent.

Mr. Broaddus introduced Dr. Debbie Bial, President and Founder of The Posse Foundation, and Mr. Rassan Salandy, Vice President for External Affairs at The Posse Foundation, who participated by phone. He then shared a video highlighting the mission, goals and accomplishments of The Posse Foundation.

President Rowe welcomed and thanked Dr. Bial and Mr. Salandy for joining the Board meeting. She then reviewed why the partnership with Posse is important to William & Mary: (1) Posse is transformative for the institution; (2) William & Mary is looking to change its reputation in the Commonwealth and become a place that is more welcoming to first generation, low-income and unrepresented students; and (3) think how the university will be transformed after COVID.

Dr. Bial shared The Posse Foundation's goals: (1) expand the pool of candidates from which colleges select their student bodies; (2) help partner colleges and universities build more interactive campus communities (more integrated diversity); and (3) graduate scholars so they can become leaders in the workforce. Dr. Bial then shared statics regarding students applying and participating in the program, cities Posse is currently located, and expansion plans including the pilot program that will recruit an in-state Posse for William & Mary.

Dr. Bial thanked President Rowe for her work and for reaching out with the idea for Posse to coordinate an in-state Posse for the Commonwealth. Dr. Bial took President Rowe's idea of a statewide Posse to the Board and decided to pilot the in-state program with William & Mary.

Mr. Salandy further elaborated on students that are exposed to Posse programming through Posse's Dynamic Assessment Process – learning about higher education opportunities. He too shared statistics and facts about students nominated to the program and those that actually receive a Posse Scholarship. Mr. Salandy identified benefits to William & Mary under the William & Mary-Posse

partnership.

A discussion ensued among the Board, Dr. Bial and Mr. Salandy.

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

That evening the full Board convened in the Kaplan Gallery at the Alumni House for dinner from 7:00 – 8:45 p.m. A conversation ensued regarding topics discussed earlier in the day at the Board meeting. Mr. Hixon gave a brief overview of what the Board could expect to hear in the Committee on Financial Affairs the following morning, and President Rowe commented on the pandemic 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
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Mr. James A. Hixon

Hon. Charles E. Poston
Ms. Lisa E. Roday
Mr. J.E. Lincoln Saunders (via phone)
Dr. Karen Kennedy Schultz
Mr. H. Thomas Watkins III (via phone)

BOARD MEMBERS ABSENT:

Hon. Mari Carmen Aponte
Mr. Victor K. Branch
Mr. Mirza Baig

Ms. Cynthia E. Hudson
Ms. Anne Leigh Kerr
Mr. Brian P. Woolfolk

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

On Friday morning, November 20, the Committee on Financial Affairs met from 8:00 – 8:45 a.m. in Hunter Hall. At 9:30 a.m. 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 (via phone)
Mr. Victor K. Branch (via phone)
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Mr. James A. Hixon
Ms. Cynthia E. Hudson (via phone)
Ms. Anne Leigh Kerr (via phone)

Hon. Charles E. Poston
Ms. Lisa E. Roday
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

BOARD MEMBERS ABSENT

Mr. Mirza Baig

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. John E. Littel, Rector, advised that a majority and quorum of the Board was present at the Alumni House and the following members were participating by phone: Mari Carmen Aponte, Victor Branch, Cynthia Hudson, Anne Leigh Kerr, Thomas Watkins and Brian Woolfolk. The Rector welcomed Philip Heavilin who was also on the phone. Mr. Heavilin is a doctoral student from the University of Pennsylvania's Graduate School of Education, studying higher education management.

In his opening remarks, the Rector reviewed highlights of the year. First, was the handling of the effects of the pandemic by William & Mary and Richard Bland. Each institution was able to deliver on its educational mission by keeping students on track in pursuing their degree, limit COVID cases, and avoiding outbreaks while addressing the financial impact of COVID-19. The Rector expressed admiration on behalf of the Board for the work of Presidents Rowe and Sydow and their leadership teams.

He also noted William & Mary's work to reconcile its history as it related to slavery and racism. The Rector recognized the work underway by the Principles for Naming and Renaming (PNR) Working Group led by former Board member, Dr. Warren Buck, and the work done by the Student Assembly. Once again, on behalf of the Board, the Rector reaffirmed that black lives matter and the university will continue to address injustice and work towards reconciliation and healing.

Lastly the Rector expressed appreciation to Dr. Jeremy Martin for stepping in as Interim Athletic Director and to the coaches, Tribe Club, student-athletes and supporters of W&M Athletics. Work is being led by President Rowe and Dr. Martin, in conjunction with the athletics teams, to create a framework for a Path Forward in Athletics.

The Rector concluded by saying the Board and Administration will continue to focus on the safety of the campus community, while maintaining the mission of the university.

In her opening remarks, President Rowe reported on the adaptability of the William & Mary community during pandemic, observing how students found new opportunities to be social, how faculty redesigned classes and curricula, and how staff took on new roles in high need areas. President Rowe then recognized the work and contributions of the Executive Leadership Team and thanked the Board for their support and governance.

President Rowe highlighted three lessons learned during the fall semester. The first is to be intentional about scheduling time for students and employees to reflect and recharge. In lieu of a spring break, students will have six days off interspersed throughout the spring semester to rest. Opportunities are being explored for faculty to have built in flexibility to recharge, and a planned pause program is being piloted for nonacademic departments.

Second: the affirmation of a phased approach to decision-making. This process will be utilized for the Athletics Path Forward. Athletics will take the following actions to seek alternative paths forward: complete an expedited gender equity review by June 30, 2021, publish a two-year fundraising plan by February 1, 2021, reduce costs among Athletics programs, and provide quarterly updates on these actions.

Third: the President spoke of the need to do more under pandemic and recession to expand pathways for vulnerable populations – military and veteran students, first-gen and low-income student, and students of color.

President Rowe also commented on the accelerated set of goals for anti-racism, equity and inclusion on campus. She mentioned the diversity dashboard and the fact progress is not being made fast enough. She said the Office of Diversity & Inclusion will publish a university-wide DEI strategic plan in December and host an external audit in the spring.

She highlighted the partnership with The Posse Foundation, and she reviewed work assigned to the Design Review Board (DRB) this week. The President charged the DRB to establish a process for submission of requests regarding naming or renaming and determine what thresholds they should meet. The two key objectives of this work are to ensure consistency across campus and establish a clear and thorough submission process.

Finally, the President welcomed Robert Merkl as the new Special Assistant to the President for Military and Veterans Affairs. Mr. Merkl will lead the development of the new VET program to accelerate military transition to civilian leadership roles.

President Debbie L. Sydow's remarks included highlights from the Richard Bland College (RBC) Committee meeting held virtually on Tuesday, November 17. She commented on RBC's partnership with the Commonwealth's Center for Advanced Manufacturing and SEI Ventures and their respective missions. President Sydow also offered a recap of the fall semester and class delivery structure for the spring.

President Sydow mentioned *The College Student Experiences Amid COVID-19* study, a collaboration between the Languages & Humanities and Behavioral Sciences Departments, underway to understand how the pandemic has affected college students. She also provided an update on the RBC Online implementation timeline and spoke of the program's intent to incentivize previously stopped-out students to return to college by providing reduced costs and requiring less credits to obtain a degree or certificate.

Finally, President Sydow concluded by thanking Board member Cynthia Hudson for visiting the RBC campus recently and spending time with RBC staff.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of September 25, 2020. Motion was made by Ms. Payne, seconded by Mr. Hixon. Hearing no discussion, the minutes were adopted by roll call vote – 16 – 0.

The Rector called for the reports of the standing committees.

Mr. Branch reported for the **Richard Bland College Committee** that met virtually on Tuesday, November 17. He noted that President Sydow had already provided an overview of the meeting and briefly reviewed the agenda.

On behalf of the Committee, Mr. Branch moved adoption as a block of **Resolution 1**, Resolution to Approve Revised FY21 Operating Budget; **Resolution 2-R** (appended), Resolution to Approve Revised FY 2020 -2021 Tuition and Fees; **Resolution 3-R** (appended), Resolution to Approve FY22 Operating and Capital Budget Requests; **Resolution 4**, Resolution to Approve the Faculty Early Retirement Incentive Plan (FERIP) Policy; **Resolution 5**, Retirement of Stephen Jenkins, Maintenance Crew Member; and **Resolution 6**, Retirement of Joanne Williams, Director of Government Relations and Communications. **Resolutions 1, 2-R, 3-R, 4, 5 and 6** were approved by roll call vote – 16-0.

Dr. Schultz reported for the **Committee on Academic Affairs** and briefly reviewed the agenda. Dr. Schultz presented a video that included Roxane O. Adler Hickey, Interim Director of the Washington Center who discussed the mission of the Washington Center and highlighted recent work of the Center.

On behalf of the Committee, Dr. Schultz moved adoption as a block of **Resolution 7**, Designated Professorships; **Resolution 8**, Award of Academic Tenure; **Resolution 9**, Faculty Promotions; **Resolution 10**, Retirement of Michael J. Kelley Department of Applied Science; **Resolution 11**, Retirement of Robert J. Orth School of Marine Science; and **Resolution 12**, Retirement of Walker O. Smith Jr. School of Marine Science. **Resolutions 7, 8, 9, 10, 11 and 12** were approved by roll call vote – 16-0.

Mr. Poston reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda.

On behalf of the Committee, Mr. Poston recommended the adoption of **Resolution 13**, William & Mary and Richard Bland College Approval of 2021 Internal Audit Work Plan. **Resolution 13** was approved by roll call vote – 16-0.

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

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

Ms. Johnson 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.

The Rector encouraged the Board to read the “The African American Experience at William & Mary: An Historical Overview” and Staffing article found on page 38 of the Lemon Project Report which had been distributed to the Board. The article offers insight into the experience African Americans have had at William & Mary over the years.

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

On behalf of the Committee, Mr. Hixon moved adoption as a block of **Resolution 14**, Revised Consolidated Debt Management Policy; **Resolution 15**, 2020 Consolidated Cash Management Investment Policy; **Resolution 16**, Investment of William & Mary General Revenue Pledge Bond Proceeds; **Resolution 17**, Receipt of the Consolidated Financial Report of William & Mary, Virginia Institute of Marine Science, and Richard Bland College for the Fiscal Year Ended June 30, 2020; **Resolution 18**, William & Mary Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2020; and **Resolution 19-R** (appended), Establishment of a Quasi-Endowment for Osher Lifelong Learning at William & Mary. **Resolutions 14, 15, 16, 17, 18 and 19-R** were approved by roll call vote – 16-0.

Rector Littel thanked Mr. Hixon and the Chief Operating Officer for all the work and planning throughout the pandemic. He also noted that under the William & Mary Promise the Board typically sets tuition rates for undergraduate students at the November Board meeting however being cognizant of the financial strain caused by the pandemic the Board will delay action until the February meeting on in-state and out-of-state undergraduate tuition. At that time, there will be a better understanding of the financial impact on spring and fall semesters.

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds**. The Committee did not meet but brought forth two resolutions to be considered by the Board. Prior to presenting the resolutions Mr. Payne commended the work of Interim Chief Facilities Officer Sam Hayes and his staff during the pandemic.

Mr. Payne brought forth **Resolution 20-R** (appended), William & Mary Resolution to Modify the Constitution of the Staff Assembly. Ms. Newby proposed an amendment to the resolution requesting that the Chief Operating Officer approve changes to the Staff Assembly’s constitution moving forward instead of the Board.

The second resolution Mr. Payne brought forth was **Resolution HC-1** (appended), Membership & Responsibilities of Design Review Board (DRB). The Board expanded DRB membership in September to include faculty, staff and alumni. **Resolution HC-1** clarifies the membership as it relates to architectural expertise and flexibility in the project submission process. Mr. Payne noted the DRB met on Wednesday, November 18 and briefly reviewed the agenda.

President Rowe added that consistent with the recommendations of PNR the administration is working with the DRB to develop and implement a transparent and ongoing process regarding how buildings are named and renamed within the guidelines of the principles and imperatives approved by the Board in September.

Mr. Payne moved adoption as a block of **Resolutions 20-R and HC-1**. The Committee motion seconded

by Mr. Hixon and approved by roll call vote – 16-0.

Student representative to the Board Anthony M. Joseph thanked President Rowe for her leadership through a difficult semester. He noted November 19 was the culmination of Transgender week, and November 20 was Transgender Remembrance Day. He then asked for a moment of silence in the memory of those lost as a result of transphobia. Mr. Joseph then reported on the activities of the Student Assembly, and Student Assembly Leadership, over the semester and identified the need for the Student Assembly and Administration to keep making progress towards DEI on campus.

Faculty representative to the Board Thomas J. Ward identified areas where continued work is needed, such as DEI and university financials. Dr. Ward mentioned the attributes he believes contributed to William & Mary staying the course this semester; and said the path of scholarship for younger faculty needs to be reviewed.

Staff Liaison Arielle S. Newby reported on the input sought by the Administration from the Staff Assembly and the Professionals and Professional Faculty Assembly (PPFA) regarding employee concerns and thoughts in preparation for the semester. She conveyed challenges staff have faced during under pandemic, and highlighted past and upcoming activities of the Staff Assembly and PPFA.

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 business to conduct when it returned to open session.

The Rector call on the Secretary of the Board. 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 W&M and RBC and members of the W&M Executive Leadership Team and Department of Athletics;
 - for the discussion of the disciplining of individual faculty members; and
 - for the evaluation of the performance of the Departments or Offices of Athletics, Advancement, IT, Facilities, Finance & Administration, Compliance & Equity, Admissions, Campus Security, Residence Life and Dean of Students where such discussion will necessarily involve discussion of performance of specific individuals.
- Pursuant to Va. Code §2.2-3711.A.7 and A.8 for consultation with legal counsel and others regarding actual or probable litigation and specific personnel and compliance matters requiring legal advice.

Motion was seconded by Mr. Payne and approved by roll call vote – 16-0. Observers were asked to leave the room and the public listening by phone were muted and the Board went into closed session at 11:40 a.m.

The Board reconvened in open session at 12:52 p.m. and phone line for the public was reopened. Ms.

Johnson moved adoption of the Resolution certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Payne and approved by roll call vote – 16-0 – conducted by Mr. Fox. (Certification **Resolution BOV-1** is appended)

The Rector presented **Resolution HC-2** (appended), William & Mary Presidential Housing Benefit; and **Resolution HC-3** (appended), Richard Bland College Presidential Housing Benefit for Board consideration. Motion was made by Mr. Payne, seconded by Ms. Roday, and approved by roll call vote – 16-0.

The Rector moved that based on the Board's August 2020 evaluations of the performance of President Rowe and President Sydow for FY20 that they each be awarded the maximum bonus permitted under their respective contracts. The motion was made by Mr. Payne, seconded by Ms. Johnson and approved by roll call vote – 16-0.

The Rector concluded the meeting with brief remarks and reminded the Board that the next meeting is February 4-5, 2021. He also noted Charter Day will be virtual February 5, 2021 and work is underway to determine when and if there will be a joint Board meeting with the William & Mary Foundation Board of Trustees, Alumni Association Board of Directors and Annual Giving Board of Directors in February.

There being no further business, Rector Littel adjourned the meeting at 1:00 p.m.



Richard Bland College
of WILLIAM & MARY

RESOLUTION TO APPROVE REVISED FY 2020 - 2021 TUITION AND FEES

The following Tuition and Fees are recommended by the administration to meet the 2020 – 2021 funding requirements for academic programs, student support services, and auxiliary services. The funding enables the College to continue to advance its mission and the 2020-2025 strategic plan (RBC-25) goals. This represents a pricing strategy that is intended to optimize affordability and educational excellence for students.

The proposed FY 2021 in-state Tuition and Mandatory E&G Fees per credit hour rate of \$200 constitutes no increase to the current FY20 rates and remains one of the lowest in the Commonwealth. To remain competitive and to more appropriately align out of state Tuition and Mandatory E&G Fees with that of in-state Tuition and Mandatory E&G Fees, the out of state Tuition per credit hour rate will be reduced to \$386. Further, to separate the College's online course offerings from the traditional on-campus courses and then to expand upon those offerings, distinct online Tuition and Mandatory E&G Fees categories were established with a proposed per credit hour rate of \$199. Additionally, a new rate of \$333 per credit hour is being added for the new Verto program.

For FY 2021, it is recommended that mandatory Auxiliary Comprehensive fees for in-state and out-of-state students also remain constant with no increase to the current FY20 rates.

For FY 2021, pricing for all residential rooms will remain equal to the current FY20 rates. All residents will be required to purchase a meal plan. The meal plan cost will remain unchanged as well.

A proposed FY 2021 tuition and fee summary sheet is attached.

RBC's goal remains to deliver high quality educational programming, high-value university pathways and innovative education models to students while minimizing student cost.

WHEREAS, that the William & Mary Board of Visitors, on the recommendation of the President, recognizes the unforeseen financial circumstances impacting our students and their families, may require the College to adjust or reconsider non-mandatory fees and charges,

Board of Visitors

Resolution 2-R

November 17, 2020

Page 2 of 4

WHEREAS, maintaining FY 2021 tuition and mandatory fees at current FY 2020 levels will result in no significant increase in these charges for the College's returning or incoming students;

THEREFORE BE RESOLVED, that the President and the Chief Business Officer are granted the authority and the discretion to determine whether non-mandatory fees will be waived or applied for courses, programs, and activities; and

BE IT FURTHER RESOLVED, that upon recommendation of the President, the William & Mary Board of Visitors approves the revised FY 2020- 2021 Tuition and Fee Summary as presented for Richard Bland College for the 2020 - 2021 fiscal year.

RICHARD BLAND COLLEGE
FY 2020-2021 TUITION AND FEE SUMMARY

	ACTUAL FY20	PROPOSED FY21	PERCENT CHANGE	DOLLAR CHANGE
IN-STATE¹				
Per Credit Hour Taken				
Tuition	\$ 193	\$ 193		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 200	\$ 200	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		
Total In-State Tuition & Mandatory Fees	\$ 270	\$ 270	0.00%	\$ -
OUT-OF-STATE (domestic)¹				
Per Credit Hour Taken				
Tuition	\$ 650	\$ 386		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 657	\$ 393	-40.18%	\$ (264)
Auxiliary Comprehensive Fee	\$ 70	\$ 70		
Total In-State Tuition & Mandatory Fees	\$ 727	\$ 463	-36.31%	\$ (264)
OUT-OF-STATE (international)¹				
Per Credit Hour Taken				
Tuition	\$ 650	\$ 650		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 657	\$ 657	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		
Total In-State Tuition & Mandatory Fees	\$ 727	\$ 727	0.00%	\$ -
ONLINE²				
Per Credit Hour Taken				
Tuition	\$ 193	\$ 192		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 200	\$ 199	-0.50%	\$ (1)
Total Online Tuition & Mandatory Fees	\$ 200	\$ 199	-0.50%	\$ (1)
VERTO PROGRAM³				
		\$ 333		

OTHER FEES

Application Fee	\$ 50	\$ 50	0.00%	\$ -
Blended Room Average	\$ 7,799	\$ 7,799	0.00%	\$ -
Room Change Fee	\$ 50	\$ 50	0.00%	\$ -
Room Damage Deposit	\$ 150	\$ 150	0.00%	\$ -
Basic Residential Meal Plan annual ⁴	\$ 2,240	\$ 2,240	0.00%	\$ -
Transcript Fee	\$ 7	\$ 7	0.00%	\$ -
Late Fee	\$ 50	\$ 50	0.00%	\$ -
Returned Check Fee	\$ 50	\$ 50	0.00%	\$ -
Parking Ticket (Per Violation)	\$ 30	\$ 40	33.33%	\$ 10
Lab Material Fee (Science)	\$ 48	\$ 60	25.00%	\$ 12
Art Fee	\$ 35	\$ 35	0.00%	\$ -
Math Fee	\$ 75	\$ 75	0.00%	\$ -
Distance Education Fee (per credit hr)	\$ 25	\$ 25	0.00%	\$ -
Capital Outlay Fee (out of state only) ⁵		\$ 90	100.00%	\$ 90

¹ In state/out of state applies to on campus, in-seat courses.

² Online rate applies to online only courses taken by any student type

³ Reflects the rate charged by Verto Education to students who enroll in Verto programs for which Richard Bland serves as the credit-granting institution and school of record for transcript and financial-aid purposes.

⁴ Mandatory for all residential students, includes dining dollars

⁵ State mandated E&G fee required of OS students to support costs associated with capital projects funded by the Commonwealth



Richard Bland College *of WILLIAM & MARY*

RESOLUTION TO APPROVE FY22 OPERATING AND CAPITAL BUDGET REQUESTS

In anticipation of the 2021 General Assembly session and consistent with guidance from the Governor's Office on the administration's priorities, for the upcoming 2020-2022 Appropriation Act, Richard Bland College (RBC) will seek funding support for four priorities during the upcoming session. These priorities are outlined below.

PRIORITY 1: COMPLIANCE

Proposed Request:	<u>FY22</u>	<u>FY23</u>
	\$708,400 GF	\$708,400 GF

Through a previous budget allocation, Richard Bland College responded well to the recurring APA (Auditor of Public Accounts) findings of non-compliance as well as the recent SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) finding of non-compliance related to financial resources. Enhanced administrative infrastructure (technology solutions and adequate RBC staffing) remains necessary to achieve 100% compliance and to minimize risk to the College and the Commonwealth.

Two (2) ITS Resources Staff Members

Internal audits and APA identified issues related to separation of duties and change management. These are a direct result of too few resources with specific skill sets limiting the team's ability to distribute workload and responsibility given NIST/VITA standards.

FY22: \$258,000 /	FY23: \$258,000	\$ 516,000
-------------------	-----------------	------------

Two (2) HR Resources Staff Members

Resources needed for compliance in employee recruitment/onboarding and training.

FY22: \$130,600 /	FY23: \$130,600	\$ 261,200
-------------------	-----------------	------------

One (1) Financial Aid Staff Member

Resources needed for compliance management.

FY22: \$74,800 /	FY23: \$74,800	\$ 149,600
------------------	----------------	------------

Technical Systems

Additional and/or expanded for Personal Management, Financial Reporting and Security Monitoring are needed to ensure compliance with required standards.

FY22: \$120,000 / FY23: \$120,000 \$ 240,000

Compliance Manager

Oversees maintenance of policy manual, ongoing compliance training for personnel, SACSCOC standards, Title IX and Clery Act management and training responsibilities and other compliance-related matters.

FY22: \$125,000 / FY23: \$125,000 \$ 250,000

PRIORITY 2: COMMERCE HALL HYBRID CLASSROOM CONVERSION

Proposed Request:	<u>FY22</u>	<u>FY23</u>
	\$299,000 GF	\$299,000 GF

With demand for residential housing steadily increasing beyond original capacity (250) and reaching an all-time high (400 occupied beds + 50 students housed at VSU) in 2015, plans and funding were sought to repurpose and fully renovate Commerce Hall, taking it from an outdated amalgamation of offices and classrooms to a modern dormitory. The building reopened as a residential facility in the fall of 2018. This project was funded with 9(C) and 9(D) general obligation bonds in the amount of \$4.2 million with an annual debt service of \$299,000.

In the spring semester of 2019, COVID-19 forced the move to fully online instruction. By the fall semester of 2020, faculty offered a full range of teaching formats, including asynchronous (no set meeting times), synchronous (specific meeting times) and blended (half students in class and half virtual) instruction. COVID-19 has compelled the acceleration of blended instruction, and research indicates that blended delivery is here to stay. The quick shift to combined online and in-seat educational modalities—blended classes—requires new instructional spaces to ensure the best learning outcomes for RBC students now and for the foreseeable future. This unanticipated shift, combined with the pre-COVID strategic priority to develop and advance a fully online program to serve the needs of non-traditional students, requires additional reconfigured academic space.

Space in Commerce Hall will be modified to accommodate small, hybrid classrooms to better accommodate blended instructional formats and to provide online faculty with an area for the delivery of virtual instruction and student meetings.

The repurposing of Commerce Hall, from a revenue-generating dormitory (auxiliary funds) to an academic building that will house classrooms and faculty offices (E&G funds), requires a change in the source funding.

Debt Service

The total debt service for the original renovation is \$2.4 million. The annual debt service on the 9(C) bond is \$185,000 and the annual debt service on the 9(D) bond is \$114,000.

FY22: \$299,000	/	FY23: \$299,000	\$	598,000
-----------------	---	-----------------	----	---------

PRIORITY 3: FINANCIAL AID

Proposed Request:	<u>FY22</u>	<u>FY23</u>
	\$650,000 GF	\$650,000 GF

Richard Bland College is located in the Petersburg community, an economically depressed region whose ongoing challenges are well documented. The College serves a large number of at-risk, low income and first-generation Virginia students, many of whom cannot attend and complete a college credential without strong financial support.

Financial Aid Support

500 students at \$1,000 each per year

FY22: \$500,000	/	FY23: \$500,000	\$	1,000,000
-----------------	---	-----------------	----	-----------

Institutional Work Study

Institution-based work study to pilot work-service-learning programming supporting 55 students

FY22: \$150,000	/	FY23: \$150,000	\$	300,000
-----------------	---	-----------------	----	---------

Priority 4: GUIDED PATHWAYS FOR SUCCESS AT RICHARD BLAND COLLEGE (GPS@RBC)

Proposed Request:	<u>FY22</u>	<u>FY23</u>
	\$1,252,000 GF	\$1,252,000 GF

Supports Access and Enrollment; Retention, Completion and Time to Degree; and Workforce Alignment and Retention of Graduates

In 2015, Richard Bland College launched a pilot program, ESE@RBC (Exceptional Student Experience), in support of the College's aspirational goal of 100% student success. As a means of

addressing the needs of its largely first generation and socio-economically disadvantaged student body, ESE@RBC utilizes predictive analytics tools to improve student retention and on-time completion of degrees. Each student is assigned a Learner Mentor who uses real-time information to keep students on track, providing a one size fits one solution for each student's personal success. The pilot program has yielded positive results. Retention is up by 14.6% since 2016 (fall to fall, first time student, graduates, excluded).

Research strongly suggests that the ESE@RBC pilot program should evolve into a fully implemented guided pathways framework that provides a clear and compelling student value proposition. This framework is comprised of 1) easy to navigate onboarding, 2) clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway, 3) fast track programs to get academically underprepared students into and through crucial English and math courses, 4) high-touch, intensive student-centric support across the College, and 5) tools for faculty, staff and students that provide useful information about assessment and progress. The design and implementation of this comprehensive program, Guided Pathways for Success at Richard Bland College (GPS@RBC), is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College that will continue to advance 100% student success as a primary goal.

The new paradigm combines the benefits of the Learner Mentor, one size fits one culture with the research-proven effectiveness of the guided pathway tenants. Additionally, a work-curriculum integration component will integrate the academic experience with key career-building skills, job/internship experience and beneficial career services.

Four (4) Additional Learner Mentors

Reduce case load to approximately 125 students per Learner Mentor.

FY22: \$326,500 / FY23: \$326,500	\$ 653,000
-----------------------------------	------------

Student Success Program Manager

Provides leadership and direction to GPS@RBC, including supervising Learner Mentors and student success staff. This crucial position ensures the student value proposition is properly provided and that all students have an exceptional experience.

FY22: \$125,000 / FY23: \$125,000	\$ 250,000
-----------------------------------	------------

Case Management System

Complete implementation of central case management system that provides real-time activity and 360-degree view of students throughout lifecycle. This includes integration, development, and licensing costs.

FY22: \$290,000 / FY23: \$290,000	\$ 580,000
-----------------------------------	------------

Predictive Modeling Technology

Research and development necessary to expand the use of predictive modeling as an early warning system as students' progress through their defined pathway.

FY22: \$150,000 / FY23: \$150,000 \$ 300,000

Online/Dual Enrollment Support

Coordinator (1) and dedicated Learner Mentor (1)

FY22: \$150,000 / FY23: \$150,000 \$ 300,000

Online/Dual Enrollment Integration

Licensing costs required to bring students onto existing platforms.

FY22: \$75,000 / FY23: \$75,000 \$ 150,000

Work-Curriculum Integration Pilot Program Director

Integrate work-curriculum component into the student experience with focus on business/industry partnership development.

FY22: \$135,500 / FY23: \$135,500 \$ 271,000

***All costs for staff positions includes salary + benefits**

TOTAL INCREASE REQUESTED FOR GENERAL OPERATING FUNDS FOR FY22/FY23:

\$ 5,818,800

Richard Bland College requests approval by the Board of Visitors to pursue these funding priorities as part of the College's 2020 legislative strategy.

WHEREAS, the Board of Visitors recognizes the Commonwealth's interest in growing the number of citizens with higher education credentials; and

WHEREAS, the College has demonstrated the effectiveness of its unique retention program that utilizes predictive analytics and personalized support; and

WHEREAS, the Board of Visitors recognizes the importance of preparing students, particularly in the Petersburg area, for academic and career success through higher education;

THEREFORE, BE IT RESOLVED, that upon the recommendation of the President of Richard Bland College, the William & Mary Board of Visitors approves the administration's proposed 2022 legislative budget priorities.

**ESTABLISHMENT OF A QUASI-ENDOWMENT
FOR OSHER LIFELONG LEARNING AT WILLIAM & MARY**

WHEREAS, the Bernard Osher Foundation (“the Foundation”) was established in 1977 to provide philanthropic support to higher education and the arts;

WHEREAS, the Foundation has established Osher Lifelong Learning Institutes at 124 colleges and universities across the United State of America to provide non-credit courses and activities for adults aged 50 or over;

WHEREAS, William & Mary’s lifelong learning program, previously known as the Christopher Wren Association, applied to the Foundation to become a recognized Osher Institute for Lifelong Learning;

WHEREAS, the Foundation has awarded William & Mary \$1,000,000 to be invested in a manner that will provide annual income to support the university’s lifelong learning programs; and

WHEREAS, the Foundation requires that the university return the corpus in the event that it discontinues its lifelong learning.

THEREFORE, BE IT RESOLVED, that upon the recommendation of the Chief Operating Officer, the Board of Visitors establishes a quasi-endowment with a corpus of \$1,000,000 to be invested for the benefit of the Osher Lifelong Learning at William & Mary.

**WILLIAM & MARY
RESOLUTION TO MODIFY
THE CONSTITUTION OF THE STAFF ASSEMBLY**

WHEREAS, the members of the Staff Assembly have carefully reviewed the Constitution of the Staff Assembly and made corrections and changes; and

WHEREAS, the members of the Staff Assembly approved these changes at their meeting on March 18, 2020;

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves the proposed changes effective immediately, and the Constitution of the Staff Assembly is now amended as per the attached document.

William & Mary Staff Assembly Constitution and Bylaws

CONSTITUTION OF THE STAFF ASSEMBLY

- Article I. Name
- Article II. Purpose
- Article III. Authority
- Article IV. Membership
- Article V. Amendments to the Constitution
- Article VI. Dissolution of the Assembly

Article I. Name

The name of this organization is the Staff Assembly of William & Mary.

In this document the term “William & Mary” or “the university” includes departments, divisions, and schools of William & Mary, including the Virginia Institute of Marine Science.

The term “Staff” includes all operational and classified employees and non-student hourly wage employees of William & Mary.

Article II. Purpose, Vision & Mission

Purpose:

The Staff Assembly will serve as a forum to facilitate communication among Staff. The Staff Assembly will support a diverse, multi-campus university in accordance with university policy and the Statement of Rights and Responsibilities.

The Staff Assembly will function in an advisory capacity to the administration, promoting Staff interests in university governance by encouraging actions that address the current and future needs of the entire university community.

The Staff Assembly will promote honest and open communication between the administration and Staff and refer Staff concerns to the appropriate university officials.

The Staff Assembly will not serve as a substitute for the formal grievance procedures of the university.

The Staff Assembly will work with the administration, faculty, and students in all efforts to attain the goals of the university, while fostering a spirit of respect, dignity, unity and cooperation among the Staff. The Staff Assembly will recommend Staff representatives to university committees, as appropriate and permitted.

Vision:

To be a trusted partner working with those we represent, peer organizations, and university leadership to build a more inclusive and engaged community.

Mission:

Staff Assembly engages and empowers the William & Mary community by facilitating meaningful dialogues and connections regarding current and future needs of the university.

Article III. Authority

This Constitution has been approved by the Board of Visitors of William & Mary on April 16, 2010. The Staff Assembly has only such authority as conveyed by this Constitution and permitted by the university administration and State law.

Existence of the Staff Assembly does not preclude the right of a Staff member to belong to any other organization.

The Executive Board of the Staff Assembly derives its authority from the Staff Assembly.

Article IV. Membership

- A. The Staff Assembly consists of 24 members elected by the Staff (an approximate ratio of one voting member per 50 members of the staff). All 24 Assembly members represent The College of William & Mary as a whole; Members do not represent departments, units, or other staff constituencies. Elections will be conducted in accordance with the Bylaws and any procedures established by the Elections and Nominations Committee.
- B. Each Assembly member's General election term will begin May 1 and last for two years. Initially, twelve members will be elected at random as having a one-year (rather than two-year) term, such that terms will be staggered to permit election of approximately one-half of the Staff Assembly General election each year.
- C. The Executive Board by a majority vote may remove a member following three unexcused absences from regular Staff Assembly meetings during any consecutive twelve-month period.
- D. Members may be re-elected but may not serve more than two consecutive elected terms, which is defined as two successive two-year terms with no break in service. The duration from the end of a term through a mandatory special election will satisfy a break in service. An appointed term does not count as an elected term.
- E. In the event of mid-term vacancies, the Staff Assembly must hold elections when the number of participating members falls to 20; otherwise, vacancies will be filled during the normal General election period. Each Assembly member's special election term will begin November 1 and last for the duration of the vacated seat.

Article V. Amendments

The approval process for amendments to the Constitution is as follows:

- A. A proposal for an amendment must be submitted to the Constitution & Bylaws Committee Chair for review and clarification. The Constitution and Bylaws Committee Chair will submit the proposal to the Executive Board for consideration.
- B. A written notice that an amendment is proposed must be given by the Executive Board to all members of the Staff Assembly in such time that it may be included on the agenda for the meeting at which the amendment will be proposed and at least five days before said meeting. The notice shall contain the proposed amendment in context or general nature of the matter. The proposed amendment may be discussed at the regular meeting at which the amendment is proposed.
- C. Proposed amendments shall not be voted on until at least one regular meeting after the introduction.
- D. Amendments to the Constitution will be deemed approved by the Staff Assembly upon approval by a simple majority vote of the Staff Assembly members present.
- E. No amendment to Article II or III of the Constitution shall be effective unless approved by the university's Chief Operating Officer. All other amendments shall become effective upon Staff Assembly approval as provided under (D) above.

Article VI. Dissolution of the Assembly

The Staff Assembly may be dissolved by approval of two-thirds of Staff Assembly members casting or returning ballots, with at least forty percent of Staff voting.

**WILLIAM & MARY
RESOLUTION ON DESIGN REVIEW BOARD
MEMBERSHIP, MEETINGS AND SUBMISSIONS**

WHEREAS, the Board of Visitors approved changes to the responsibilities and membership of the Design Review Board during it meeting on September 25, 2020 among other changes; and

WHEREAS, the DRB is advisory to the President of the university who remains subject to the oversight of the Board of Visitors; and

WHEREAS, the DRB has recommended to the President further changes to its Guidelines and the President concurs with the DRB's recommendations;

THEREFORE, BE IT RESOLVED, the Board of Visitors approves the following effective immediately.

- I. William & Mary Design Review Board Guidelines**
- II. Effective Date: February 6, 2003**
- III. Revision Date(s): June 28, 2016, April 24, 2019 and September 25, 2020**

I. Overview

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

II. Scope

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

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

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

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

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

III. Board Composition

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

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

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

- Director, Facilities Planning, Design and Construction (FPDC)
- Associate Budget Director

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

IV. Meetings

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

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

Action: Requires only a simple majority within a quorum.

Schedule: Meets as needed in order to meet critical project schedule dates.

IV. Submissions to the DRB

All submissions will include at a minimum:

- A statement of defined scope and purpose
- An established budget with a proposed funding source(s)
- Any other requirements as established by the DRB

Standard site selection presentations will include at a minimum:

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

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

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

V. Authority

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

WILLIAM & MARY PRESIDENTIAL HOUSING BENEFIT

WHEREAS, the Board requires, as a condition of employment, that the president of the university reside in housing provided by the university for the sole benefit and convenience of the university in having the functions of the Office of President efficiently discharged;

WHEREAS, the residence must be considered as compensation for purposes of assessing personal income taxes;

WHEREAS, the actual value of the private residence will be re-evaluated annually and adjusted as necessary to determine the amount of taxable compensation provided by the university;

THEREFORE, BE IT RESOLVED, That the Board of Visitors approves a one-time payment of \$9,000 to be paid to President Katherine A. Rowe on or before December 31, 2020 to recognize the taxable impact of the inclusion of the value of the residence as compensation for tax year 2020; and

BE IT FURTHER RESOLVED, That beginning with tax year 2021, the taxable impact of the inclusion of the value of the residence as compensation shall be assessed in January and paid to the president through normal payroll distribution over the course of the year. No further Board approval is required unless and until the amount of taxable impact is estimated to exceed \$20,000.

RICHARD BLAND COLLEGE PRESIDENTIAL HOUSING BENEFIT

WHEREAS, the Board requires, as a condition of employment, that the president of the university reside in housing provided by the university for the sole benefit and convenience of the university in having the functions of the Office of President efficiently discharged;

WHEREAS, the residence must be considered as compensation for purposes of assessing personal income taxes;

WHEREAS, the university annually evaluates the portion of the residence that is used strictly for personal purposes to estimate the amount of personal income attributable to the provision of the presidential residence in accordance with the Internal Revenue Code;

WHEREAS, the actual value of the private residence will be re-evaluated annually and adjusted as necessary to determine the amount of taxable compensation provided by the university;

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves a one-time payment of \$2,300 to be paid to President Debbie L. Sydow on or before December 31, 2020 to recognize the taxable impact of the inclusion of the value of the residence as compensation for tax year 2020; and

BE IT FURTHER RESOLVED, that beginning with tax year 2021, the taxable impact of the inclusion of the value of the residence as compensation shall be assessed in January and paid to the president through normal payroll distribution over the course of the year. No further Board approval is required unless and until the amount of taxable impact is estimated to exceed \$10,000.

November 19-20, 2020

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: **16**

NAYS: **0**

ABSENT DURING CLOSED SESSION: **1**


John E. Littel
Rector



WILLIAM & MARY

CHARTERED 1693

REPORT OF THE W&M FACULTY REPRESENTATIVE FEBRUARY 2021

THOMAS J. WARD, PHD
W&M BOARD OF VISITORS, FACULTY REPRESENTATIVE

“When you do nothing you feel overwhelmed and powerless. But when you get involved you feel the sense of hope and accomplishment that comes from knowing you are working to make things better.” – **Maya Angelou**

There has been a long break since the end of classes for the Fall 2020 semester and the start of the Spring 2021 semester. During that time, there has been reflection and considerable change in our world and the world around us.

Reflections on the fall semester left us with continued feelings of accomplishment. COVID-19 did not shut us down. Classes were successfully delivered in a myriad of modalities that honored the safety concerns of students and faculty. Faculty, staff, and students worked together to navigate the issues brought on by the new realities of a persistent viral plague. The feeling was that this semester was better than last spring because there was time to plan. In fact, there was considerable talk of innovation and experimentation with instructional methods that was allowed, all most called for, in response to the situation created by the pandemic. In a strange way, the restrictions of physical contact brought on by the pandemic gave a freedom to do things differently in instruction. The positive support offered by the Studio for Teaching & Learning Innovation was often referenced by faculty as contributing to their ability to collaborate with others in innovating for their classes.

Many expected that the spring semester would offer at least the same level of safety as the fall such that continuing with in-person classes would be a possibility with the proper measures in place. However, as we enter the spring, new variants and much higher levels of COVID infection have dampened the mood. The optimism offered by vaccines has been tempered with the reality of distribution problems and a roll out that may last into the summer or even fall. There is a

yearning to return to an ability to physically be with others. Even if we continue to deliver instruction in the varied modes we have adopted, the other activities of work and climate related to the university would benefit from our ability to safely congregate.

Despite what we anticipate is a temporary disappointment in our expectations for spring, faculty are considering the future of our instructional activity post pandemic. Of particular note is the recently received white paper: *Assessing Teaching and Learning at W&M*. This report was produced by the Academic Affairs Committee of the Faculty Assembly and summarizes the methods, findings, and recommendations of their review. The report and its recommendations are future oriented and consider the impact that COVID may have on the delivery and assessment of instruction. Discussion and implementation of the recommendations at the local level would be the next steps.

There is a general concern over the financial health of the university. The administration, particularly COO Amy Sebring, have done a good job of providing information on the current status of the university throughout the pandemic. The news of a projected shortfall for this academic year that was moderately above the low-end projections was welcome news. The success of the recent campaign and bond referendum added to the positive fiscal picture. However, projections of potential shortfalls in the coming year have activated some unease. Additionally, the impact of measures taken to balance the budget this year are starting to be realized. For example, the potential non-renewal of contracts for Non-tenure Eligible (NTE) faculty, particularly in A&S, has raised concerns over the potential impact to the instructional program. It has raised issues of how the university navigates fiscal obligations and personnel agreements. In reaction to the fiscal projections available to us, the Faculty Assembly has adopted a position that the Board of Visitors should consider actions that would reduce the projected deficit. Specifically, raising tuition and enrolling the highest possible proportion of out-of-state students are recommended. We hope that the substantial undergraduate applicant pool will allow us to matriculate a diverse and right-sized entering class.

CLOSED MEETINGS

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

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

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

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