

# WILLIAM & MARY Board of Visitors

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SEPTEMBER 2021 BOARD BOOK

## COMMITTEE MEETINGS

SEPTEMBER 22-24, 2021 | RICHARD BLAND COLLEGE AND W&M ALUMNI HOUSE

**WILLIAM & MARY**  
BOARD OF VISITORS  
SEPTEMBER 22-24, 2021

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# WILLIAM & MARY

CHARTERED 1693

## BOARD OF VISITORS MEETINGS

SEPTEMBER 22-24, 2021

ALUMNI HOUSE

### WEDNESDAY, SEPTEMBER 22

2:00 – 4:00 p.m.

**Richard Bland College Committee**  
(Richard Bland College)

7:30 – 8:30 p.m.

**Meeting with Posse Scholars**  
(Great Hall, Sir Christopher Wren Building)

### THURSDAY, SEPTEMBER 23

8:30 – 9:45 a.m.

**Committee on Audit, Risk and Compliance**  
(Leadership Hall)

10:00 – 11:30 a.m.

**Executive Committee**  
(Leadership Hall)

11:30 – 11:45 a.m.

**Walk from Alumni House to Cohen Career Center**

11:45 a.m. – 12:30 p.m.

**Committee on the Student Experience**  
(Cohen Career Center)

12:30 – 1:15 p.m.

**Lunch**  
(Hunter Hall)

1:15 – 2:00 p.m.

**Committee on Institutional Advancement**  
(Hunter Hall)

2:00 – 2:45 p.m.

**Committee on Academic Affairs**  
(Hunter Hall)

2:00 – 2:45 p.m.

**Committee on Administration, Buildings and Grounds**  
(Leadership Hall)

2:45 – 3:00 p.m.

**Break**

3:00 – 4:00 p.m.

**Committee on Audit, Risk and Compliance**  
(Hunter Hall)

4:00 – 5:00 p.m.

**AD HOC Committee on Organizational Sustainability & Innovation**  
(Hunter Hall)

5:30 p.m.

**Board Oath of Office and Photo**

6:00 p.m.

**Rector's Dinner**  
(Great Hall, Sir Christopher Wren Building)

### FRIDAY, APRIL 23

BOARD OF VISITORS MEETINGS  
SEPTEMBER 22-24, 2021  
ALUMNI HOUSE

<b>7:30 a.m.</b>	<b>Coffee available</b>
<b>8:00 – 9:30 a.m.</b>	<b>Committee on Financial Affairs</b> (Hunter Hall)
<b>9:30 – 9:45 a.m.</b>	<b>Break</b>
<b>9:45 a.m. – 12:15 p.m.</b>	<b>Full Board Meeting</b> (Hunter Hall)
<b>12:15 – 12:45 p.m.</b>	<b>Lunch</b> (Hunter Hall)

# WILLIAM & MARY

BOARD OF VISITORS  
OFFICERS AND COMMITTEES  
2021-2022

## STANDING COMMITTEES

### **EXECUTIVE COMMITTEE**

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

### **COMMITTEE ON ACADEMIC AFFAIRS**

S. Douglas Bunch, Chair  
Karen Kennedy Schultz, Vice Chair  
Mari Carmen Aponte  
Victor K. Branch  
Anne Leigh Kerr  
John P. Rathbone  
John Gilmour, faculty representative  
Tarun Chandrasekar, 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  
Ardine Williams  
Nick Santiago, faculty representative  
Zenobia Goodman, student representative  
*Amy S. Sebring*

## Board of Visitors

### Officers and Committees – 2021-2022

#### **COMMITTEE ON THE STUDENT EXPERIENCE**

Mari Carmen Aponte, Chair

Lisa E. Roday, Vice Chair

S. Douglas Bunch

Sue H. Gerdelman

Cynthia E. Hudson

Karen Kennedy Schultz

Ardine Williams

Marc Sher, faculty representative

John Cho, student representative

*Virginia M. Ambler*

#### **COMMITTEE ON AUDIT, RISK AND COMPLIANCE**

Charles E. Poston, Chair

Cynthia E. Hudson, Vice Chair

William H. Payne II

John P. Rathbone

J.E. Lincoln Saunders

Brian P. Woolfolk

*Kent B. Erdahl*

*Pamela H. Mason*

*Amy S. Sebring*

#### **COMMITTEE ON FINANCIAL AFFAIRS**

James A. Hixon, Chair

Anne Leigh Kerr, Vice Chair

Victor K. Branch

Charles E. Poston

John P. Rathbone

Mark Brush, faculty representative

Meghana Boojala, student representative

*Amy S. Sebring*

#### **Investments Subcommittee:**

James A. Hixon, Chair

Anne Leigh Kerr, Vice Chair

John P. Rathbone

## Board of Visitors

### Officers and Committees – 2021-2022

#### **COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

Sue H. Gerdelman, Chair

J.E. Lincoln Saunders, Vice Chair

Mari Carmen Aponte

Victor K. Branch

S. Douglas Bunch

Anne Leigh Kerr

Lisa Landino, faculty representative

Emmanuel Murphy, student representative

*Henry R. Broaddus*

*Matthew T. Lambert*

#### **RICHARD BLAND COLLEGE COMMITTEE**

Victor K. Branch, Chair

Brian P. Woolfolk, Vice Chair

Cynthia E. Hudson

Barbara L. Johnson

Charles E. Poston

Lisa E. Roday

Karen Kennedy Schultz

Ardine Williams

David McCarthy, faculty representative

Thulani Jayasinghe, student representative

*Debbie L. Sydow*

#### ***COMMITTEE OF THE WHOLE:***

#### **COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION**

Barbara L. Johnson, Chair

Lisa E. Roday, Vice Chair

*Peggy Agouris*

*Henry R. Broaddus*

*Amy S. Sebring*

*Chon Glover*





## **RICHARD BLAND COLLEGE COMMITTEE PRE-READS**

**RICHARD BLAND COLLEGE COMMITTEE**  
**SEPTEMBER 22, 2021**  
**2:00 – 4:00 P.M.**  
**RBC CAMPUS, ERNST ROOM 107**

**VICTOR K. BRANCH, CHAIR**  
**BRIAN P. WOOLFOLK, VICE CHAIR**

- I.    Introductory Remarks Mr. Branch
  
- II.   Approval of Minutes
  - A.   April 19, 2021
  
- III.   General Reports
  - A.   Report from President and Administration Debbie L. Sydow
    - i.   Statesman Athletics / Title IX Scott Newton, Stacey Sokol and Ramona Taylor
    - ii.   Statesman Safe & Secure Task Force Jeff Brown
    - iii.   Racial Justice & Equity Task Force Evanda Watts-Martinez & Thom Addington
    - iv.   Fall 2021 Enrollment and Student Success Tyler Hart & Provost's Team
    - v.   RBC Creative Services Group Jesse Vaughan
  
  - B.   Report from Faculty Representative – *enclosure A* David McCarthy
  
  - C.   Report from Student Representative – *enclosure B* Thulani Jayasinghe
  
- IV.   Action Materials
  - A.   Resolution to Approve Six-Year Plan **Resolution**   1
  
  - B.   Resolution to Approve 2022-2028 Capital Outlay Plan **Resolution**   2
  
  - C.   Resolution to Approve FY23 Operating & Capital Budget Requests **Resolution**   3
  
  - D.   Resolution to Approve RBC Workforce Planning & Development Report **Resolution**   4
  
  - E.   Appointment to Fill Vacancies in the Professional Faculty **Resolution**   5
  
  - F.   Resolution of Appreciation, Mary Gurnick **Resolution**   6
  
- V.    Closed Session (if necessary)
  
- VI.   Discussion
  
- VII.   Adjourn

# WILLIAM & MARY

BOARD OF VISITORS

RICHARD BLAND COLLEGE COMMITTEE

DRAFT MINUTES

ELECTRONIC MEETING VIA ZOOM

APRIL 19, 2021

## **COMMITTEE MEMBERS PRESENT ELECTRONICALLY**

Mr. Victor K. Branch, Chair

Ms. Barbara L. Johnson, Vice Chair

Ms. Cynthia E. Hudson

Hon. Charles E. Poston

Ms. Lisa E. Roday

Dr. Karen Kennedy Schultz

Mr. Brian P. Woolfolk

Dr. Tiffany R. Birdsong, Faculty Representative

Ms. Sarah Moncure, Student Representative

## **OTHERS PRESENT ELECTRONICALLY**

Dr. Debbie L. Sydow, RBC President

Ms. Ramona Taylor, RBC College Counsel

Ms. Cassandra Standberry, Director of Human Resources

Mr. Paul Edwards, Chief Business Officer

Mr. Jeff Brown, Director of Special Projects & operations

Dr. Evanda Watts-Martinez, Director of Counseling Services

Dr. Thom Addington, Director of Student Success

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 Council

RBC and W&M students, faculty and staff, and members of the public via YouTube livestream

## **CALL TO ORDER**

Mr. Victor K. Branch, Chair, called the Committee meeting to order at 10:01 a.m.

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.

## **CHAIRMAN BRANCH'S REMARKS**

Mr. Branch recognized Dr. Tiffany Birdsong and thanked her for her service as the Richard Bland College (RBC) Faculty Representative to the RBC Committee and congratulated her on her upcoming promotion. He also noted that Ms. Sarah Moncure, who served as the RBC Student Representative, intends to transfer to W&M this fall. Mr. Branch expressed appreciation for her service and wished her future academic success on behalf of the Board.

## **RECTOR LITTEL'S REMARKS**

Mr. John E. Littell, Rector of the William & Mary Board of Visitors, congratulated President Debbie L. Sydow and the RBC Team for successfully navigating a tough year, and he extended a special commendation to Mr. Jeff Brown, Director of Campus Safety and Police Chief, and the COVID Task Force for their continued efforts to maintain the safety of the RBC Campus during the pandemic. Mr. Littell congratulated RBC students for their resilience and perseverance, and for honoring the rules in place to keep everyone safe during the pandemic. He expressed the Board's appreciation to President

Sydow and the RBC faculty and staff for ensuring that the mission was successfully delivered.

### **APPROVAL OF MINUTES**

Recognizing that a quorum was present, Mr. Branch asked for a motion to approve minutes of the electronic February 23, 2021 meeting. Motion was made by Ms. Lisa E. Roday, seconded by Dr. Karen Kennedy Schultz, and approved by roll call vote – 7-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

### **PRESIDENT'S REMARKS**

President Sydow began by saluting the RBC leadership team, extending appreciation for their tremendous dedication and diligence over the course of the year. She credited the team for successful attainment of the administration's 2020-2021 goals. A progress report that was included in the Committee's packet highlights progress toward achieving this year's priority goals. Safeguarding student and employee health while fulfilling RBC's educational mission, and demonstrating responsible fiscal stewardship during the pandemic was this year's top priority. In addition to effectively conducting day-to-day operations, attaining a clean APA audit, and managing through a pandemic, the leadership team tackled head-on the complex issues of racial justice and equity. President Sydow stated that she is humbled and honored to work alongside these fiercely compassionate and capable leaders.

### **REPORT FROM THE PRESIDENT AND ADMINISTRATION**

President Sydow introduced Mr. Jesse Vaughan as RBC's new Chief Communications and Marketing Officer. He most recently served as Director of Advance Creative Services Group at Virginia State University. Mr. Vaughan previously served as Associate Director of Television Services for Northern Arizona University. And prior to that, he was president of Jesse Vaughan Productions in Los Angeles, California. Mr. Vaughan has been nominated for 62 Emmy Awards during his prestigious career. Dr. Sydow noted that RBC is extremely fortunate to have Mr. Vaughan join the RBC executive team.

Also joining the administrative team is Dr. Birdsong who will become Director of Academics, effective May 10. Dr. Birdsong is highly respected by faculty, administrators and students alike. Over the course of her five years at RBC, she has distinguished herself as a gifted instructor and a talented academic leader. Students recognized Professor Birdsong as the Faculty Excellence Award winner in her second year of teaching. Faculty elected her as chair of the Faculty Assembly in her third year at RBC. And last year, the Department of Social and Behavioral Sciences elected Dr. Birdsong as Department Chair. Dr. Birdsong was elected by her peers to serve as Faculty Representative to the Board of Visitors for the past two years. She will bring tremendous know-how and energy to her new role as Director of Academics.

Finally, President Sydow introduced Dr. Tyler Hart as RBC's new Provost. Earlier this month, Maria Dezenberg announced that she had accepted a position in the private sector and would be relocating to Arizona. For the sake of continuity and momentum, and in recognition of his excellent and innovative leadership over the last 13 years, Dr. Hart was appointed as Provost. Dr. Hart began his higher education career at Richard Bland College in 2008 as financial aid coordinator. Since then he has ably overseen several key areas of the College, including strategic planning, academic and institutional effectiveness, strategic enrollment management, and advancement.

President Sydow stated that there are resolutions in Committee's packet to appoint Mr. Vaughan, Dr. Birdsong and Dr. Hart to their new roles, and she heartily supported and endorsed each of them.

President Sydow stated that five RBC faculty members have been internally approved for academic promotion. These include Dr. Alice Henton (promoted to Associate Professor of English), Dr. Vanessa Stout (promoted to Associate Professor of Sociology), Dr. Eric Miller (promoted to Associate Professor of Biology), Dr. Jena Morrison (promoted to Associate Professor of Sociology), and Dr. Tiffany Birdsong (promoted to Associate Professor of Psychology). Dr. Sydow noted that these professors are exemplary in the classroom, they are actively engaged on campus and in the community, and they have distinguished themselves as academic leaders. Dr. Sydow enthusiastically recommended the approval of resolutions awarding rank promotion to Professors Henton, Stout, Miller, Morrison and Birdsong.

President Sydow provided a over view of **Resolution 3**: Approval to Fill Vacancies in the Executive Professional Faculty, **Resolution 4**: Approval to Fill Vacancies in the Professional Faculty, **Resolution 5**: Approval of Academic Promotion, **Resolution 6**: Retirement of Alice Jabbour Human Resources Specialist, and **Resolution 7**: Approval of Naming of Building – Pecan Hall.

As part of the administration report, the Racial Justice and Equity Task Force and the Statesman Safe & Secure Task Force provided updates to the RBC Committee. President Sydow commended task force leaders – Dr. Evanda Watts-Martinez, Dr. Thom Addington, and Mr. Jeff Brown – for their demonstrated commitment to elevating RBC and preserving its integrity, by aligning institutional thinking and actions with espoused values.

President Sydow noted that she and President Rowe signed an MOU last May to continue piloting the Promise Scholars program for one year; that agreement extends through the 2021-22 academic year. The full program review of Promise Scholars called for in the original 2017 MOU has been deferred to fall of 2021 after fuller data becomes available, including participation and graduation statistics for the first cohort of Promise Scholars. Dr. Addington provided an update on the Promise Scholars Program. A full report will be conducted jointly by W&M and RBC in the fall.

President Sydow noted that it is a challenge every year to build a budget that optimally applies limited funds to deliver a high quality, affordable education to students in the Petersburg and surrounding community, many of whom are first-generation and Pell-eligible. This year, that challenge was compounded by COVID-19. She urged Committee members, in considering RBC's budget request for the coming year, to remember that RBC students have been impacted disproportionately during the pandemic. This budget aligns with RBC's 2025 strategic goals, but it also contemplates a post-pandemic future. President Sydow noted that the administrative team has remained diligent in building a budget that supports academic excellence, and an exceptional student experience as RBC's core mission and the #1 priority.

Mr. Paul Edwards, Chief Business Officer, presented the FY22 operating budget and accompanying tuition and fee schedule, which was also reviewed earlier this morning at a public hearing. The FY22 budget reflects state general fund support appropriated for RBC based on final actions of the 2021 General Assembly, and it anticipates tuition and fee revenue based on 20,000 credit hours for the 2021 - 2022 academic year. That projection is roughly level with the previous year's enrollment.

Although mandatory fees would increase by 3% to partially offset direct costs in FY22, the College is acutely aware of the financial challenges facing many RBC students and their families. Therefore, RBC proposes that tuition remain the same as last year, with no increase. Likewise, there would be no increase to room rates for residential students.

#### **FACULTY REPRESENTATIVE REPORT**

Dr. Birdsong reported that during the spring semester the faculty have put significant energy into providing the best educational experience for students, while looking forward to the fall with hopes for returning to a safe, more normal semester. Summer and fall registration are well underway, and there will be many more courses offered in-seat, while also continuing to offer more flexible course modes, including asynchronous and synchronous online, blended, and hybrid courses. This semester has resulted in faculty taking a more active role in student success and services on campus. Through various initiatives aimed at promoting learner success, faculty continue to consider how they can best serve RBC students on their educational and personal journeys. Dr. Birdsong thanked the Board for the last two years of service in the role of RBC Faculty Representative and expressed gratitude to the RBC faculty and administration for supporting her in this role.

#### **STUDENT REPRESENTATIVE REPORT**

Ms. Sarah Moncure expressed sincere gratitude for the opportunity to serve as the RBC Student Representative to the Richard Bland Committee. She thanked the Board and President Sydow for their support to the RBC students as they navigated through this year. Ms. Moncure kicked off the feature presentation of RBC's Class of 2021. Ms. Moncure highlighted her experiences during her time at RBC as a Promise Scholar and stated that she enthusiastically looks forward to attending W&M in the fall, with a major in International Relations and an ultimate goal of working in diplomacy. Next the Board heard from Ms. Nia Darrisaw who spoke about how glad she is that she has spent the last two years at Richard Bland College, where she always felt included whether taking classes in person or in a virtual platform. Ms. Darrisaw plans to continue her college career at either the University of Richmond or W&M. Promise Scholar Mr. Peter Gerges addressed the Committee about the opportunity that RBC provided him to assess his career path, and he expressed his gratitude to the College. Mr. Gerges will be pursuing degrees in both law and business with the goal of becoming an attorney and later a judge. He is awaiting acceptance to W&M and Cornell. Finally, the Board heard from Ms. Sarah Mitchell who plans to transfer to VCU to pursue a degree in Dental Hygiene. Ms. Mitchell stated that Richard Bland has prepared her both academically and mentally for VCU, and she is thankful for the opportunities afforded to her, and her older sisters, at RBC.

#### **ACTION MATERIALS**

Mr. Branch brought forth and requested action on the following resolutions:

- **Resolution 1:** Approval of FY22 Operating Budget Proposal
- **Resolution 2:** Approval of FY22 Tuition & Fees
- **Resolution 3:** Approval to Fill Vacancies in the Executive Professional Faculty
- **Resolution 4:** Approval to Fill Vacancies in the Professional Faculty
- **Resolution 5:** Approval of Academic Promotion
- **Resolution 6:** Retirement of Alice Jabbour Human Resources Specialist
- **Resolution 7:** Approval of Naming of Building – Pecan Hall

Mr. Branch asked for a motion to approve **Resolutions 1 and 2** as a block. The motion was made by Ms. Roday, seconded by Ms. Johnson and approved by roll call – 7-0 - by Mr. Michael J. Fox, Secretary to the Board of Visitors.

Mr. Branch asked for a motion to approve **Resolutions 3, 4, 5, 6, and 7** as a block. The motion was made by Ms. Johnson, seconded by Ms. Roday and approved by roll call – 7-0 - by Mr. Michael J. Fox, Secretary to the Board of Visitors.

#### **ADJOURNMENT**

There being no further business, Mr. Branch adjourned the meeting at 11:41 a.m.



**Richard Bland College**  
of WILLIAM & MARY

**REPORT OF THE RBC FACULTY REPRESENTATIVE**  
**September 2021**

**Dr. David S. McCarthy**

**W&M Board of Visitors, RBC Faculty Representative**

*“Injustice anywhere is a threat to justice everywhere.”—Dr. Martin Luther King, Jr.*

**Racial Justice & Equity Task Force Report**

The brutal murder of George Floyd on May 25, 2020 in Minneapolis, Minnesota, which was captured on video in horrifying detail, ignited a wave of protests across the country. Shortly after this tragedy, President Sydow created the Racial Justice & Equity Task Force. The Task Force worked tirelessly over the next thirteen months, and they submitted their 179-page final report on July 30, 2021. Drs. Evanda Watts-Martinez and Thom Addington led the Task Force; other contributors included Dr. Eric Earnhardt, Dr. Ednita Wright, Attorney Ramona Taylor, and Ms. Candi Pearson. By any standard of measurement, the final report is one of the most important documents in the history of Richard Bland College. It deserves a wide readership. The Task Force concluded that there is a “need for specific and targeted student support not only in academics, but also in terms of their social needs, as indicative of five years of data of incident reports filed on campus” (p. 128). Section 7 provides several recommendations on how to “unfreeze” the campus culture (pp. 131-134), while Section 8 outlines “action steps” in three areas: academic structure, students’ social mobility, and campus-wide initiatives (pp. 135-137). The faculty believe that this impressive report represents the beginning of an initiative that will lead to transformation. The *RBC Faculty Handbook* has already been updated with a diversity, inclusion, and equity statement; this statement will guide further planning and initiatives.

**Faculty Development Week (August 23-27)**

Faculty Development Week began on the morning of August 23 with an orientation for new faculty. After the orientation, the chairs of the three academic departments attended a retreat.



September 22, 2021

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Provost Tyler Hart and his team welcomed back returning faculty on August 24; the remaining schedule for the day included an update on the American Council of Education's Learner Success Lab (ACE-LSL); President Sydow's State of the College Address; and department meetings.

The events on August 25 centered around the Quality Enhancement Plan (QEP) at RBC, which is devoted to enhancing critical thinking. The campus community welcomed Mr. Sean J. Glassberg. Mr. Glassberg has over two decades of teaching experience and was named Professor of the Year at Horry Georgetown Technical College in 2007. His four-hour workshop on critical thinking encouraged faculty to engage students with technology, utilizing "apps" such as Remind, Flipgrid, Padlet, and Goosechase. Given the ongoing concerns about the Delta variant, Mr. Glassberg adapted his workshop to accommodate Zoom participants.

The schedule for the following day took place entirely on Zoom and provided updates from the Office of Student Success, the Care Team, the Racial Justice & Equity Task Force, and the Honors Program. Committee meetings were held in the afternoon.

Faculty Development Week concluded on August 27 with the first Faculty Assembly meeting of the academic year.

### **Open Educational Resources (OERs)**

Traditional textbooks are often extremely expensive, and faculty members have increasingly turned to Open Educational Resources (OERs) in recent years to assist our students and reduce costs. English professors have already developed a shared OER for composition courses, and this summer Dr. Katie Heffernan, Assistant Professor of Biology, created an impressive OER for Anatomy and Physiology using advanced design software. As Dr. Heffernan explains, "I was able to make graded and practice versions of the material. My intention for the students is to do these assignments in lab and have the model in front of them . . . . My hope is that it also serves as an example on how to prepare for exams by using their time wisely in class to get the most out of the models and then be able to reference their own made study aids outside the classroom. One of the great things about this manual is that I can continuously edit it not only for errors, but also add to it as new models become available."

### **Continuing Education**

Congratulations to the following professors who successfully completed the Duke University Continuing Studies Online Learning Certificate over the summer: Thom Addington, Tiffany Birdsong, Laura Camp, Eric Earnhardt, Rachel Finney, Dan Franke, Ashley Fuller, Emily Golden, Katie Heffernan, Jamia Hines, Shawn Holt, Lauran Johnson, Robert Maher, Barbara Morgan, David Morgan, Kevin Peters, LeJeanna Raymond, Timothy Rohrbach, Alexandra Youmans, and Dan Zelinski.

September 22, 2021

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Richard Bland College  
of WILLIAM & MARY

**REPORT OF THE RBC STUDENT REPRESENTATIVE**  
**September 2021**

**Thulani Jayasinghe**

W&M Board of Visitors, RBC Student Representative

**“More Normal” Fall Through Vaccination**

After a year when many students were stuck in front of computer screens or attending classes with limited capacity and social distancing measures in place, this fall should more closely resemble the traditional college experience. Although it is likely that there will still be cases of COVID-19 on campus, last year’s experiences have even better positioned RBC for a successful fall semester. With the number of vaccinated students on campus growing, we are excited with the hopes of a "more normal" fall semester. Even though the majority of the campus community is vaccinated or plans to get vaccinated, the RBC Safe and Secure Plan will keep in place many of the safety elements that have become standard protocols on campus during COVID-19: masking, social distancing, and daily attestation. The Residence Life staff had the most welcoming and well-planned move-in day, despite having a larger body of students than last year. RBC athletes, who had already moved into residence halls earlier, helped to ensure a smooth experience with their active participation in assisting students with their belongings. The welcome weekend was filled with a series of events, including Involvement Fair, Residence Life Field Day, Barn Party, and a Back to Business Bonfire. Through Field Day and the Barn Party, students were able to have fun and make connections with each other even before the first week of classes. On the first day of classes, breakfast tables organized by the Residence Life staff made both residential and commuter students more excited and energetic. Compared to last year, the number of participants and the active engagement of students made the staff feel fulfilled and inspired to create more exciting upcoming events with regulated masking and social distancing.

**Academics**

This semester students will have more opportunities for in-person education, although the learning models could continue to shift under the CDC and VDH guidelines depending on local

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data. The campus has recognized the requirement to be flexible for quarantining students; some may need to isolate themselves in the future to continue with their courses. By offering hybrid, all-online, and in-person options, students were able to construct schedules that allowed them to be more comfortable in their selected classes. The peer tutoring center took place in a virtual format last year, but the shift to more in-person education this year has made it possible to bring back the "more normal" tutoring center and other academic services to an in-person format. The MySTic Peer Tutoring Center will have an open house that will give the students the chance to learn how tutoring works and what other resources are available to assist them. The Honors Program enhances the volunteer and service opportunities required for Honors students to decrease COVID-19 exposure and transportation difficulties. One of the unique features of the Promise Scholars Program is that sophomore Promise Scholars are enrolled in a COLL 150 class instructed by a William & Mary professor. The Chemistry of Emotion & Behavior (CHEM 150) instructed by Dr. Randolph Coleman meets virtually this year.

### **The Community Engagement**

The Residence Life staff are implementing creative programs that are designed to help students be more engaged outside of the classroom and, at the same time, continue to feel safe and comfortable, even as the local situation continues to be uncertain. The Involvement Fair during Welcome Weekend allowed students to discover clubs and activities outside that included the History Club, Student Assembly, Resident Life, and other volunteer opportunities in the local community. This year the Residence Life team is planning to develop innovative programs to help students academically and in other aspects of their college experience, including mental health, careers, life, etc. Mentoring programs for both men and women will ensure that students are not left behind whenever they experience stress and anxiety difficulties, and these programs will give them the chance to develop long-lasting relationships even after they graduate. Resident Assistants have been proposing their semester programs while Resident Assistant Advisor Apprentices are creating a new program highlight named "Lobby Alive" in the residential halls. Jasmine Hickson, a second-year Resident Assistant, is hosting a weekly study hall program separated by the floors for each subject area in the Residence Halls for the ASPIRE Learning Community students. ASPIRE is in the process of planning food drives to create a care closet for students experiencing food insecurity.

### **Athletics**

Returning student-athletes are fielding NJCAA intercollegiate teams this year while training and competing safely. In addition to men's basketball, men's and women's soccer, women's volleyball and softball, men's baseball to RBC Athletics will begin competing during the 2022 spring semester. The men's and women's soccer, and women's volleyball teams opened the 2021 season as follows:

Women's Soccer, Plays 1-1 Draw

Women's Volleyball, Plays 3-0 Wins

Men's Soccer, Plays 6-0 Wins



**Richard Bland College**  
*of WILLIAM & MARY*

**SIX-YEAR PLAN**

The mission of Richard Bland College is to prepare students for a lifetime of endless potential. We accomplish this by preparing students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary, and by expanding access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

The College's Six-Year Plan is rooted in its 2020-2025 Strategic Plan and incorporates the goals set forth in the Governor's priorities for the Commonwealth, the Higher Education Opportunity Act, the Growth4VA campaign and SCHEV's Virginia Plan for Higher Education.

It is important to the vitality of the Commonwealth and the diversity of its higher education system for the College to continue to provide a distinctive higher education option, while ensuring that this education remains accessible and affordable to the citizens of the Commonwealth.

The College has determined those expenditures necessary to support and enhance its instructional, research, student service, and administrative operations; prioritized those expenditures; and recommended funding through a combination of Commonwealth, College, and reallocated funds.

The College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities, aware that fulfilling the goals of the Plan will require a combination of tuition revenue, state support, and generated revenue.

**THEREFORE, BE IT RESOLVED**, that upon recommendation of the President, the Board of Visitors of the College of William & Mary approves expenditures proposed in the College's Six-Year Plan and that the Six-Year Plan be prepared and submitted according to the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education.

**2021 SIX-YEAR PLAN NARRATIVE (Part II)****INSTITUTION:** Richard Bland College of William & Mary**OVERVIEW**

The totality of the six-year plan should describe the institution's goals as they relate to state goals found in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); and the Restructured Higher Education Financial and Administrative Operations Act of 2005.

The instructions under institutional mission and alignment to state goals, below, ask for specific strategies, in particular related to equity, affordability and transformative outcomes. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. ***Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.***

**SECTIONS**

**Section A. Pandemic Impact:** Briefly discuss, in one to two paragraphs, how the pandemic has impacted your institution. What things did your institution already have in place that proved helpful? What lessons were learned? What short-term changes have been made? What long-term changes will be made? What are the concerns moving forward?

**RESPONSE:**

Before the issuance of the Governors Executive Order on March 12, 2020, Richard Bland College had already activated its emergency management team (EMT) for the purpose of assessing the circumstances and developing recommendations to the President in a timely manner. The EMT, which is appointed by the President on an annual basis, operated in a manner consistent with the National Incident Management System (NIMS) to work together to prevent, protect against, mitigate, respond to and recover from the pandemic. The EMT was expanded to include additional stakeholders and weekly meetings were scheduled to examine issues, develop solutions, and issue directives and public communications. The College EMT developed a reopening plan that was submitted and approved by SCHEV in July, 2020. This plan established several mitigation strategies to keep the campus community safe; they included dedensification, social distancing, wearing of face coverings, and the interruption of the intercollegiate athletic program. Since the College does not have an infirmary or any related health care support, a tele-med agreement for COVID care was established with Virginia Commonwealth University (VCU) and a testing agreement was established with Virginia State University (VSU). Isolation and quarantine facilities were established on campus for positive cases and cases of exposure, and case managers tracked and supported those affected individuals.

During academic year 2020-21, there were significant operational changes in response to the COVID-19 pandemic. This included a substantial shift of academic teaching modes from a baseline of approximately 80% of all classes being conducted in a traditional in-seat format to the majority of classes being conducted via some form of remote instruction with a significant increase in online courses. The academic team worked to develop four course modes to meet the needs of our students which included: (1) asynchronous online, (2) synchronous online, (3) fully in-seat

(at reduced classroom capacity to remain in compliance with social distancing), and (4) in-seat with a remote option. Information Technology Services collaborated with the academic team to enhance classroom technology to support concurrent remote and in-seat instruction through video conferencing. Faculty participated in training on new technology and best pedagogical practices for online instruction. Laboratory classes were offered in person with some lower level labs offered with reduced hours to accommodate social distancing. For international students, the academics team created online sections in math, computer science, and physics to meet the guidelines established for remote education for students abroad. From a student support perspective, there was a shift towards offering online tutoring, advising, and access to the bookstore. The Registrar also transitioned to a fully online service. For students, faculty and staff on-campus we established protocols for safe access to public spaces and hired staff to enforce adherence to the mask mandate and other safety protocols. In FY '22, we anticipate a return to a largely on-campus schedule of instruction; however, we will continue to offer more asynchronous and synchronous online offerings that are designed to meet an increased student demand for flexibility in instruction. If necessary, online courses for international students may need to continue.

Lessons learned are many. From a student success perspective, we learned that most student support services should be available in person and online. We learned that there is a substantial need for internet access at a student's home in order for them to be successful and that additional support from counseling services may be necessary. From an academic perspective, we learned that hybrid courses offer increased flexibility but that it may not be the best option for first-year students who are more accustomed to directive teaching modalities. We further learned that ongoing training in alternate teaching modes and best practices should be mandatory for all full-time and adjunct faculty.

A more detailed response is provided in the **Survey of Use of Federal Pandemic Funding**.

**Section B. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals:** Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following state themes and goals:

- **Equitable:** Close access and completion gaps. Remove barriers to access and attainment especially for Black, Hispanic, Native American and rural students; students learning English as a second language; students from economically disadvantaged backgrounds; and students with disabilities.
- **Affordable:** Lower costs to students. Invest in and support the development of initiatives that provide cost savings to students while maintaining the effectiveness of instruction.
- **Transformative:** Expand prosperity. Increase the social, cultural and economic well-being of individuals and communities within the Commonwealth and its regions. This goal includes efforts to diversify staff and faculty pools.

Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets. If federal stimulus funds will fund activities and are included in Part 3 as reallocations, please note how they will be used.

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Page   4   of  23 **RESPONSE:**

In February, 2020, the William & Mary Board of Visitors, in its oversight role for Richard Bland College (RBC), approved the College's 2020-2025 strategic plan, "Seize Your Potential." The Plan contains well-defined core values and a revised mission statement, and it sets forth goals, objectives, and performance indicators that will provide focus and direction for the future success of the College. The mission is:

*To prepare our students for a lifetime of endless potential. This is accomplished by preparing students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary and by expanding access to college credentials through strategic partnerships, specialized programming, and scalable innovation.*

To achieve the mission, the College has developed four strategies:

**Strategy 1  
Compliance**

Compliance and institutional improvement continue to be a priority for Richard Bland College. The intense level of scrutiny by oversight agencies and auditors continues, placing substantial pressure on monetary and human resources at the College.

Over the past two years, issues related to separation of duties and change management in both Information and Technology Services (ITS) and Human Resources (HR) have been addressed through General Assembly funding for personnel. Even with the hiring of personnel in these areas, the College funding request was not completely fulfilled and compliance issues remain. Two (2) resources in ITS (\$258,000), two (2) resources in HR (\$130,600) and one (1) resource in the Financial Aid office (\$74,800) have been put in place to mitigate the risk.

To fulfill the College's compliance plan, additional funding for a Director of Compliance (\$125,000) and program manager (\$75,000) is requested to oversee the maintenance of the RBC policy manual, ongoing compliance training for personnel, management of SACS-COC standards and principles, Title IX and Clery Act operations, and other compliance-related matters. Centralization of these key processes is essential for compliance effectiveness as all of these tasks are currently spread across multiple, disparate and over-burdened functional units.

In addition, recent cyberattacks, to include the Colonial Pipeline incident, has brought attention to the growing number of cybersecurity threats and the risks they pose to institutions of higher education in the US and abroad. To effectively mitigate against expanding technology risks, RBC's Information and Technology Services (ITS) department requests funding for an incremental Information Technology position (\$125,000). This IT security resource allows proactive steps to protect critical infrastructure against malware, computer viruses, worms, Trojan horses, ransomware, spyware, adware, rogue software, wiper and scareware. This resource will facilitate establishing policy in alignment with policies of the Commonwealth. Additionally, the ITS unit will be better positioned for security compliance and enforcement through role-based security and expanded security awareness training.

At an operational level, an incremental IT security resource will reduce latency in responding to vulnerability management issues and Nessus reporting. Internal audit's expectations for the agency to utilize the CIS-CAT product requires establishing baselines for each virtual machine and make necessary modifications to the servers to harden the configuration. Performing this activity with a single FTE extends that project's timeline. All activities described in this request necessitate documentation. The need for documentation is particularly acute in applications based in

the College's SQL Server. This resource will enable governance and will provide a resource for oversight as identified by internal audit.

Finally, the development of a College Diversity, Equity and Inclusion Plan has been achieved and will require fiscal support to implement. Governor Northam's One Virginia Strategic Plan for Inclusive Excellence details a strategy for "advanc[ing] DE&I through changes in [...] services, systems, and operations." Hiring a Director of Diversity, Equity, and Inclusion constitutes RBC's first step toward Inclusive Excellence delineated in the strategic plan's "institutional commitment" to diversity, equity, and inclusion work.

The initiatives of the Racial Justice & Equity task force (described in section L), fulfilling step two in its analysis of "current policies, practice, and programs", enables the Director to effect RBC's progress through the third, fourth, and fifth steps outlined in the Commonwealth's *ONE Virginia Plan*. The Director will be charged with helping the College achieve its aspirational goal of people of color representing 50% of membership in each of its functional units – especially in middle to upper-level leadership ranks – to be more representative of the students we serve.

*Requested funds for Compliance strategy: \$1,050,000 (year 1 and 2)*

#### **Compliance Manager Initiative**

Compliance Program Manager

FY22: \$125,000 / FY23: \$125,000	\$	250,000
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Compliance Program Support Tech

FY22: \$75,000 / FY23: \$75,000	\$	150,000
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#### **Cybersecurity Infrastructure Initiative**

Incremental IT Security Resource

FY22: \$125,000 / FY23: \$125,000	\$	250,000
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#### **Diversity, Equity and Inclusion Employee Program Initiative**

DEI Director

FY22: \$125,000 / FY23: \$125,000	\$	250,000
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DEI Program Support Tech

FY22: \$75,000 / FY23: \$75,000	\$	150,000
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## **Strategy 2**

### **Student Success**

Since Richard Bland College's 2016 pilot project to test capacity for data-driven approaches to student retention and success, the College has experienced a fundamental cultural shift resulting in a commitment to comprehensive guided pathways reform. RBC has historically based development strategies around the four key principles found in the American Association of Community Colleges (AACC) Pathways Project: (1) map pathways to student end goals, (2) help students choose and enter a program pathway, (3) keep students on path, and (4) ensure that students are learning. RBC's previous Exceptional Student Experience framework was adapted from these principles, but exigencies and resource limitations led to the delay of important aspects of the pathways work of ESE@RBC. Its successor, the Guided Pathways for Success (GPS@RBC) framework, is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College. It commits to comprehensive guided pathways reforms through the following student value propositions:



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

A report from the Community College Resource Center (CCRC) at Columbia University Teachers College on “The Economics of Guided Pathways: Cost, Funding, and Value” (October 2020) estimates the Implementation Total Resource Cost (ITRC) of comprehensive guided pathways reforms at small colleges (under 2,000 FTEs) as \$670 per FTE per year over four years.

SCHEV’s E05 reporting shows an annual average of 1,257 FTEs for Richard Bland College over the last five years (2015/2016-2019/2020). Calculated accordingly, the resulting Implementation Total Resource Cost (ITRC) of guided pathways reforms at Richard Bland College would amount to \$842,190.00 per year over four years at a total cost of \$3,368,760.00.

The CCRC estimates the implementation costs by category in undiscounted 2020 dollars for a small college of 1,257 FTEs as follows in Table 1:

Category	Dollar Amount	Approx. % of Annual Budget
Program mapping	\$581,190	17%
Student success courses	\$54,741	2%
Student advisement	\$1,662,891	49%
Teaching and learning	\$114,760	3%
Governance and management	\$410,181	12%
IT investments	\$115,891	3%
Professional development	\$367,353	11%
Other direct costs	\$61,753	2%
<b>Total resource cost (four years)</b>	<b>\$3,368,760</b>	<b>100%</b>
Total cost per FTE	\$670	

Table 1. Implementation Costs for Guided Pathways for Small Colleges Adjusted for 1,257 FTEs (modified from “The Economics of Guided Pathways” 11)

Operational Total Resource Cost (OTRC) for guided pathways after implementation remains significant at about \$450 per FTE annually, which largely represents ongoing investment in student advising personnel costs, but this cost is offset by tuition dollars gained through higher retention rates. Once implemented, guided pathways practices also result in significant gains in value for students who, thanks to better advising and being able to build momentum toward completion of their end goal, ultimately take fewer surplus credits, make faster academic progress, and experience higher rates of degree completion. According to the CCRC, this approach reduces the total cost of college even when tuition was raised to offset comprehensive guided pathways reforms which “were sometimes either short-run or postponed until guided pathways was partially implemented (and most were below 5%)” (“Economics of Guided Pathways” 17).

RBC has demonstrated a commitment to comprehensive guided pathways reform through (1) its efforts to begin implementation of pathways principles in ESE@RBC, (2) its recent work in the inaugural cohort of the American Council on Education’s (ACE) Learner Success Lab, a far-reaching, 18-month self-assessment structured around ACE’s Comprehensive Model for Learner Success and RBC’s vision for a guided pathways framework, and (3) its admission into the Community College Research Center’s (CCRC) summer institute on “Guided Pathways at Rural Colleges: Using Data to Launch Large-Scale Reform” (June 14-June 24, 2021).

As a result, RBC received assistance in identifying opportunities for investment in order to realize its vision and SCHEV’s vision for affordable, equitable, and transformative postsecondary education using a guided pathways framework. They include (1) the hiring of a director of Guided Pathways for Success and of additional learner mentors and their certification as career coaches and/or their training in guided pathways methods of creating individualized education plans based on academic and career interests, (2) investment in a concerted faculty initiative to complete comprehensive program mapping and meta-major creation that effectively identifies pathways and develops/identifies workforce competencies within the curriculum while fostering academic/career communities with partners, (3) supporting interactive and experiential learning opportunities and professional development for faculty teaching crucial English and Math courses as well as “light-the-fire” learning experiences in topics of student interest in their first term, and (4) investing in personnel and digital resources to optimize advisor case management and to support data-informed decision making across units of the College.

RBC is requesting funds to implement guided pathways to avoid passing on the costs to students. Resource reallocation could absorb about 25% of the \$842,190.00 annual costs of guided pathways implementation over the next four years through the placement of current personnel in new roles, leaving 75% of implementation costs remaining: \$631,642.00 per year for four years.

### **Diversity, Equity and Inclusion Student Program**

Mark Akiyama, a Research Associate at the Community College Research Center (CCRC) of Columbia University Teachers College, conveyed to representatives from RBC at the June 2021 CCRC Summer Institute that Guided Pathways is a means to make a college equitable. As K. M. McClenney wrote in “Guided Pathways to College Completion and Equity” in 2019, “At the heart of the guided pathways reform is a passionate commitment to achieving equity in college access and outcomes for students. As colleges fundamentally redesign students’ educational experiences, they assume the professional and moral obligation to ensure that institutional policies and practices are specifically designed to promote equity—and conversely, to eliminate unintentional barriers, unconscious bias, and institutional racism. Ideally, every design decision is made with equity in mind” (qtd. in Bragg et al., [“Integrating Racial Equity into Guided Pathways”](#) 1).

*Center for Teaching and Learning*

Institutions of higher learning “require multiple teams of cross-unit expertise in order to make progress” (Schroeder 2011, 202). D’Avanzo (2009) identifies the Center for Teaching and Learning (CTL) as one such team, presenting the CTL as a nexus for cross-college communication as well as the refining of assessment and evaluation practices. Investment in a CTL – particularly one invested in the development of instructional technology and/or distance education – can prove a financial boon to institutions (Kelly et. al. 2017). Finally, a CTL grounded in DE&I principles will enable Richard Bland College to directly link the goals of Governor Northam’s One Virginia strategic plan with his mission to make Virginia the most educated state by 2030.

We are requesting:

- \$50,000 to institute the Center for Teaching and Learning, including furniture, technology, and the displacement of other areas due to the CTL’s stationing in the College’s library.

*Life Coaches*

Life Coaches will provide tier-1 counseling, life skills, and resilience training grounded in culturally responsive pedagogies and person-first practice cultivated in fields such as social work through mental health skill building.

These positions will fill a desperate need at RBC for student mental health and general wellness support, particularly support that addresses the diverse needs of our multiply diverse student body. Indeed, Abrams (2020) points out that in the wake of COVID-19, colleges and universities will need to invest more heavily in mental health and crisis services with the understanding that the college experience will look and feel very different from the way it did before.

Finally, the addition of a Life Coach position to the Student Success team (and student support services more broadly) serves to differentiate mental health and general wellness support from the work of Learner Mentors as coordinators of students’ guided path through Richard Bland College including academic advising, career counseling, and transfer counseling.

We are requesting:

- \$162,000 to fund Life Coach positions (\$40,000 salaries with 35% added to account for fringe benefits – \$54,000 total – for three life coaches).

*Course Redesign for DE&I*

Richard Bland College of William & Mary offers courses in over 30 different areas of academic focus ranging from Art to Theatre, all transferrable to four-year Virginia institutions.

73% of student respondents to the TOCAR survey administered by the Racial Justice & Equity task force agreed or strongly agreed that RBC should offer more courses focused on racial issues, while 63% of student respondents agreed or strongly agreed that all students at RBC should be required to complete at least one course that includes analysis and skills needed for dismantling racism.

Following the Modern Language Association’s model for Humanities Innovation Grants – \$3,000 grants that support the development of courses and other educational programs aimed at building enrollments and revitalizing students’

interest in the humanities – Richard Bland will offer \$3,000 grants to support faculty development and the offering of courses that address issues of diversity, equity, and inclusion.

We are requesting:

- \$90,000 to provide these faculty grants (\$3,000 per course at one course per area of academic focus, 30 total).

These requests total \$302,000 for the first year. After the establishment of the Center for Teaching and Learning and course re-designs, the requests will be reduced to \$162,000 for subsequent years.

#### **Student Health Program Expansion**

Richard Bland College does not have an infirmary and did not have any related health care support prior to the pandemic. As a result of COVID-19 and the need to develop health care strategies, Richard Bland College entered into an agreement with Virginia Commonwealth University to provide virtual health care for our rural, first generation, residential community. A VCUHealth physician would virtually meet with a student exhibiting symptoms and develop a treatment plan. This program was a success for the College and was extremely helpful in the management of COVID cases on campus. It was an important strategy for determining isolation and quarantine protocols to keep the community safe. The tele-med health program was expanded in the second semester to include follow up appointments at local VCUHealth clinics.

Student mental health in higher education has been an increasing concern. The COVID-19 pandemic situation has brought this vulnerable population into renewed focus. The College is requesting funds to expand the program with VCUHealth to include virtual mental health support. Over 90% of college students experience negative mental health symptoms due to the pandemic, according to a recent BestColleges.com survey. Nearly half of students struggle with isolation, anxiety and a lack of focus. Students have also found it difficult to participate in online classes and complete homework. A request of \$125,000 per fiscal year is requested to provide virtual health care.

#### **Student Employment**

Student employment has proven to be an effective way for students to earn money and gain valuable experience while becoming more connected with their campus community. In 2020 RBC worked to develop and apply learning outcomes to all campus jobs that help students understand what they will learn on the job and to be able to apply these skills in future employment experiences. We plan to continue to expand student employment opportunities to include additional departments on campus, therefore additional funding is requested to facilitate this expansion and meet the statewide increase in the minimum wage rate. A request of \$150,000 for student employment is requested.

*Requested funds for Student Success strategy: \$2,277,284 (year 1 and 2)*

#### **Guided Pathways Implementation**

FY22: \$631,642 / FY23: \$631,642	\$	1,263,284
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#### **Diversity, Equity and Inclusion Student Program**

FY22: \$302,000 / FY23: \$162,000	\$	464,000
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**Health Program Expansion**

FY22: \$125,000 / FY23: \$125,000	\$ 250,000
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**Student Employment**

FY22: \$150,000 / FY23: \$150,000	\$ 300,000
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**Strategy 3  
RBC Online**

Richard Bland College seeks to expand its reach beyond traditionally-aged, on-campus students via RBC Online, a college within a college structure that focuses on program offerings to adult/post-traditional learners, as well as learners who may be geographically removed from RBC's traditional geographic service area. RBC Online focuses on quality within the areas that adults respond to well, such as teaching excellence, small class sizes, and a dynamic classroom environment with an emphasis on critical thinking and real-world applications. To support these critical needs, RBC has partnered with a leading online content provider to offer innovative courses that are designed for adult learners with a focus on student engagement through episodic, documentary-style films, many of which focus on individuals from underserved populations. In order to ensure success of this strategic initiative, dedicated staffing focused on these adult and post-traditional, learner-specific programs is crucial.

In the last decade, the post-traditional student/adult learner population has grown dramatically to 13.3 million, over 60% of all undergraduate students. Even while studying online, many students select institutions within their own state because proximity to their institutions increases their sense of involvement and ability to interact with and leverage on-campus resources. According to the US Census Bureau, within the RBC service area, there are over 35,000 educationally and economically stranded adults, those who are between ages 25 and 34 who have attained a high school degree or equivalent but have not earned a bachelor's degree. It can be assumed that a significant percentage of this demographic has not earned an associate's degree.

The RBC Online program must help students overcome the real and significant barriers that are preventing them from going back to school. Finding ways to make programs more accessible, affordable, and focused on career-readiness are critical to success. RBC Online's work with strategic partners is focused on programs that are tied to high-growth career paths and will set students up for success in addition to providing a return on their tuition investment. Additionally, RBC's partnerships, such as Verto Education, makes gap-year international study experiences available to many underserved students across the country. Upon completion of the study abroad program, many students do not have definitive post-secondary education plans. RBC Online offers an opportunity for students to continue their RBC education from anywhere in the country after completing the RBC study abroad experience.

Interweaving Richard Bland College's student value proposition, Guided Pathways for Success (GPS@RBC), will be critical for expanding RBC Online. RBC Online-specific admissions and enrollment counselors will focus on goals related to online education such as persistence and completion while continuing to focus, yet broaden, the college's reach to underserved populations.

*Requested funds for Student Success strategy: \$1,270,000 (year 1 and 2)*

**RBC Online Personnel**

Associate Director of Online Programs (1) FY22: \$90,000 / FY23: \$90,000	\$	180,000
Faculty Curriculum Developers (3) FY22: \$285,000 / FY23: \$285,000	\$	570,000
Instructional Designer (1) FY22: \$110,000 / FY23: \$110,000	\$	220,000
IT Support Specialist (1) FY22: \$80,000 / FY23: \$80,000	\$	160,000
Admissions support/Enrollment Counselor (1) FY22: \$70,000 / FY23: \$70,000	\$	140,000

**Strategy 4****Shared Services Consortium**

Richard Bland College will implement a shared services consortium to produce new revenue, gain efficiencies, and decrease cost associated with non-core business functions at the College. The shared services consortium development and implementation is broken up in three distinct phases: (1) build infrastructure and revenue capabilities, (2) establish technology and initiate services with pilot college, and (3) expand platform of services and consortium partners. While more detail may be available for Phase I, specifics related to Phase II & III will be developed as we move closer to each respective phase.

Phase I will be focused on designing and implementing the building blocks of the client partner consortium and host college revenue capabilities. Revenue capabilities in Phase I will focus on a collection service offering for the host college and expand to additional consortium colleges/clients as able. Revenue captured in Phase I will be used to help fund staffing and technology capabilities required to implement later phases of this initiative. Opportunities for quick wins identified in Phase I will be provided to the RBC Chief Business Officer for approval and implementation as appropriate.

Phase I deliverables will include:

- Consortium Governance Model
- Key Performance Indicator (KPI) Monthly Reporting
- Service Level Agreements (SLAs)
- Client Marketing Approach.
- Phase II Strategic Roadmap
- Collection Service Offering & Fee Structure

Phase II will be focused on designing and implementing the ERP capabilities and onboarding the host college into the new service model. Services will initially focus on fiscal services and expand to human capital management & facilities as appropriate and approved by the RBC Chief Business Officer. All processes and services will be compliant with state policies and rules as established by the Commonwealth of Virginia and host college. Opportunities for quick wins identified in Phase II will be provided to the RBC Chief Development Officer for approval and implementation as appropriate.

Phase II deliverables will include:

- ERP Implementation & Configuration for Host College
- Fiscal / HCM Services Established
- Key Performance Indicator (KPI) Monthly Reporting
- Service Level Agreements (SLAs)
- Client Marketing Approach.
- Phase III Strategic Roadmap

Phase III will be focused on expanding the ERP client base and services offered to consortium partners. All processes will be compliant with state policies and rules as established by the Commonwealth of Virginia and the host college, and those policies and rules approved by consortium partners within the governance structure. Opportunities for quick wins identified in Phase III will be provided to the RBC Chief Business Officer for approval and implementation as appropriate. Phase III deliverables will be developed with the host college and consortium partners as appropriate and able.

#### **Director of Shared Services**

Develops and manages the client partner consortium and establishes the revenue capabilities. Revenue capabilities in Phase I will focus on a collection service offering for the host college and expand to additional consortium colleges/clients as able. Revenue captured in Phase I will be used to help fund staffing and technology capabilities required to implement later phases of this initiative. Opportunities for quick wins identified in Phase I will be provided to the RBC Chief Business Officer for approval and implementation as appropriate.

*Requested funds for shared services: \$400,000 (year 1 and 2)*

FY22: \$125,000 / FY23: \$125,000	\$ 250,000
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FY22: \$75,000 / FY23: \$75,000	\$ 150,000
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**Section C. In-state Undergraduate Tuition and Fee Increase Plans:** Provide information about the assumptions used to develop tuition and fee information the institution provided in the Excel workbook Part 1. **The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors.**

**RESPONSE:**

Given the additional funds allocated by the General Assembly in the FY 22 budget, and the current political environment, annual tuition is not expected to increase more than 3%-5% for each year of the next biennium. Of course, such expectations depend on the level of state funding received for key initiatives and maintenance of current services at the level of quality necessary for sustainability. This represents approximately \$8 per credit hour at 3% and approximately \$10 per credit hour at 5%. Furthermore, RBC intends to revisit the distribution of student charges between tuition and mandatory fees to more appropriately align between Educational & General fund and Auxiliary uses.

**Section D. Tuition and Other Nongeneral Fund (NGF) Revenue:** Provide information about factors that went into the calculations of projected revenue, including how stimulus funds may mitigate tuition increases.

**RESPONSE:**

The College projects revenue based on the current and anticipated future economic and political environment. In considering a post-pandemic environment, the College projects a moderate rebound in enrollment for the Fall 2021 and will continue to use stimulus funds, while available and provided, to mitigate lost revenue and to discharge student debt.

**Section E. Other Budget Items:** This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

**RESPONSE:**

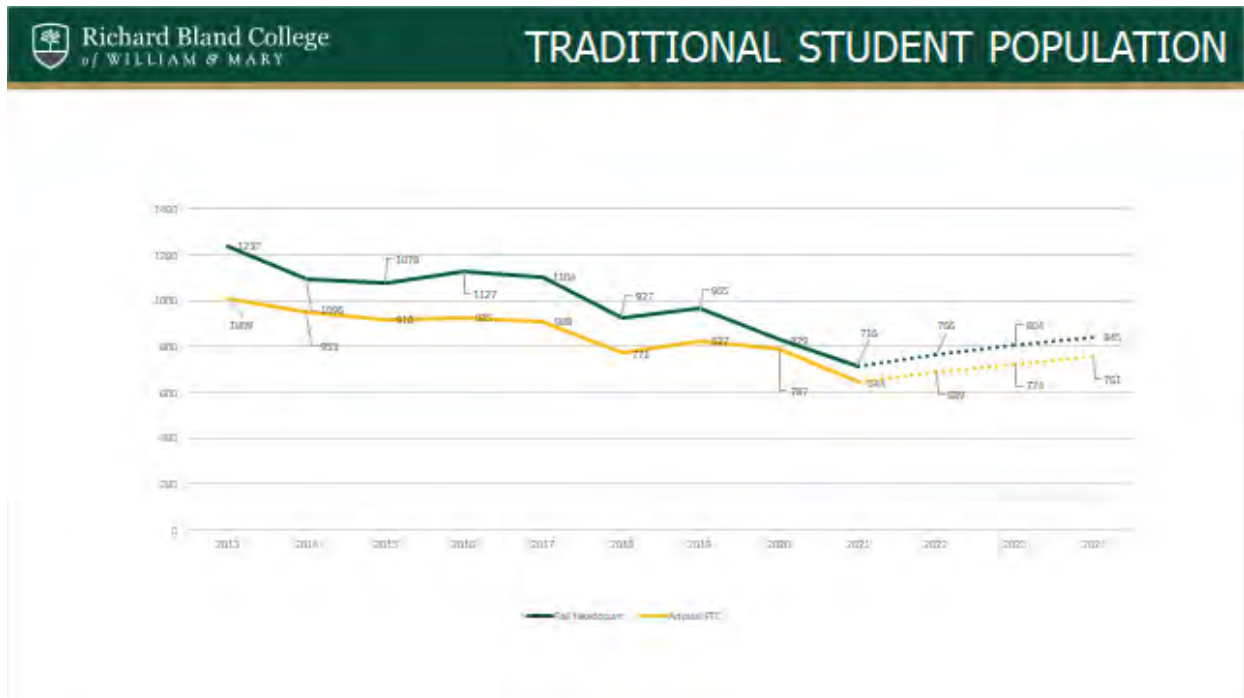
The College has no additional budget items to add.

**Section F. Enrollment Projections:** Include in this section information about how your institution developed its enrollment projections, whether your institution is concerned about future enrollment trends, and, if so, what planning is underway to address this concern. How have enrollment plans been impacted by the pandemic? For example, does your institution plan on enrolling more online students?

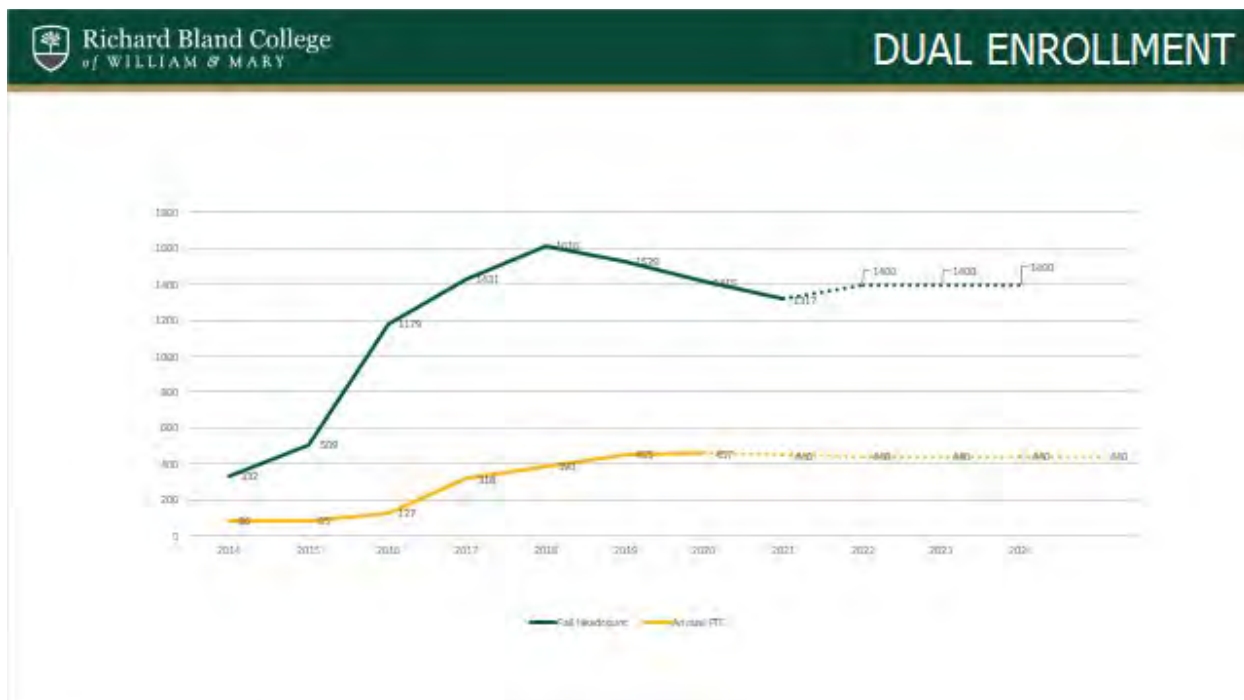
**RESPONSE:**

Richard Bland College has had some difficulties in making enrollment projections historically; therefore, we have remained relatively conservative with our enrollment projections. We experienced a 25% decrease in our traditional-aged core population.





We anticipate that post COVID19 and with our return to almost normal operations in the fall that we can rebound from this trough and realize a three to five percent (3-5%) increase in this population of students over the next few years. We expect to maintain Dual Enrollment populations at current levels.



We also have two new populations of students included in our enrollment projections. Verto Education is a study abroad program that enables students to take RBC classes at various sites around the world. In the Fall 2020 (online due to COVID19) we realized an enrollment of 180 students in Verto. For Fall 2021, it is projected that 800 students will enroll in these study trips and this trend should continue to grow to 1,000 enrolled students by 2023. We have also grown our number of online offerings and programming. In addition, RBC has recently initiated an effort to market “online only” classes to post-traditional student populations (over the age of 24) and a modest enrollment increase is expected.

**Section G. Programs and Instructional Sites:** Provide information on any new academic programs, including credentials and certificates, new instructional sites, new schools, or mergers supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

**RESPONSE:**

Richard Bland College (RBC) is working on multiple new programs to advance the mission and vision outlined in our Strategic Plan, [\*Seize Your Potential\*](#), and to increase accessibility to the College, consistent with the Virginia Plan for Higher Education. RBC was recently approved to add an instructional site at Rock Ridge High School in Loudoun County Virginia. This site is strictly for dual enrollment because RBC offers 49% of its degree program to students as dual enrollment. In a new, similar agreement with Hopewell City School Division, RBC will be seeking to add an additional instructional site at Hopewell High School and establish an Early College.

RBC is also seeking site approval for the various locations associated with the study abroad partnership with Verto Education. The current locations for these study trips are Costa Rica, Hawaii, South Pacific, England, Italy and Spain. As the volume is expected to increase, the number of course offerings will also increase and require additional sites for RBC. We expect to reach the SACSCOC threshold of 49% in Costa Rica in 2022 and various other locations by 2023.

RBC is also working with the Commonwealth Center for Advanced Manufacturing (CCAM) and GO Virginia to create the Federation of Advanced Manufacturing Education Academy of Central Virginia. This program is industry leading with nine local manufacturers who will hire students to work three days a week and attend RBC two days a week. Students will graduate as Advance Manufacturing Technicians with options to enter the workforce or pursue transfer in multiple pathways. RBC will be seeking to create a new Associate of Science in Automation for Manufacturing Technology degree for this program and a new site location at CCAM.

RBC is not seeking additional state support for these programs.

**Section H. Financial Aid:** Discuss plans for providing financial aid, not including stimulus funds, to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans. Virginia’s definitions of low-income and middle-income are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

**RESPONSE:**

The College provides financial help to students for whom the rising cost of education is particularly challenging. This financial aid comes in the form of institutional, state, endowment and federal funding to help low and middle-income families afford college. RBC uses unfunded scholarships (e.g., Statesmen Scholars) to assist more students with bridging the gap.

RBC awards financial aid based on the U.S. Department of Education Federal Methodology (FM) formula in calculating a student's Expected Family Contribution (EFC). The EFC determines a student's eligibility for financial aid. The FM formula is used in all of RBC's financial aid packages, including institutional, state, and federal funding. This formula takes into consideration the student's household size, number in college, Adjusted Gross Income, etc., to determine the amount of financial aid to award.

Awarding criteria focus on the neediest of students who are awarded the highest overall financial aid offer. This financial aid offer generally includes state, institutional and federal dollars.

RBC's definition of middle-income and low-income within the financial aid plan is as follows:

- A. Low Income Students in 2019-20 (In-State): Definition = Expected Family Contribution (EFC) of \$0 - \$5,486 (Pell Grant eligible students)
- B. Middle Income Students in 2019-20 (In-State): Definition = Expected Family Contribution (EFC) of \$5,487 - \$16,000

For 2019-2020, the EFC cut-off for awarding Virginia Student Financial Assistance Program (VSFAP) and college grants and waivers to on-time, in-state, financial aid filers is \$16,000. The College's goal for the future is to continue awarding student financial aid at this trajectory to further increase enrollment and improve retention rates. In order to achieve this, the College is asking for an additional \$500,000 to add incremental awards to further decrease the cost of education for our high-need student population. In addition, and as outlined in Section A, Strategy 4, Richard Bland is requesting \$150,000 to be used for expanded institutional work study to pilot the work-curriculum initiative.

**Section I. Capital Outlay:** Discuss the impact, if any, that the pandemic has had on capital planning, such as decreasing the need for space or other aspects. Provide information on your institution's main Education and General Programs capital outlay projects, including new construction as well as renovations that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated. *Special Note: The requested information is for discussion purposes only and inclusion of this information in the plans does not signify approval of the projects.*

**RESPONSE:**

The impact of the pandemic on RBC's capital planning has been substantial, both negatively and positively. Consistent with many colleges and universities in the Commonwealth, RBC experienced enrollment declines throughout the academic year. As faculty were required to teach classes online instead of in person, additional space for producing online classes became necessary. There were limited resources, to include space, for computer labs and science labs resulting in the need for additional space to accommodate the same number of

students. Student events and activities were cancelled due to inadequate space for functions. Due to old and inefficient mechanical systems, concerns related to adequate filtered air surfaced and many student services, normally provided to the community, were compromised.

On the positive side, the College sees opportunities to improve services and, thereby, student outcomes, as a result of lessons learned during the pandemic. By making several strategic shifts in space use, the College can initiate changes that otherwise would not have occurred for many years. For example, in the most recent General Assembly session, the College received Education and General program funds to transition a small residential building (70 beds) that was designated for use as a quarantine and isolation facility during the pandemic to an admissions and student service center. In doing so, the College will be able to offer all of the traditional student service functions associated with admissions, registration, and financial aid in a single location. This “one-stop shop” configuration will streamline the new student’s experience, making it easier and more convenient to pay tuition and fees and enroll in classes. Colleges have found a greater number of prospective student follow through and enroll resulting in higher retention rates. Additional funds are not being requested for this project.

The pandemic accelerated the adoptions of new technologies and pedagogies and the need for additional academic support spaces. The following capital requests allow the College to take advantage of freed up spaces to offer an exciting new student development initiative and consolidate administrative functions to one location. These minor shifts in space functions will result in significant improvements to the college functions and student outcomes. The request includes:

Center for Experiential Learning and Student Success (CELSS)

The Center for Experiential Learning and Student Success (CELSS) will be housed in Pecan Hall once the offices of Admission, Financial Aid and Human Resources transition to Commerce Hall. The addition and renovation to Pecan Hall will allow RBC to consolidate and increase student programming that better prepares students for the world of work and/or upper level college or university coursework. Development of the CELSS program is an outgrowth of an analysis of the most recent RBC student demographics, graduation rates, and offerings by both community colleges and universities in close proximity. Existing spaces are inadequate for current career and student success programming. Space does not exist for new programming planned for this initiative.

The College has developed a strong academic program focused on student engagement and active learning. A student’s academic development will be further enhanced with the addition of the Academic Innovation Center, approved and nearing the start of construction.

Consolidation of all student support functions (admissions, registration, financial aid, business office, academic advising and counselling) to a single location will promote increased student success and retention.

The CELSS programs will address an all too often missing component of student success, preparation for the world of work and/or transition to senior level higher education institutions. Given the changes seen in the workplace as a result of the pandemic and new workplace environments resulting from increased inclusion of technology, artificial intelligence and workflow systems, students need more than traditional academic and student development services. The CELSS programs will complement traditional student development through programs such as, mentoring (with professionals in a chosen field, with an emphasis on RBC alumni), tutoring, career planning, internships (cultivated with local businesses), service learning, leadership training (including development of a

stronger and broader student government component), and simulated workplace tasks/experiences. Housed in a single location, Pecan Hall, the CELSS will allow the College to offer a comprehensive student focused program that will result in graduates better prepared for their future. Specific spaces and/or activities housed include:

- Career Services Center
- Mentoring Center
- Social resources office to provide students with assistance related to food insecurity and related social and financial challenges.
- Honors program
- Tutoring Center
- Flex space for simulated work experience/simulations
- Student Clubs/Organizations
- Social Justice Center in support of diversity, equity and inclusion
- Student Conduct Review Board
- Study rooms/areas
- Collaboration spaces
- Multi-purpose room for student centric activities
- Conference and Meeting rooms

Through the initial work of RRMM Architects, PC, it is estimated that the cost to renovate and add an additional 3,000 square feet (10,273 total square feet @ \$285.99/sq ft) is \$2,938,219.

#### Maze Hall Renovation:

As a small campus that has evolved and grown since its founding, numerous spaces were created out of necessity and availability of space, without regard to a preferred size or location. This century has seen a gradual shift in pedagogy practices as a result of advances in technology and an emphasis on an active learner. The advent of the pandemic accelerated changes in academic delivery methods with an increased emphasis on online learning, hybrid classes and other forms of student engagement. A full return to a traditional academic schedule and lecture format is unlikely. With students returning to campus, there is an increased need for collaboration spaces, study spaces, hybrid learning environments, and academic content development areas. The library, academic classrooms, science labs and other instructional labs and spaces are clustered on one side of campus. Adding these new academic spaces on the other side of the campus would perpetuate the College's history of "finding space and making use of it" without regard for the adequacy of the space or the impact on students or staff.

Renovation of Maze Hall provides several benefits to the RBC.

Built in 1935, the Maze Hall building is in reasonably good shape. However, a recent Facility Assessment found the building in need of façade repairs to stop water infiltration to the basement and other areas, updating to meet various code and ADA deficiencies and mechanical system upgrades to improve make up air, ventilation and filtering in response to lessons learned from the pandemic. A complete renovation will allow all building systems (except roof and windows) to be upgraded to provide state-of-the-art assets found in the new and recently renovated buildings on the academic side of the campus.

Movement of student related functions out of the Maze building to the adjacent Commerce Hall building will provide space to move executive level administrators from multiple buildings and create an administrative core space. The continued success of the College has amplified the need for more senior personnel, which in turn requires additional spaces. Co-locating these administrative offices in a single building will improve work efficiencies and create a more synergistic environment for the benefit of the college. Renovation of the Maze Building will allow design of the administrative core spaces to reflect contemporary leadership and management practices and office work environments. In addition, it will allow the college to take advantage of an integrated technology environment that supports both individuals and groups.

Another benefit to the college and part of this proposed scope of work, the vacated spaces in existing academic buildings will be repurposed into much needed collaborative spaces for active learners, student team meetings, study areas or maker spaces.

Through the initial work of RRMM Architects, PC, it is estimated that the cost to renovate Maze Hall (9,946@ \$180 sq/ft) is \$1,793,439.

*Requested funds for Center for Experiential Learning and Maze Hall: \$5,914,571*

Center for Experiential Learning

FY22: \$3,672,773 (includes 15% general conditions and 10% market factor)

Maze Hall Renovation

FY 22: \$2,241,798 (includes 15% general conditions and 10% market factor)

**Section J. Restructuring:** Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

**RESPONSE:**

It is the intent of Richard Bland College to pursue Tier 2 status to relieve the institution of the burden of resources necessary to comply with restrictions in Information Technology and Procurement functions that come with the designation of Tier 1.

**Section K. Evaluation of Previous Six-Year Plan:** Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

**RESPONSE:**

The Commonwealth of Virginia has defined a vision to be the "Best State for Education," with an overall target of 70% educational attainment of all 25 to 64-year old working aged Virginians. To achieve this, three goals are defined as part of the framework for identifying key areas of focus:

Equitable – close access and completion gaps by removing barriers to access and attainment especially for Black, Hispanic, Native American and rural students.

Affordable – lower costs to students, through investing in and supporting the development of initiatives that provide cost savings to students while maintaining the effectiveness of instruction.

Transformative – Expanding prosperity through increased social, cultural and economic well-being of individuals and communities within the Commonwealth and its regions.

Richard Bland College is positioned well to support this effort. The College’s innovative program (ESE@RBC) has been used to remove barriers to education and is established, but new, student-centric strategies based on comprehensive guided pathways reforms can improve outcomes around degree completion, student retention, workforce readiness, equity, and time-to-degree (including affordability and transferability of credits in a major), among others.

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

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

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

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

There is also a strong focus on how students are supported, monitored and tracked throughout their courses of study. The program’s focus is a full redesign of academic programs, student services, administrative services, recreational services, and all other services that touch the student in order to meet their needs. The objective is to end the confusion that is created through acronym-filled lingo and ambiguous, bureaucratic processes.

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

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

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

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

Strategic Goal: An unmatched student experience

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

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

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

Strategic Goal: Sustainability in operation

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

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

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

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

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

**Section L. Diversity, Equity and Inclusion (DEI) Strategic Plan:** Provide an update on the completion status of your institution's plan that is being coordinated with the Governor's Director of Diversity, Equity and Inclusion. If a copy



of the plan is available, please include it when your institution submits its initial plan. If a copy of the plan is not available for July 1 or if changes are made, please provide a copy with your institution's final plan submission on October 1.

**RESPONSE:**

Richard Bland College of William & Mary's Diversity, Equity, and Inclusion Plan emerges from the work of its Racial Justice & Equity task force. President Debbie Sydow convened the task force in June 2020, to actively identify, confront, and alleviate racism and discrimination at RBC. Three questions, grounded in the College's stated values, guided the work of the task force (and, indeed, forms the foundation of its DEI plan):

1. How have equity and inclusion been fostered in the structures, systems, policies, and procedures within and across departments at Richard Bland College?
2. If nurturing students' potential demonstrates enthusiastic, student-focused service, how are retention and achievement of students of color impacted on RBC's richly diverse campus, one in which a disproportionate number of employees represent their race and culture?
3. What are the appropriate steps required to build an anti-racist learning and working environment in which equity and inclusion serve as core values that inform and inspire Richard Bland College's transformation into a multi-cultural, student-centric, and family-friendly campus?

These questions established the tenor for RBC's racial justice work while adumbrating conditions for enabling campus community members to become cross-cultural allies. They also encouraged the task force's development of an explorative protocol that began with the collection of data from each of the campus' functional units through the validated Teaching Our Campus Anti-Racism (TOCAR) instrument. Task force members collected survey data, held listening sessions, and conducted programming to engage employees and students in fostering inclusion on campus. The task force co-chairs detailed these initiatives in fall and spring semester progress reports. In collaboration with the Office of Communications, the task force promoted its work to the community through its interim reports and on the College's website.

The task force's June 2021 final report contextualizes the body's work in the history of the College, summarizes its operations, and provides recommendations that address the charges provided by President Sydow. The report also delineates an assessment plan to ensure Richard Bland College's overall conformation with its articulated anti-racist, multicultural identity and the progress of the faculty, staff, and administration toward the continuous manifestation of this identity.

**Section M. Economic Development Annual Report:** Provide a copy of any report your institution has produced about its economic development contributions.

**RESPONSE:**

Richard Bland College of William & Mary is located in the Petersburg community, and more than 90% of its student body resides in the tri-cities region (Petersburg, Hopewell and Colonial Heights). The city of Petersburg has one of the highest unemployment rates, the lowest health ranking, and one of the poorest performing school systems in the Commonwealth. All Petersburg students (100%) qualify for the free lunch program. The City has been financially unstable and deeply in debt for more than a decade. The median household income is approximately \$33,000. The largest industries are health care and social assistance. With Petersburg as the center city for the region, bordering localities (excluding Chesterfield County) are experiencing economic depression.

RBC is an important economic driver for the region. A Weldon Cooper Center report estimates the following RBC expenditures in FY17:

- Employment Effect – 255 positions;
- \$14M State GDP & \$1M State Revenues, and
- Human Capital Improvements Value - \$7M GDP and \$1M State Tax Revenue.

RBC's total economic contribution equals \$21 million in GDP and State Tax revenues.



**Richard Bland College**  
*of WILLIAM & MARY*

**RESOLUTION TO APPROVE  
2022-2028 CAPITAL OUTLAY PLAN**

In the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget (DPB), requests that higher education institutions develop their next (rolling) six-year capital outlay plan.

The College has developed its proposed six-year plan for the biennia 2022-2028 based on the Governor's historical guidance.

The 2022-2028 Capital Plan was developed and informed by application of the 2014 Campus Facilities Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, replacement and highest and best use as determined by RBC faculty and staff in collaboration with a professional architectural firm. The 2022-2028 Capital Plan was approved by the William & Mary Board of Visitors in February 2014.

Biennium 2022-2024 will be the focus of potential action by the 2022 legislature, and thus reflects the priorities of the college as well as the success of initiatives that were funded by the 2020-2021 General Assembly.

The college expects to make submittals on the 2022-2028 Capital Outlay Plan to the Department of Education, the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) through September of 2021.

In the course of that process, College staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution.

**THEREFORE, BE IT RESOLVED**, that upon the recommendation of the President of Richard Bland College, the William & Mary Board of Visitors approves the 2022-2028 Capital Outlay Plan as recommended; and

**BE IT FURTHER RESOLVED**, that the Board authorizes the President to take the actions necessary to fulfill Richard Bland College's response to the Governor and supporting agencies with respect to the 2022-2028 submittal.

**2022-2024 BIENNIUM****PRIORITY****PROJECT TITLE****FUNDING****Center for Experiential Learning  
and Student Success (CELSS)****\$3,672,773 GF**

Current spaces are inadequate for robust career and student success programming. The Center for Experiential Learning and Student Success (CELSS) will be housed in Pecan Hall once the offices of Admission, Financial Aid and Human Resources transition to Commerce Hall. The addition and renovation to Pecan Hall will allow RBC to consolidate and increase student programming that better prepares students for the world of work and/or upper level college or university coursework. Development of the CELSS program is an outgrowth of an analysis of the most recent RBC student demographics, graduation rates, and offerings that have proven effective for student engagement and retention.

The CELSS programs will enhance student success through preparation of students for the world of work and/or transition to senior level higher education institutions. Given the changes in the workplace as a result of the pandemic and new workplace environments resulting from increased inclusion of technology, artificial intelligence and workflow systems, students need more than traditional academic and student development services. The CELSS programs will complement traditional student development through programs such as mentoring (with professionals in a chosen field, with an emphasis on RBC alumni), tutoring, career planning, internships (cultivated with local businesses), service learning, leadership training (including development of a stronger and broader student government component), and simulated workplace tasks/experiences. Housed in a single location, Pecan Hall, the CELSS will allow the College to offer a comprehensive student focused program that will result in graduates who are better prepared for their future. Specific spaces and/or activities to be housed in Pecan Hall include:

- Career Services Center
- Mentoring Center
- Social resources office to provide students with assistance related to food insecurity and related social and financial challenges.
- Honors program
- Tutoring Center
- Flex space for simulated work experience/simulations
- Student Clubs/Organizations

- Social Justice Center in support of diversity, equity and inclusion
- Student Conduct Review Board
- Study rooms/areas
- Collaboration spaces
- Multi-purpose room for student centric activities
- Conference and Meeting rooms

**Maze Hall Renovation****\$2,241,798 GF**

As a small campus that has evolved and grown since its founding, numerous spaces were created out of necessity and availability of space, without regard to a preferred size or location. This century has seen a gradual shift in pedagogical practices as a result of advances in technology and an emphasis on an active learner. The advent of the COVID-19 pandemic has accelerated changes in academic delivery methods with an increased emphasis on online learning, hybrid classes and other forms of student engagement. Full return to a traditional academic schedule and lecture format is unlikely. With students returning to campus, there is an increased need for collaboration spaces, study spaces, hybrid learning environments, and academic content development areas. The library, academic classrooms, science labs and other instructional labs and spaces are clustered on the west campus.

Renovation of Maze Hall provides several benefits to the RBC.

A recent Facility Assessment found Maze Hall, built in 1935, to be in need of facade repairs to stop water infiltration to the basement and other areas, updates to meet various code and ADA deficiencies, and mechanical system upgrades to improve make up air, ventilation and filtering. A complete renovation will allow all building systems (except roof and windows) to be upgraded to provide state-of-the-art assets found in the new and recently renovated buildings on the academic (west) side of the campus.

Movement of student related functions out of Maze Hall to the adjacent Commerce Hall building will provide space to move executive level administrators from multiple buildings and create an administrative core space. The continued success of the College has amplified the need for more administrative personnel, which in turn requires additional spaces. Co-locating these administrative offices in a single building will improve work efficiencies and create a more synergistic environment for the benefit of the College. Renovation of the Maze Building will allow design of the administrative core spaces to reflect contemporary leadership and management practices and office work environments. In addition, it will

Board of Visitors

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allow the college to take advantage of an integrated technology environment that supports both individuals and groups.



## **RESOLUTION TO APPROVE FY23 OPERATING AND CAPITAL BUDGET REQUESTS**

In anticipation of the 2022 General Assembly session and consistent with guidance from the Governor's Office on the administration's priorities, for the upcoming 2022-2024 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**

<b>Proposed Request:</b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>
	\$525,000 GF	\$525,000 GF

Compliance and institutional improvement continue to be a priority for Richard Bland College. The intense level of scrutiny by oversight agencies and auditors continues, placing substantial pressure on monetary and human resources at the College.

Over the past two years, issues related to separation of duties and change management in both Information and Technology Services (ITS) and Human Resources (HR) have been addressed through partial funding from the General Assembly. Unfulfilled needs and compliance issues continue to exist. There are three additional compliance initiatives proposed for funding:

#### **A. Compliance Manager Initiative:**

To fulfill the College's compliance plan, additional funding for a Director of Compliance and a program support technician is requested to oversee the maintenance of the RBC policy manual, ongoing compliance training for personnel, management of SACS-COC standards and principles, Title IX and Clery Act operations, and other compliance-related matters. Centralization of these key processes is essential for compliance effectiveness as all of these tasks are currently spread across multiple, disparate and over-burdened functional units.

#### **Compliance Program Manager**

FY23: \$125,000 / FY24: \$125,000	\$ 250,000
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**Compliance Program Support Tech**

FY23: \$75,000 / FY24: \$75,000 \$ 150,000

**B. Cybersecurity Infrastructure Initiative**

Recent cyberattacks on Colonial Pipeline, JBS Foods, and Brenntag Chemical, have brought attention to the growing number of cybersecurity threats and the risks posed to industry and institutions of higher education are considered highly vulnerable. To effectively mitigate against expanding technology threats and risks, RBC's Information and Technology Services (ITS) requests funding for an IT security resource that will allow proactive steps to protect critical infrastructure against malware, computer viruses, worms, Trojan horses, ransomware, spyware, adware, rogue software, wiper and scareware. This resource will facilitate establishing policy in alignment with policies of the Commonwealth. Additionally, the ITS unit will be better positioned for security compliance and enforcement through role-based security and expanded security awareness training.

**Incremental IT Security Resource**

FY23: \$125,000 / FY24: \$125,000 \$ 250,000

**C. Diversity, Equity and Inclusion Employee Initiative**

Consistent with the Governor's One Virginia initiative, the College has developed and submitted a strong Diversity, Equity and Inclusion Plan. The successful implementation of the Plan will require fiscal support. Governor Northam's One Virginia Strategic Plan for Inclusive Excellence details a strategy for "advanc[ing] DE&I through changes in [...] services, systems, and operations." Hiring a Director of Diversity, Equity, and Inclusion constitutes RBC's first step toward Inclusive Excellence delineated in the strategic plan's "institutional commitment" to diversity, equity, and inclusion work.

**DEI Director**

FY23: \$125,000 / FY24: \$125,000 \$ 250,000

**DEI Program Support Tech**

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



**PRIORITY 2: Student Success**

<b>Proposed Request:</b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>
	\$1,138,642 GF	\$1,138,642 GF

Student Success programs promote student engagement, learning and progress toward the student's own goals. Student Success is firmly cemented as a priority for Richard Bland College for the past several years. There are four student success strategies proposed for funding:

**A. Guided Pathways Implementation**

Since Richard Bland College's 2016 pilot project to test capacity for data-driven approaches to student retention and success, the College has experienced a fundamental cultural shift resulting in a commitment to comprehensive guided pathways reform. RBC has historically based development strategies around the four key principles found in the American Association of Community Colleges (AACC) Pathways Project: (1) map pathways to student end goals, (2) help students choose and enter a program pathway, (3) keep students on path, and (4) ensure that students are learning. RBC's previous Exceptional Student Experience framework was adapted from these principles, but exigencies and resource limitations led to the delay of important aspects of the pathways work of ESE@RBC. Its successor, the Guided Pathways for Success (GPS@RBC) framework, is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College. It commits to comprehensive guided pathways reforms through the following student value propositions:

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

RBC has demonstrated a commitment to comprehensive guided pathways reform through (1) its efforts to begin implementation of pathways principles in ESE@RBC, (2) its recent work in the inaugural cohort of the American Council on Education's (ACE) Learner Success Lab, a far-reaching, 18-month self-assessment structured around ACE's Comprehensive Model for Learner Success and RBC's vision for a guided

pathways framework, and (3) its admission into the Community College Research Center's (CCRC) summer institute on "Guided Pathways at Rural Colleges: Using Data to Launch Large-Scale Reform" (June 14-June 24, 2021).

RBC is requesting funds to implement guided pathways to avoid passing on the costs to students

**Guided Pathways Implementation**

FY23: \$631,642 / FY24: \$631,642

\$ 1,263,284

**B. Diversity, Equity, Inclusions: Student Programming**

Over 70% of the students who responded to the TOCAR survey administered by the College's Racial Justice & Equity Task Force agreed or strongly agreed that RBC should offer more courses focused on racial issues. Additionally, 63% of student respondents agreed or strongly agreed that all students at RBC should be required to complete at least one course that includes analysis and skills needed for dismantling racism.

It is requested that funds be provided, consistent with the Modern Language Association's model for Humanities Innovation, that address the development of courses aimed at addressing issues of diversity, equity, and inclusion.

**Diversity, Equity and Inclusion Student Program**

FY23: \$302,000 / FY24: \$162,000

\$ 464,000

**C. Health Program Expansion**

Richard Bland College does not have an infirmary and did not have any related health care support prior to the pandemic. As a result of COVID-19 and the need to develop health care support, RBC entered into an agreement with Virginia Commonwealth University to provide virtual health care for our rural, first generation, residential community. This program was a success for the College and was extremely helpful in the management of COVID cases on campus.

From that experience, the impact of the COVID pandemic has made it clear that student mental health is a significant issue on college and university campuses. The pandemic has brought this vulnerable population into renewed focus with over 90% of college students experiencing negative mental health symptoms due to the pandemic, according to a recent BestColleges.com survey. Nearly half of students struggle with isolation, anxiety and a lack of focus. Students have also found it difficult to participate in online classes and complete homework. The College is requesting

\$125,000 per fiscal year to expand the program with VCU Health to include virtual mental health support.

**Health Program Expansion**

FY23: \$125,000 / FY24: \$125,000 \$ 250,000

**D. Student Employment Initiative**

Student employment has proven to be an effective way for students to earn money and gain valuable experience while becoming more connected with their campus community. In 2020 RBC worked to develop and apply learning outcomes to all campus jobs that help students understand what they will learn on the job and to be able to apply these skills in future employment experiences. RBC plans to continue to expand student employment opportunities to include additional departments on campus; therefore, additional funding is requested to facilitate this expansion and meet the statewide increase in the minimum wage rate.

**Student Employment Initiative**

FY23: \$150,000 / FY24: \$150,000 \$ 300,000

**PRIORITY 3: RBC Online**

**Proposed Request:**

**FY23**  
\$635,000 GF

**FY24**  
\$635,000 GF

Richard Bland College seeks to expand its reach beyond traditionally-aged, on-campus students via RBC Online, a college within a college structure that focuses on program offerings to adult/post-traditional learners, as well as learners who may be geographically removed from RBC's traditional geographic service area. RBC Online focuses on quality within the areas that adults respond to well, such as teaching excellence, small class sizes, and a dynamic classroom environment with an emphasis on critical thinking and real-world applications. To support these critical needs, RBC has partnered with a leading online content provider to offer innovative courses that are designed for adult learners with a focus on student engagement through episodic, documentary-style films, many of which focus on individuals from underserved populations. In order to ensure success of this strategic initiative, dedicated staffing focused on these adult and post-traditional, learner-specific programs is crucial.

The RBC Online program must help students overcome the real and significant barriers that are preventing them from going back to school. Finding ways to make programs more accessible, affordable, and focused on career-readiness are critical to success. RBC Online's work with

strategic partners is focused on programs that are tied to high-growth career paths and will set students up for success in addition to providing a return on their tuition investment.

Interweaving Richard Bland College's student value proposition, Guided Pathways for Success (GPS@RBC), will be critical for expanding RBC Online. RBC Online-specific admissions and enrollment counselors will focus on goals related to online education such as persistence and completion while continuing to focus, yet broaden, the College's reach to underserved populations.

**RBC Online**

**Associate Director of Online Programs (1)**

FY23: \$90,000 / FY24: \$90,000 \$ 180,000

**Faculty Curriculum Developers (3)**

FY23: \$285,000 / FY24: \$285,000 \$ 570,000

**Instructional Designer (1)**

FY23: \$110,000 / FY24: \$110,000 \$ 220,000

**IT Support Specialist (1)**

FY23: \$80,000 / FY24: \$80,000 \$ 160,000

**Admissions support/Enrollment Counselor (1)**

FY23: \$70,000 / FY24: \$70,000 \$ 140,000

**PRIORITY 4: Share Services Consortium**

**Proposed Request:**

**FY23**

\$200,000 GF

**FY24**

\$200,000 GF

Richard Bland College will implement a shared services consortium to produce new revenue, gain efficiencies, and decrease cost associated with non-core business functions at the College. The shared services consortium development and implementation is broken up in three distinct phases: (1) build infrastructure and revenue capabilities, (2) establish technology and initiate services with pilot college, and (3) expand platform of services and consortium partners.

The College requests funding for a consortium director and program support technician to develop and manage the client partner consortium and establish the revenue capabilities.

**Consortium Director**

FY23: \$125,000 / FY24: \$125,000 \$ 250,000

**Program Support Technician**

FY23: \$75,000 / FY24: \$75,000 \$ 150,000

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

**TOTAL INCREASE REQUESTED FOR GENERAL OPERATING FUNDS FOR FY23/FY24:**

<u><b>FY23</b></u>	<u><b>FY24</b></u>	<u><b>TOTAL</b></u>
\$2,568,642 GF	\$2,428,642 GF	\$4,997,284

**Richard Bland College requests approval by the Board of Visitors to pursue these funding priorities as part of the College's 2023 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 2023 legislative budget priorities.



**RESOLUTION TO APPROVE  
THE COLLEGE WORKFORCE PLANNING AND DEVELOPMENT REPORT**

At its September 22, 2020 meeting, the Board of Visitors approved *Resolution 3, The College Workforce Planning and Development Report*.

§2.2-1209 of the Code of Virginia (Code of Virginia) directs public institutions of higher education to prepare workforce planning, development, and succession plans for presentation to their Boards of Visitors and to share copies with the Commonwealth Department of Human Resource Management DHRM.

The succession plan template developed by DHRM is focused on data gathering, key personnel and executive positions. Some translation is required to comply with a template and process that is primarily focused on state agencies instead of institutions of higher education. Nonetheless, the planning exercise underpinning the report is useful in prompting the institution to evaluate key positions and aspects of operations that warrant forethought and succession planning considerations.

The report provides a dashboard of information that is useful for institutional workforce planning with key findings as follows:

- Seventeen (17) of RBC's total employees are eligible for retirement within the next five years. Four (4) of the positions identified are classified, eleven (11) are instructional faculty and two (2) are administrative professional.
- RBC's institutional turnover rate is 18%. The average time to fill vacant positions is fewer days than the statewide average.
- Two percent of College employees report being veterans. There are no disparate impact indicators related to minority employees. However, the College DEI report expressed concerns regarding hiring practices and promotions that impact people of color.
- Due to the COVID-19 pandemic, training activities were limited last year. However, most of college employees participated in a variety of training activities via Zoom, Google Meets and other online resources.

- The planning process has helped to identify several activities worthy of further review. Technology use and process improvements will be pursued, along with other HR-related activities to enhance the employee work experience.

The College's Office of Human Resources is collaborating with key leaders to identify factors that may have an impact on talent requirements and operational continuity, and is responding appropriately.

**THEREFORE, BE IT RESOLVED**, that upon the recommendation of the President, the Board of Visitors of William & Mary approves the submission of the Richard Bland College 2020 Workforce Planning and Development report to DHRM; and

**BE IT FURTHER RESOLVED**, pursuant to Virginia Code 2.2-1209(C), that a copy of the approved plan shall be provided to the Department of Education; and

**BE IT FURTHER RESOLVED**, that the Board of Visitors requests periodic updates to the College's workforce development and planning process.



**Richard Bland College**  
*of WILLIAM & MARY*

**APPROVAL TO FILL VACANCIES IN THE PROFESSIONAL FACULTY**

Vacancies in the Professional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

**THEREFORE, BE IT RESOLVED**, that upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the appointment of the following individuals to fill these positions:

**PATRICK CLARKSON**, Director of Residence Life, effective June 10, 2021:

M.Ed., College Student Personnel, Ohio University, 2017

B.F.A., Interior Design, Pratt Institute, 2015

Bard College

Assistant Director of Housing, 2019 – 2021

Area Coordinator, South Campus, 2017 – 2019

Ohio University

Graduate Resident Director, 2015 – 2017

Pratt Institute

Resident Director, 2014 – 2015

**MAURICE FICKLIN**, Director of Information and Technology Services, effective June 25, 2021:

M.S., Information Systems, University of Phoenix, 2009

B.S., Computer Science, University of Arkansas at Pine Bluff, 1984

Rockdale County, Georgia

Deputy Director of Technology Services, 2017 – 2020

Metropolitan Atlanta Rapid Transit Authority (MARTA)

Director of Enterprise Technology – Technology Consultant, 2007 – 2013



**JUSTIN MAY**, Director of Admissions, effective June 30, 2021:

M.S., Management Strategy and Leadership, Michigan State University, 2019

B.S., Psychology, Walden University, 2012

B.S., Mass Communications, Virginia Commonwealth University, 2003

ECPI University School of Technology

Director of Enrollment, 2012 – 2021

Advance Care Pharmacy

Vice President of Sales, 2013 - 2016

Medical Careers Institute School of Health Science

Director of Enrollment, 2007 – 2012

Beta Tech

Director of Recruitment and Sales, 2003 – 2007

**THOMAS MIDGETTE**, Federation for Advanced Manufacturing Education (FAME) Program  
Director, effective June 30, 2021:

Ed. S., Educational Leadership, Liberty University, 2018

M.S., Education, Old Dominion University, 2015

B.S., Engineering Technology, Old Dominion University, 2013

Petersburg High School

Assistant Principal, 2014 – 2019

CTE Department Chair, 2017

Tech. Ed Instructor, 2014 – 2017

Vernon Johns Middle School

Summer School, Instructional Coach

Dean of Students, 2017 – 2019

U. S. Navy

Petty Officer Second Class – Aviation Electrician Mate, 2007 – 2011



**Richard Bland College**  
*of WILLIAM & MARY*

**RESOLUTION OF APPRECIATION TO MARY GURNICK  
PROFESSOR OF CHEMISTRY  
ACTING DIRECTOR OF ACADEMICS**

Dr. Mary Gurnick joined the faculty at Richard Bland College in 2002, at the rank of Associate Professor and was promoted to the rank of Professor in 2011. Dr. Gurnick served as the Acting Director of Academics from August 2019 to March 2021, providing strong and steadfast leadership during a time of unprecedented challenges, including the College's decennial reaffirmation of accreditation and the global COVID-19 pandemic that impacted every aspect of College operations.

Dr. Gurnick consistently demonstrated a 100% commitment to student success, and her exceptional leadership for almost three years as the Acting Director of Academics is greatly appreciated by the Richard Bland College faculty, administrators and students alike.

Dr. Gurnick continues to faithfully, thoughtfully, and conscientiously advance the mission of Richard Bland College as a tenured Professor of Chemistry.

**THEREFORE, BE IT RESOLVED**, That upon the recommendation of the President of Richard Bland College, the William & Mary Board of Visitors acknowledges Dr. Gurnick for her exemplary service as Acting Director of Academics and expresses its appreciation and deep gratitude to her for the many contributions she has and continues to make to Richard Bland College; and

**BE IT FURTHER RESOLVED**, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Dr. Mary Gurnick with best wishes from a grateful Board for her dedicated service to Richard Bland College.



## **COMMITTEE ON AUDIT, RISK AND COMPLIANCE**

# WILLIAM & MARY

COMMITTEE ON AUDIT, RISK AND COMPLIANCE  
SEPTEMBER 23, 2021  
ALUMNI HOUSE

CHARLES E. POSTON, CHAIR  
CYNTHIA E. HUDSON, VICE CHAIR

## SESSION I: 8:30 – 9:45 A.M. – LEADERSHIP HALL

- |      |                      |                   |
|------|----------------------|-------------------|
| I.   | Introductory Remarks | Charles E. Poston |
| II.  | Closed Session       |                   |
| III. | Recess               |                   |

## SESSION II: 3:00 – 4:00 P.M. – HUNTER HALL

- |       |  |                                   |
|-------|--|-----------------------------------|
| IV.   | Remarks                                | Charles E. Poston                 |
| V.    | Approval of Minutes                    |                                   |
|       | A. April 22, 2021                      |                                   |
| VI.   | Report from Director of Internal Audit | Kent B. Erdahl                    |
| VII.  | Report from Chief Compliance Officer   | Pamela H. Mason                   |
| VIII. | Gender Equity Plan                     | Jeremy P. Martin<br>Brian D. Mann |
| IX.   | Closed Session (if necessary)          |                                   |
| X.    | Discussion                             |                                   |
| XI.   | Adjourn                                |                                   |

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON AUDIT, RISK AND COMPLIANCE  
**DRAFT** MINUTES  
APRIL 22, 2021  
ALUMNI HOUSE – LEADERSHIP HALL

## **COMMITTEE MEMBERS PRESENT**

Mr. Brian P. Woolfolk, Chair  
Hon. Charles E. Poston, Vice Chair  
Ms. Cynthia E. Hudson

Mr. William H. Payne II  
Mr. J.E. Lincoln Saunders

## **OTHER BOARD MEMBERS PRESENT**

Ms. Sue H. Gerdelman  
Mr. John E. Littel, Rector

Ms. Barbara L. Johnson

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
Dr. Debbie L. Sydow, RBC President  
Ms. Amy S. Sebring, Chief Operations Officer  
Ms. Carrie S. Nee, University Counsel  
Mr. Eric Sandridge, Director of Higher Education Programs at Auditor of Public Accounts  
Mr. Kent Erdahl, Director of Internal Audit  
Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator  
Mr. Henry R. Broaddus, Vice President, Strategic Initiatives and Public Affairs  
Dr. Jeremy P. Martin, Interim Athletics Director  
Ms. Chelsey Burk, Deputy Director of Athletics  
Ms. Marilyn W. Midyette, Executive Director of the Alumni Association  
Dr. Deborah Cheesebro, Assistance Vice President for Public Safety and Chief of Police  
Mr. Paul Edwards, RBC Chief Business Officer  
Ms. Jessica Walton, Deputy Secretary to the Board of Visitors

## **INTRODUCTORY REMARKS**

Mr. Brian P. Woolfolk, Chair, called the meeting to order at 1:48 p.m.

## **REPORT FROM THE AUDITOR OF PUBLIC ACCOUNTS**

Mr. Eric Sandridge, Director of Higher Education Programs at the Auditor of Public Accounts (APA), reported on the June 30, 2020 audit. Mr. Sandridge explained that the audit includes both William & Mary and Richard Bland College and he fully anticipates an unmodified opinion will be issued and included in the audit report. Due to the pandemic much of the audit testing was performed remotely and Mr. Sandridge had no concerns regarding the transition of work to online. He thanked William & Mary and Richard Bland College accounting personnel for their support. The APA identified no fraudulent transactions or acts and no accounting practice changes or disagreements with accounting treatment.

Mr. Sandridge communicated that the audit evaluates internal controls and assesses compliance, and improvement opportunities are reported in a management letter. This year the APA emphasized testing of student financial assistance and four Financial Aid recommendations will be reported. Recommendations relate to notification process for direct loans to students, discovering errors in

verification process for confirming information reported by students in FASFA, process for providing required exit counseling on repayment terms for students who withdraw from the institution, and improvement for documenting reconciliation of federal aid per the federal requirements. An additional recommendation was issued for compliance with training on the State's Conflict of Interest Requirements. The recommendation is similar to those issued to other higher education institutions. Importantly, Mr. Sandridge reported that none of this year's management letter findings are repeat comments.

Mr. Sandridge reported that Richard Bland College has made significant improvement in their accounting and financial reporting structures and procedures. The APA will have no management letter issues related to Richard Bland College this year. He recommended that Richard Bland College continue to collaborate with William & Mary and continue to enhance procedures to ensure there is no backsliding in processes. Mr. Littel acknowledged all the hard work that resulted in the Richard Bland College clean APA management letter.

Mr. Sandridge also congratulated the W&M Information Technology department as the APA report will include no IT system recommendations.

Mr. Woolfolk thanked the APA for the audit.

#### **REPORT FROM DIRECTOR OF INTERNAL AUDIT**

Mr. Kent Erdahl, Director of Internal Audit, stated the Athletics Internal Control Review and Donor Compliance audit report was recently issued. The audit was requested by Interim Athletics Director Martin and President Rowe. Mr. Erdahl thanked the Athletics Business Office personnel for their support and cooperation during the audit. Key audit takeaways include developing procedures to document that donor funds are spent in accordance with fund restrictions, enhancing budget monitoring processes, and leveraging William & Mary financial reporting expertise. Mr. Erdahl communicated that the Tribe Club coming under the W&M Foundation umbrella will help align controls and procedures with other affiliated organizations. Mr. Erdahl reported that Athletics has taken a proactive approach and certain corrective action has already been taken. Mr. Woolfolk inquired if the internal audit results will be communicated broadly to respond to the multiple alumni and constituents who expressed concern and called for an audit. Interim Director Martin confirmed that the audit report will be linked to a letter to the William & Mary community. The letter will come from Interim Director Martin.

Mr. Erdahl updated the committee on three other audits underway, the reposted position for an open audit position, and Internal Audit's renewed emphasis on corrective action follow-up especially for older audits.

#### **REPORT FROM CHIEF COMPLIANCE OFFICER**

Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator, presented third quarter Title IX/VAWA data. Overall reports are similar to FY20, but much lower than FY19 and FY18 due to the continued remote learning and reduced population on campus. There has been an increase in the number of reports of discrimination based on gender identity, specifically use of personal pronouns in class settings. This information will target future education efforts to students and support for faculty to address concerns. Updates from the Office of Compliance & Equity include the challenges and learning curve that has resulted from the first Determination Conference under the new Title IX regulations.

Ms. Hudson asked if the university can provide services to the students even for reports without jurisdiction. Ms. Mason confirmed that the university can provide assistance with Emergency Protective Orders, safety plans and even a no trespass order on campus to a non-community member.

#### **APPROVAL OF MINUTES**

Recognizing that a quorum was present, Mr. Woolfolk asked for a motion to adopt the minutes of the February 25, 2021 meeting. Motion was made by Mr. Payne, seconded by Mr. Saunders, and approved by roll call vote – 5-0 – conducted by Ms. Jessica Walton, Deputy Secretary to the Board of Visitors.

#### **GENDER EQUITY REVIEW AND PLAN**

Ms. Carrie Nee, University Counsel, provided an update on Athletics' gender equity review and planning process, which is well underway and on schedule. The expectation is that an update will be provided at the end of June and by mid-July there will be a draft gender equity plan capable of being shared so that it can be finalized prior to August 31, 2021. Mr. Woolfolk noted that the timing means that this Committee may need to take some actions in the interim before September Board Meeting.

#### **CLOSED SESSION**

Mr. Woolfolk moved the William & Mary Committee on Audit, Risk & Compliance convene into closed session pursuant to Va. Codes §2.2-3711.A.1 for discussion of the performance of the Athletics Department and specific employees thereof and for discussion of employees and candidates for employment with the Office of the Internal Auditor; §2.2-3711.A.1 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; §2.2-3711.A.2 to discuss disciplinary matters that would require the disclosure of information contained in scholastic records related to certain Title IX proceedings; and §2.2-3711.A.7 for consultation with legal counsel regarding pending legal matters and enforcement actions. Motion was seconded by Mr. Payne and approved by roll call vote – 5-0 – conducted by Ms. Walton.

At that time the Committee members, Chief Operating Officer, University Counsel, Director of Internal Audit, Chief Compliance Officer/Title IX Coordinator entered the closed session meeting at 2:26 p.m.

#### **RECONVENED OPEN SESSION**

Following the closed session, Committee members and others returned to open session at 3:20 p.m. Mr. Woolfolk 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 – 5-0 – conducted by Ms. Walton.

#### **ADJOURNMENT**

There being no further business, Mr. Woolfolk adjourned the meeting at 3:21 p.m.



# **EXECUTIVE COMMITTEE**



# WILLIAM & MARY

EXECUTIVE COMMITTEE  
SEPTEMBER 23, 2021  
10:00 – 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. April 22, 2021                |                |
|      | B. May 11, 2021                  |                |
| III. | Discussion                       |                |
| IV.  | Closed Session (if necessary)    |                |
| V.   | Adjourn                          |                |

# WILLIAM & MARY

BOARD OF VISITORS  
EXECUTIVE COMMITTEE  
DRAFT MINUTES  
APRIL 22, 2021  
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

Ms. Lisa E. Roday  
Mr. H. Thomas Watkins III  
Mr. Brian P. Woolfolk

## **COMMITTEE MEMBERS ABSENT**

Mr. James A. Hixon

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Ms. Amy S. Sebring, Chief Operating Officer  
Ms. Carrie S. Nee, University Counsel  
Ms. Arielle S. Newby, Staff Liaison  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors  
Members of the President's Cabinet

## **CALL TO ORDER AND INTRODUCTORY REMARKS**

Mr. John E. Littel, Rector, called the Executive Committee to order at 12:05 p.m.

## **APPROVAL OF MINUTES**

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the from the February 25, 2021 meeting. Motion was made by Ms. Payne and seconded by Mr. Watkins. Hearing no discussion, the minutes were approved by roll call – 8-0 – vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors. Mr. Hixon was absent from the meeting.

## **DISCUSSION**

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

Mr. Littel reminded the Executive Committee that the Richard Bland College Committee met earlier in the week, and the Committee on Financial Affairs agenda would be incorporated into the full Board meeting on Friday, April 23. He also noted the Committee on Institutional Advancement would meet during the April meeting of the Board.

Mr. Littel called on President Katherine A. Rowe to offer opening remarks. President Rowe shared news of a William & Mary research project related to honeybees and the national coverage it had received. She then provided an overview of themes the Board would hear about throughout the meeting.

President Rowe called on Ms. Amy S. Sebring, Chief Operating Officer, to provide an update on the university's pandemic response. Ms. Sebring gave an overview of the positivity rates among students during the spring semester. She noted that on the day of the Committee the student positivity rate had fallen into the single digits, and there were no employee positive cases.

Ms. Sebring noted the university was in the midst of another round of census testing for students. She added that the university had asked students and employees to respond to a voluntary survey regarding their intent to get vaccinated. She shared results of the survey as it related to employee responses to date. She also talked about vaccine opportunities throughout the community.

President Rowe noted the university continues to be cautious based on Governor Northam's COVID-19 guidelines. She said there will be a return to more in person learning and a phase return throughout the summer. She also said over the next fourteen month the university will explore what the new work norm will be for different functions.

A discussion ensued when in person Advancement events will resume and how virtual and blended events have expanded the Alumni network.

President Rowe mentioned that the university is getting questions about whether it will require the vaccine or not. She said the university will be working with the Commonwealth and exploring the legalities on a mandate.

A discussion ensued regarding the voluntary survey regarding vaccine intent.

Mr. Littel asked Ms. Sebring to highlight tuition and budget matters. Ms. Sebring said that after work sessions in February and evaluating the impact of the state budget the administration will bring forth a recommendation to the Board, without an increase for general undergraduate and graduate programs for the 2021-2022 academic year. She said there are a handful of program specific increases included in the recommendation to align them among the market. Ms. Sebring said recommended fee increases were kept as low as possible and the increases do not fund any new initiatives.

Ms. Sebring talked about the budget and how cost containment efforts continue. She also said that some budget reductions that were intended to be one-time only have been extended into FY22 to ensure the university can balance the budget.

Ms. Sebring noted that FY22 will be the fourth year with no undergraduate tuition increase and she anticipates future increases will be needed. She said the university will not be able to sustain this approach and the university is thinking how to develop a predictable approach moving forward that allows students and families to understand and plan, while providing resources the university needs.

Mr. Littel asked President Rowe to provide an update on DEI, the status of the submission to the Commonwealth, Ivy Planning Group, and preview of what will be discussed in the AD HOC Committee on Organizational Sustainability & Innovation (“AD HOC”). President Rowe said the Inclusive Excellence framework had been submitted to the Commonwealth since the Board last met. She said the Board will be meeting the principals from the Ivy Planning Group during the AD HOC meeting and hear about the DEI strategic assessment. The assessment will identify how best to incorporate DEI goals into the strategic planning process.

Mr. Littel asked President Rowe to provide an update on the Equity Review. She said the review was in process and will be discussed during the meeting of the Committee on Audit, Risk and Compliance. University Counsel, Ms. Carrie Nee, added the review is on track and she expects a plan will be ready to discuss mid-July. Mr. Littel asked to administration to involve the Chair and Vice Chair of Committee on Audit, Risk and Compliance when the review is ready to be shared since the Board will be in-between meetings.

Mr. Littel asked Provost Peggy Agouris to provide an overview of the Committee on Academic Affairs agenda. Provost Agouris said the following will be discussed in the Committee on Academic Affairs: return to campus and in-person learning during the semester; personnel initiatives; university initiatives; and how to strengthen academic areas, such as research.

A discussion ensued regarding a data set built by the Global Research Institute regarding China’s portfolio of grant- and loan-financed projects around the globe and how University Communications rolls out such stories.

President Rowe told the Committee that the university is planning Commencement for the Class of 2021 with large portions planned to be in person. There are also portions that will be hybrid so those remote can participate. She said the ceremony will be split into six events to be consistent with the Governor’s guidelines.

Mr. Littel asked Board Secretary, Ms. Barbara L. Johnson, to take the Board into closed session.

#### **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 William & Mary and RBC and members of the W&M Executive Leadership Team and the Departments of Athletics and University Advancement; §2.2-3711 subsections A.7 and A.8 for consultation with legal counsel regarding specific legal matters and pending enforcement actions; §2.2-3711.A.9 for discussion and consideration of matters related to gifts to the Department of History; and §2.2-3711.A.11 for discussion of candidates for the awarding of honorary degrees. Motion was seconded by Mr. Watkins and approved by roll call vote – 8-0 – conducted by Mr. Fox. Mr. Hixon was absent from the meeting.

At that time the Board members and University Counsel entered the closed session meeting at 12:42 p.m.

**RECONVENED OPEN SESSION**

Following the closed session, the Committee returned to open session at 1:39 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. Payne and approved by roll call vote – 8-0 – conducted by Mr. Fox. Mr. Hixon was absent from the meeting.

**ADJOURNMENT**

There being no further business, Rector Littel adjourned the meeting at 1:39 p.m.

# WILLIAM & MARY

BOARD OF VISITORS  
EXECUTIVE COMMITTEE  
DRAFT MINUTES  
MAY 11, 2021  
ELECTRONIC MEETING - ZOOM

## **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  
Mr. Brian P. Woolfolk

## **OTHER BOARD MEMBERS**

Mr. Victor K. Branch  
Ms. Anne Leigh Kerr

Hon. Charles E. Poston  
Ms. Arielle S. Newby, Staff Liaison

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
Dr. Debbie L. Sydow, RBC President  
Dr. Peggy Agouris, Provost  
Ms. Amy S. Sebring, Chief Operations Officer  
Ms. Carrie Nee, University Counsel  
Mr. Jeffery Brown, Director of Special Projects & Operations  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors  
W&M Staff

## **CALL TO ORDER AND INTRODUCTORY REMARKS**

Mr. John E. Littel, Rector, called the Executive Committee to order at 6:00 p.m.

Mr. Littel stated 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 said the purpose of this meeting was to discuss whether the COVID-19 vaccine should be required at William & Mary and Richard Bland College. He said discussion will focus on the possibility of a vaccine requirement, the legal ramifications, and a process that would authorize the President of each institution to act on the Board's behalf.

## **UPDATE ON W&M AND RBC OPERATIONS RELATED TO COVID-19**

Mr. Littel called on Dr. Katherine A. Rowe, President of William & Mary, to provide an update on William & Mary's operations as it relates to COVID-19. President Rowe said the Attorney General of the Commonwealth of Virginia stated that institutions of higher education were authorized to require the vaccine, if they choose, and indicated that Board's of those institutions were authorized to make that decision for their respective institution(s). President Rowe said there is a need to simplify

the pathway by which the institution decides and acts if that is what is determined. She said that since this will likely be an issue throughout the coming academic year, she is asking the Board to delegate authority to the President to make the decision on vaccine requirements.

Mr. Littel called on Ms. Amy S. Sebring, Chief Operating Officer, for a presentation. Ms. Sebring said the presentation will provide an overview of the process William & Mary has used to make public health decisions, and what the science and data are currently showing. She said that the administration continues to use a phased decision-making process and is focusing on reopening campus to the public, having remote workers return to campus and students returning for the fall semester. Ms. Sebring shared data that showed the transmission rate of COVID-19 while both parties are wearing a mask, both not wearing a mask, and some variation of the two scenarios at multiple physical distances. She talked about the added intervention of the COVID-19 vaccine and the known efficacy of the vaccine. Ms. Sebring also presented the results, to date, of a voluntary survey that indicate student and employee's vaccination intent and status.

Mr. Littel called on Dr. Debbie L. Sydow, President of Richard Bland College (RBC), to provide an update on RBC's operations as it relates to COVID-19. President Sydow said phased decision-making is also the approach RBC is following as it moves into summer and fall. She then provided a recap of her remarks to the Board of Visitors at its April 2021 meeting. President Sydow said that what RBC has learned, and continues to learn will inform their efforts as they move into summer and fall, and deliberate a vaccination plan.

President Sydow called on Mr. Jeffery Brown, Director of Special Projects & Operations, to present an update on RBC COVID-19 operations. Mr. Brown reminded the Committee the RBC's Statesman Safe and Secure COVID-19 plan was certified by the State Council on Higher Education on July 27, 2020. He then provided an overview of the plan, mitigation strategies, academic strategies, employee strategies and case management strategies. He also talked about the Statesman Safe & Secure Dashboard, and partnerships developed during the pandemic. Mr. Brown presented the statistics of COVID-19 cases at RBC in fall 2020 and spring 2021.

Mr. Littel asked Board Secretary, Ms. Barbara L. Johnson, to take the Board into closed session.

#### **CLOSED SESSION**

Ms. Johnson moved the William & Mary Board of Visitors convene into closed session pursuant to Virginia Code Section §2.2-3711.A.8 for consultation with legal counsel regarding litigation risks of certain pandemic response measures. Motion was seconded by Mr. Hixon and approved unanimously roll call vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

At that time the Board members, President's of William & RBC, Provost, Chief Operating Officer, University Counsel, and RBC Director of Special Projects & Operations entered the closed session meeting at 6:37 p.m.

### **RECONVENED OPEN SESSION**

Following the closed session, the Committee returned to open session at 6:53 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. Payne and approved unanimously by roll call vote conducted by Mr. Fox.

Mr. Littel introduced **Resolution HC-1: Delegation of Authority Regarding Vaccinations for COVID-19** (appended), and asked for a motion to move Resolution HC-1. The motion was moved by Mr. Payne, seconded by Ms. Gerdeman, and approved unanimously by roll call vote conducted by Mr. Fox.

### **ADJOURNMENT**

Mr. Littel reminded the Committee that the William & Mary commencement ceremonies for the Class of 2021 will be held May 21-23, and the RBC commencement ceremony will be held virtually on May 20.

There being no further business, Rector Littel adjourned the meeting at 6:56 p.m.



**DELEGATION OF AUTHORITY REGARDING VACCINATIONS FOR COVID-19**

**WHEREAS**, the COVID-19 pandemic has required institutions to implement a variety of administrative and operational measures to prioritize public health and safety while facilitating furtherance of their educational mission; and

**WHEREAS**, guidance from federal and state officials continues to evolve as more information becomes available about the COVID-19 virus and how to mitigate its spread; and

**WHEREAS**, each institution of higher education in the Commonwealth has been called on to determine how best to function at each stage of the pandemic taking into account the institution's resources and structure and the needs of their students and employees; and

**WHEREAS**, the Attorney General of Virginia has recently opined that Virginia's state institutions of higher education may condition in-person attendance in classes and activities upon receipt of an approved COVID-19 vaccination during the time of pandemic;

**NOW THEREFORE**, the Executive Committee of the Board of Visitors hereby delegates to the Presidents of William & Mary and Richard Bland College the authority to require vaccination for COVID-19 as a condition of in-person attendance, and to decide, in their sole and complete discretion, based upon institutional needs and the health and safety of students, faculty, staff, and the surrounding communities, whether or not each institution will require vaccination for COVID-19 as a condition of in-person attendance, as well as to take any further actions necessary to implement any such requirement.



## **COMMITTEE ON THE STUDENT EXPERIENCE**

# WILLIAM & MARY

COMMITTEE ON THE STUDENT EXPERIENCE

THURSDAY, SEPTEMBER 23, 2021

11:45 A.M.—12:30 P.M.

THE COHEN CAREER CENTER

MARI CARMEN APONTE, CHAIR

LISA E. RODAY, VICE CHAIR

- |      |                                |  |
|------|--------------------------------|--|
| I.   | Introductory Remarks           | Mari Carmen Aponte                                       |
| II.  | Approval of Minutes            |  |
|      | A. April 22, 2021              |  |
| III. | Update from the Vice President | Virginia M. Ambler<br>Vice President for Student Affairs |
| IV.  | Career Development in Action   | Student Panel  |
| V.   | Discussion                     |  |
| VI.  | Adjourn                        |  |

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON THE STUDENT EXPERIENCE  
**DRAFT** MINUTES  
APRIL 22, 2021  
ALUMNI HOUSE – HUNTER HALL

## **COMMITTEE MEMBERS PRESENT**

Ms. Lisa E. Roday, Chair  
Hon. Mari Carmen Aponte, Vice Chair  
Mr. S. Douglas Bunch  
Ms. Sue H. Gerdeman

Ms. Cynthia E. Hudson  
Dr. Karen Kennedy Schultz  
Dr. Molly Swetnam-Burland, Faculty Representative  
Mr. Graham Pfeiffer, Student Representative

## **OTHER BOARD MEMBERS PRESENT**

Mr. Victor K. Branch (by phone)  
Mr. J.E. Lincoln Saunders

Mr. Brian P. Woolfolk  
Ms. Arielle S. Newby, Staff Liaison

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Dr. Virginia M. Ambler, Vice President for Student Affairs  
Ms. Kathleen Powell, Associate Vice President for Career Development  
Mr. Charlie Foster, Director, Office of Student Veteran Engagement  
Ms. Christine Ladnier, Administrative Assistant for Student Affairs  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
W&M Staff and Faculty

## **INTRODUCTORY REMARKS**

Ms. Lisa E. Roday, Chair, called the Committee on the Student Experience to order at 3:17 p.m. She then opened the floor to the student and faculty representative.

Graham Pfeiffer, Student Representative, read an end of the year report drafted by the Student Assembly for the 2020-2021 academic year.

Dr. Molly Swetnam-Burland, Faculty Representative, had nothing to report.

## **APPROVAL OF MINUTES**

Recognizing that a quorum was present, Ms. Roday asked for a motion to adopt the minutes of the February 25, 2021 meeting. Motion was made by Ms. Aponte, seconded by Ms. Shultz, and approved by roll call vote – 6-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

## **UPDATE FROM THE VICE PRESIDENT OF STUDENT AFFAIRS**

Dr. Virginia Ambler, Vice President for Student Affairs, advised the Board had received WCWM's annual report in the pre-reads and that there was nothing further to be added at this time. Despite the year being a challenging one, she highlighted several accomplishments to be celebrated as well as the strong possibility of holding an Opening Convocation ceremony in the fall of 2021. Dr. Ambler thanked her colleagues for their work and their compassion and care shown to the students during this unprecedented

year. She also thanked the students for being enthusiastic partners. Dr. Ambler then asked Mr. Charlie Foster, Director of the Office of Student Veteran Engagement, to come forward to address the Board about the Veterans Student Experience.

#### **THE VETERAN STUDENT EXPERIENCE**

Mr. Foster introduced himself to the Board. He advised funding for this office had been provided by a DuPont grant as well as a generous donor. Several events and collaboration with other offices on campus helped to make the veteran student's transition, from a military environment to an academic environment, a smooth one. Mr. Foster introduced two W&M Navy veteran students, Anthony Ventura and Emily Richardson. Both students highlighted their experience as veteran students at W&M. After their presentation, the floor was opened for questions.

Dr. Ambler then asked Ms. Kathleen Powell, Associate Vice President for Career Development and Lead for the Pathways Team, to come forward for her presentation on Career Pathways.

#### **STRATEGIC FOCUS ON CAREER PATHWAYS**

Ms. Powell introduced herself. She advised the Board that last year President Rowe had charged the Career Pathways Team (CPT) with designing a 12-month action plan for supporting W&M students and alumni as they navigate career pathways; the goal was to coordinate efforts across the university and provide robust networking and job preparedness programs. Ms. Powell highlighted the programs and work accomplished to date through six Squad Teams – Experiential Learning/Faculty Engagement, Alumni Engagement, College University Board Engagement (CUBE), Employer Partnership & Engagement, Career Development Resources & Technology, University's Recruitment & Retention – and two Tiger Teams (Communications, Professional Development). Ms. Powell also shared that 2021 rankings just published by the *Princeton Review* which cited William & Mary as #1 for the best public university in the nation for internships and 14th among best public colleges for career placement.

#### **ADJOURNMENT**

There being no further business, Ms. Roday adjourned the meeting at 3:58 p.m.



## **COMMITTEE ON INSTITUTIONAL ADVANCEMENT**

# WILLIAM & MARY

COMMITTEE ON INSTITUTIONAL ADVANCEMENT  
SEPTEMBER 23, 2021  
1:15 – 2:00 P.M.  
ALUMNI HOUSE – HUNTER HALL

SUE H. GERDELMAN, CHAIR  
J.E. LINCOLN SAUNDERS, VICE CHAIR

- |       |                               |   |
|-------|-------------------------------|---|
| I.    | Introductory Remarks          | Sue H. Gerdelman  |
| II.   | Approval of Minutes           | Ms. Gerdelman   |
|       | A. February 26, 2021          |   |
| III.  | For the Bold Campaign Review  | Matthew T. Lambert<br>Vice President for Advancement                                    |
| IV.   | All In campaign update        | Dr. Lambert   |
| V.    | University Marketing Overview | Heather E. Golden<br>Associate Vice President for<br>University Marketing & Advancement |
| VI.   | Closed Session (if necessary) |   |
| VII.  | Discussion                    |   |
| VIII. | Adjourn                       |   |

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON INSTITUTIONAL ADVANCEMENT  
**DRAFT** MINUTES  
FEBRUARY 26, 2021  
ALUMNI HOUSE – HUNTER HALL

## **COMMITTEE MEMBERS PRESENT**

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

Mr. J.E. Lincoln Saunders  
Dr. David S. Armstrong, Faculty Representative  
Mr. Kyle Vasquez, Student Representative

## **OTHER BOARD MEMBERS PRESENT**

Mr. S. Douglas Bunch  
Mr. James A. Hixon  
Ms. Barbara L. Johnson  
Hon. Charles E. Poston

Ms. Lisa E. Roday (via phone)  
Dr. Karen Kennedy Schultz  
Mr. Tom Watkins (via phone)  
Mr. Brian Woolfolk (via phone)

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Ms. Amy Sebring, Chief Operations Officer  
Ms. Carrie Nee, University Counsel  
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs  
Dr. Matthew T. Lambert, Vice President for University Advancement  
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 8:06 a.m.

## **APPROVAL OF MINUTES**

Recognizing that a quorum was present, Ms. Gerdelman asked for a motion to adopt the minutes of the November 19, 2020 meeting. Motion was made by Mr. Saunders, seconded by Ms. Aponte and unanimously approved by roll call conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

## **UNIVERSITY ADVANCEMENT UPDATE**

Dr. Matthew T. Lambert, Vice President for University Advancement, acknowledged Ms. Heather E. Golden, Associate Vice President for University Marketing and Advancement Communications Chief of Staff, and her Advancement team on the winter edition of the Alumni Magazine. He highlighted that Robert "Bob" Trice, Jr. '68, Sharon K. Philpott '85, Susan "Sue" R. Warner '64 and H. Elizabeth "Bee" McLeod '83 were awarded the alumni medallion virtually. He reported that virtual engagement priorities and virtual engagement metrics are soaring. Dr. Lambert announced that this is the third year of celebrating professional's week and Advancement has engaged over 1,000 people with a variety of conversations.



Dr. Lambert discussed the downward trends of participation over the last decade across the country. He reported that as of today, W&M was up 1,000+ donors from this time last fiscal year. He announced that One Tribe One Day will be held virtually on April 13, 2021 and there will be no in person events this year.

2021 will be the year of gratitude with a focus on stewardship, pipeline development and strategic solicitation. The fundraising priorities will be scholarships, Fund for William & Mary and the Athletic Campaign.

Dr. Lambert asked everyone to join him in singing Happy Birthday to Chairman Sue Gerdelman.

Ms. Gerdelman thanked Mr. Lambert for bringing great news to the committee and for all the work that he and his team are doing.

President Rowe thanked the Advancement Staff for all the shifting of responsibilities that they have done during the past year with the COVID response teams.

#### **CLOSED SESSION**

Ms. Gerdelman moved the William & Mary Board of Visitors convene into closed session pursuant to Virginia Code Sections 2.2-3711.A.8., of the Code of Virginia, in order to discuss specific recommendations related to future fundraising strategies as well as current development activities. Motion was seconded by Ms. Aponte and unanimously approved by roll call vote conducted by Mr. Fox. At that time the Board members, President, Provost, COO, University Counsel, Secretary to the Board and Cabinet members entered the closed session meeting at 8:16 a.m.

#### **RECONVENED OPEN SESSION**

Following the closed session, the Committee returned to open session at 9:09 a.m. Ms. Gerdelman 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. Saunders and approved unanimously by roll call vote conducted by Mr. Fox.

#### **ADJOURNMENT**

Ms. Gerdelman thanked everyone for their attendance. There being no further business, Ms. Gerdelman adjourned the meeting at 9:10 a.m.



## **COMMITTEE ON ACADEMIC AFFAIRS**

# WILLIAM & MARY

COMMITTEE ON ACADEMIC AFFAIRS

SEPTEMBER 23, 2021

2:00 – 2:45 P.M.

ALUMNI HOUSE – HUNTER HALL

S. DOUGLAS BUNCH, CHAIR

KAREN KENNEDY SCHULTZ, VICE CHAIR

- |       |   |                      |
|-------|---|----------------------|
| I.    | Introductory Remarks  | S. Douglas Bunch     |
| II.   | Approval of Minutes   |                      |
|       | A. April 22, 2021   |                      |
| III.  | Provost's Report  | Peggy Agouris        |
| IV.   | Faculty Liaison Committee Report                              | Mark Brush           |
| V.    | Action Materials  | Dr. Agouris          |
|       | A. Appointment to Fill Vacancies in the Instructional Faculty | <b>Resolution 7</b>  |
|       | B. Designated Professorships                                  | <b>Resolution 8</b>  |
|       | C. Award of Academic Tenure                                   | <b>Resolution 9</b>  |
|       | D. Faculty Promotions   | <b>Resolution 10</b> |
|       | E. Leaves of Absence  | <b>Resolution 11</b> |
|       | Retirement of:  |                      |
|       | F. Donald E. Campbell - Economics                             | <b>Resolution 12</b> |
|       | G. John E. Graves - School of Marine Science                  | <b>Resolution 13</b> |
|       | H. Christopher L. Owens - Theatre, Speech & Dance             | <b>Resolution 14</b> |
|       | I. Walter Wenska - English                                    | <b>Resolution 15</b> |
|       | J. Nahum Zobin - Mathematics                                  | <b>Resolution 16</b> |
| VI.   | Closed Session (if necessary)                                 |                      |
| VII.  | Discussion  |                      |
| VIII. | Adjourn   |                      |

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON ACADEMIC AFFAIRS  
**DRAFT** MINUTES  
APRIL 22, 2021  
ALUMNI HOUSE – HUNTER HALL

## **COMMITTEE MEMBERS PRESENT**

Dr. Karen Kennedy Schultz, Chair  
Mr. S. Douglas Bunch, Vice Chair  
Hon. Mari Carmen Aponte

Mr. Victor K. Branch (via phone)  
Ms. Anne Leigh Kerr (via phone)  
Ms. Alexandra Byrne, Student Representative

## **COMMITTEE MEMBERS ABSENT**

Mr. Mirza Baig  
Dr. Jennifer M. Mellor, Faculty Representative

## **OTHER BOARD MEMBERS PRESENT**

Mr. John E. Littel, Rector  
Ms. Lisa E. Roday

Dr. Thomas J. Ward, Faculty 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  
Dr. Ginger Ambler, Vice President of Student Affairs  
Dr. W. Fanchon Glover, Chief Diversity Officer  
Ms. Sarah Melchior, Assistant University Counsel  
Dr. Jeremy Martin, Interim Athletics Director  
Ms. Carla Moreland, President of the Alumni Association Board of Directors (via phone)  
Dr. A. Benjamin Spencer, Dean, Law School  
Dr. Robert Knoepfel, Dean, School of Education  
Dr. Ann Marie Stock, Vice Provost for Academic & Faculty Affairs  
Dr. Carrie Cooper, Dean, University Libraries  
Dr. Lawrence Pulley, Dean, School of Business  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
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 2:15 p.m.

Dr. Schultz announced the university is offering a new Integrative Conservation minor program during the fall of 2021. The minor is designed as pre-professional preparation for those interested in careers in conservation and preservation in cultural and biological diversity.

Dr. Schultz called on Student Representative, Ms. Alexandra Byrne. Ms. Byrne gave remarks thanking student assembly leadership and William & Mary students. Ms. Byrne highlighted accomplishments and hopes for the future student body and Student Assembly. She recognized students making strides in ongoing bias and anti-racism work on campus. She encouraged the Board to continue to internalize student voices and concerns of students.

### **APPROVAL OF MINUTES**

Dr. Schultz asked if there were any edits or corrections to the minutes. Mr. Michael J. Fox, Secretary to the Board of Visitors, noted that Dr. Jennifer M. Mellor's name was listed twice under those present and her name was misspelled on page 2 under the Faculty Liaison Committee Report.

Recognizing that a quorum was present, Dr. Schultz asked for a motion to adopt the minutes, as amended (**appended**), of the February 25, 2021 meeting. Motion was made by Ms. Aponte, seconded by Mr. Bunch, and approved by roll call vote – 5-0 – conducted by Mr. Fox. Mr. Baig was absent from the meeting.

### **PROVOST'S REPORT**

Dr. Peggy Agouris, Provost, provided an overview of the return to campus. Dr. Agouris gave updates on two initiatives: sustainable curriculum and budget planning. She gave an overview of a handful of initiatives underway at the university. She said research initiatives focus on infrastructure, supporting faculty and enabling the university to move forward as a research active university. Dr. Agouris highlighted the digital research lab initiative which supports faculty, as the university works to advance research. She said the initiative is led by University Libraries and an architecture firm is being sought to create plan for the space. Next, she highlighted the Democracy Initiative which aims to respond to the university's need and responsibility in shaping the student experience, and supporting democratic ideals and the exploration and practice of civil discourse. Dr. Agouris said the goals of the Democracy Initiative include convening conversations between students, alumni, and the local community around democratic values and how to model and practice meaningful civil debate; integrating the theme of democracy across the student experience; and gathering experts and resources from across the university to elevate the university's voice in national and global conversations about democracy. In addition, she shared the Leadership Institute initiative to serve expanded cohorts of students. This initiative was created in partnership with the School of Education, the Washington Center and Alumni to create a continuing studies program on modern leadership. Dr. Agouris also highlighted the extended partnership with Colonial Williamsburg that is part of the Bray School discovery. This partnership will work to tell a more complete story of the African American history, culture and education. Lastly, Dr. Agouris shared an overview of the university teaching project on community history that will enhance curriculum with input from external partnerships.

A discussion ensued regarding the budget and how it relates to the faculty.

### **FACULTY LIAISON COMMITTEE REPORT**

Dr. Mark J. Brush, Vice President of the Faculty Assembly, reported on behalf of the faculty that faculty has two weeks of instruction remaining in the semester. Faculty has been successful in the classroom and virtually with the support of staff and leadership. Dr. Brush highlighted the adaptability of students to learn in different modalities. Faculty Assembly has been working with leadership to navigate the pandemic and working through challenging tasks successfully. Faculty Assembly has collaborated with Dr. Glover to strengthen diversity efforts in hiring, with Provost Agouris for Non-tenure Eligible faculty issues and Dr. Martin to support Athletics.

### **ACTION MATERIALS**

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

- **Resolution 8:** Appointment to Fill A Vacancy in the Instructional Faculty
- **Resolution 9:** Award of Academic Tenure
- **Resolution 11:** Faculty Promotions
- **Resolution 12:** Leave of Absence

**Resolutions 8, 9, 11, and 12** were moved as a block by Ms. Aponte, seconded by Mr. Bunch, and hearing no discussion were approved by roll call vote – 5-0 – conducted by Mr. Fox. Mr. Baig was absent from the meeting.

Dr. Schultz asked Mr. Fox to handout **Resolution 10-R: Designated Professorships (appended)**. Mr. Fox highlighted the revisions made from the original resolution provided in the board book. He said the following names were misspelled on the original resolution: Natoya Hill Haskins, Jennifer M. Mellor, and Kevin Vose; and Helen A. Murphy was a Professor in Biology, not Education.

Dr. Schultz asked for a motion to move **Resolutions 10-R**. Resolution was moved by Ms. Aponte, seconded by Mr. Bunch, and approved by roll call vote – 5-0 – conducted by Mr. Fox. Mr. Baig was absent from the meeting.

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

Retirement of:

- **Resolution 13:** Carey K. Bagdassarian – Interdisciplinary Studies
- **Resolution 14:** Gregory S. Hancock – Geology
- **Resolution 15:** Virginia L. McLaughlin – School of Education

**Resolutions 13-15** were moved as a block by Ms. Aponte, seconded by Mr. Bunch, and approved by roll call vote – 5-0 – conducted by Mr. Fox. Mr. Baig was absent from the meeting.

### **ADJOURNMENT**

There being no further business, Dr. Schultz adjourned the meeting at 2:50 p.m.

# WILLIAM & MARY

## BOARD OF VISITORS COMMITTEE ON ACADEMIC AFFAIRS MINUTES FEBRUARY 25, 2021 ALUMNI HOUSE – HUNTER HALL

### **COMMITTEE MEMBERS PRESENT**

Dr. Karen Kennedy Schultz, Chair  
Mr. S. Douglas Bunch, Vice Chair  
Hon. Mari Carmen Aponte  
Mr. Mirza Baig

Mr. Victor K. Branch (via phone)  
Ms. Anne Leigh Kerr (via phone)  
Dr. Jennifer M. Mellor, Faculty Representative  
Ms. Alexandra Byrne, Student Representative

### **OTHER BOARD MEMBERS PRESENT**

Mr. John E. Littel, Rector  
Mr. James A. Hixon  
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. Jeremy P. Martin, Interim Director of Athletics  
Mr. Henry R. Broadus, Vice President for Strategic Initiatives and Public Affairs  
Dr. Ginger Ambler, Vice President for Student Affairs  
Dr. W. Fanchon Glover, Chief Diversity Officer  
Dr. Matthew T. Lambert, Vice President for Advancement  
Dr. Lawrence Pulley, Dean, Mason School of Business  
Dr. Maria Velleca Donoghue, Dean, Arts & Sciences  
Dr. Robert Knoeppel, Dean, School of Education  
Dr. John T. Wells, Dean, School of Marine Science  
Dr. David Armstrong, Faculty Assembly President  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Members of the President's Cabinet  
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 12:07 p.m.

### **APPROVAL OF MINUTES**

Recognizing that a quorum was present, Dr. Schultz asked for a motion to adopt the minutes of the November 19, 2020 meeting. Motion was made by Ms. Aponte, seconded by Mr. Bunch, and approved by a roll call vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

### **PROVOST'S REPORT**

Provost Peggy Agouris reported that two thirds of spring course offerings are remote and one third are in person. She highlighted the continued variety of modalities are proving successful and positive. She shared initiatives that are underway for effective planning and response to the university's mission and values to meet the needs of students and faculty. Provost Agouris noted the implementation timeline for Sustainable Curriculum and Budget Planning. Sustainable Curriculum ensures each school meets needs of students while adequately resourced and reflects the mission,

vision and values of the university. The curriculum will provide ways to create new opportunities and effectively support academic programs. Provost Agouris discussed the scope of the process and areas that will contribute to the outcomes. The Budget Planning Process enables a holistic view of university finances, transparency, and long- and short-term goals. She shared key focus areas, considerations and names of the members of the Budget Advisory Team.

A discussion ensued regarding issues presented by Provost Agouris.

#### **FACULTY LIAISON COMMITTEE REPORT**

Dr. Jennifer M. Mellor, reporting for the Vice President of the Faculty Assembly, reported that faculty and students will be entering midterms. She highlighted points of faculty assembly work to increase faculty diversity, enhance the Provost's plan and insight involving the scheduled semester research leave program (SSRL). Committees are at work on revision of NTE policies and faculty handbook policies. Dr. Miller highlighted a resolution and feedback from faculty to rename Tyler Hall.

#### **ACTION MATERIALS**

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

- **Resolution 1:** Appointment to Fill A Vacancy in the Instructional Faculty
- **Resolution 2:** Designated Professorship
- **Resolution 3:** Award of Academic Tenure
- **Resolution 4:** Faculty Promotions
- **Resolution 5:** Leave of Absence

Retirement of...

- **Resolution 6:** Standish K. Allen, Jr. - School of Marine Science
- **Resolution 7:** Lynda L. Butler - William & Mary Law School
- **Resolution 8:** Maureen Fitzgerald – Religious Studies
- **Resolution 9:** Victoria A. Foster – School of Education
- **Resolution 10:** Charles F. Gressard – School of Education
- **Resolution 11:** Grey Gundaker – Anthropology & American Studies
- **Resolution 12:** Tomoko Hamada – Anthropology
- **Resolution 13:** Gina L. Hoatson – Physics
- **Resolution 14:** Charles R. McAdams, III – School of Education
- **Resolution 15:** Raymond W. McCoy – Kinesiology & Health Sciences
- **Resolution 16:** Edwin J. Pease – Art & Art History
- **Resolution 17:** Elizabeth S. Radcliffe – Philosophy
- **Resolution 18:** Elizabeth A. Wiley – Theatre, Speech & Dance

Resolutions 1-5 were moved as a block by Ms. Aponte seconded by Mr. Bunch, and hearing no discussion were approved – 6-0 – by roll call vote conducted by Mr. Fox.

Resolutions 6-18 were moved as a block by Ms. Aponte, seconded by Mr. Bunch, and hearing no discussion were approved – 6-0 – by roll call vote conducted by Mr. Fox.



**ADJOURNMENT**

Acknowledgement of Arielle Newby's, Staff Liaison to the Board, graduation in May 2021 from the School of Education with a Master's in Higher Education from W&M's School of Education.

There being no further business, Dr. Schultz adjourned the meeting at 12:50 p.m.

**WILLIAM & MARY  
DESIGNATED PROFESSORSHIPS**

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

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

Aaron Paul Blossom, Chancellor Clinical Professor of Business

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

Natoya Hill Haskins, Class of 1955 Associate Professor of Education

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

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

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

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

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

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

Nathaniel Alan Throckmorton, Tang Associate Professor of Economics

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

William C. Walton, Acuff Professor of Marine Science

**WILLIAM & MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY**

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

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

GUILLERMO RODRÍGUEZ ABITIA, Clinical Associate Professor of Business, effective August 10, 2021

B.Sc., Tecnológico de Monterrey - Guaymas, 1985  
M.Sc., Tecnológico de Monterrey - CEM, 1989  
MBA, (1996) and Ph.D. (1998), University of Texas at Arlington

Universidad Nacional Autónoma de México  
Director of Innovation & Technology Development, 2009-2021

Tecnológico de Monterrey – CEM  
Center Director, Graduate Program Director, Department Head, 1998-2009

University of Texas at Arlington  
Fulbright Scholar, Teaching Assistant, Adjunct Professor, 1994-1998

ALEX BLUE, V, Assistant Professor of Music, effective August 10, 2021

B.M., Texas Tech University, 2008  
M.M., University of North Texas, 2013  
Ph.D., University of California, Santa Barbara, 2020

Ithaca College  
Predoctoral Fellow, 2018-2019

University of California, Santa Barbara  
Associate Lecturer, 2015-2016  
Teaching Assistant, 2013-2014

ARTURO CASTELLANOS, Assistant Professor of Business,  
effective August 10, 2021

B.S. (2009) and M.S. (2009), University of Navarra, Spain  
M.S. (2012) and Ph.D. (2016), Florida International University

Baruch College, The City University of New York  
Assistant Professor, 2016-2021

C-Mater Dei  
Business Analyst, 2010-2011

DOMINICK M. CIRUZZI, Assistant Professor of Geology,  
effective August 10, 2021

B.A., The State University of New York at Geneseo, 2012  
M.S., University of Buffalo, 2014  
Ph.D., University Wisconsin-Madison, 2020

University of Wisconsin-Madison  
Postdoctoral Research Associate, 2021  
Lecturer, 2021  
Graduate Research & Teaching Assistant, 2014-2020

DENITA HUDSON, Clinical Assistant Professor of Education,  
effective August 10, 2021

B.A. (1996) and M.S. (2000), Wright State University  
Ph.D., Ohio University, 2007

The Chicago School of Professional Psychology  
Online Faculty, 2015-2021

William & Mary  
Adjunct Faculty, Online Program, 2020-2021

Christian Theological Seminary  
Adjunct Faculty, 2017-2021

Indiana Wesleyan University  
Adjunct Faculty, 2013-2016

OSMAN NAL, Clinical Assistant Professor of Business, effective August 10, 2021

B.S., Bilkent University, Ankara, Turkey  
M.A. (2006) and Ph.D. (2008), Rice University

Our Lady of the Lake University  
Assistant Professor and Head of MS Financial Analysis, 2019-2021

North American University  
Assistant Professor, 2010-2019

Texas Southern University  
Assistant Professor, 2008-2010

FERNANDO GALEANA RODRIGUEZ, Assistant Professor of Sociology and  
Integrative Conservation, effective August 10, 2021

B.A., Stanford University, 2004  
M.A., John Hopkins University, 2009  
M.Sc. (2017) and Ph.D. (2021), Cornell University

Cornell University  
Instructor, 2019-2020  
Teaching Assistant, 2015-2019

HUAJIE SHAO, Assistant Professor of Computer Science,  
effective August 10, 2021

B.E.E., Jiangnan University, China, 2011  
M.E.E., Zhejiang University, China, 2014  
Ph.D., University of Illinois at Urbana-Champaign, 2021

University of Illinois at Urbana-Champaign  
Research Assistant, 2015-2021

JOEY SMITH, Clinical Assistant Professor of Business,  
effective August 10, 2021

B.S., Hampden-Sydney College, 2006  
J.D., William & Mary Law School, 2009  
MBA, Dartmouth College, 2015  
LLM, Georgetown University Law Center, 2017

Missouri Southern State University  
Assistant Professor, 2019-2021

Aquinas College  
Assistant Professor, 2018-2019

University of Arkansas School of Law  
Adjunct Professor, 2018-2021

CORALIS SOLOMON, Clinical Assistant Professor of Education,  
effective August 10, 2021

B.A. (2000) and Ph.D. (2017), University of Central Florida  
M.S., Troy University, 2012

Troy University  
Assistant Professor, 2019-2021

Rollins College  
Supporting Faculty, 2017-2018

Private Practice  
Licensed Mental Health Counselor, 2012-2021

University of Central Florida  
Graduate Assistant, 2014-2017  
Supporting Faculty, 2010-2018

MARA DICENTA VILKER, Assistant Professor of Anthropology and Integrative Conservation, effective August 10, 2021

B.A., National Distance Education University, Madrid, 2010  
B.A. (2013) and M.S. (2013), Complutense University, Madrid  
M.S., University of Alcala, Madrid, 2015  
M.S., Free University Amsterdam, Netherlands, 2015  
M.S. (2017) and Ph.D. (2020), Rensselaer Polytechnic Institute

Maimonides University, Buenos Aires  
Postdoctoral Research Fellow, 2020-2021

Rensselaer Polytechnic Institute  
Postdoctoral Fellow, 2020

**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:

ALEXANDER ANGELOV, David L. Holmes Associate Professor in  
Reformation Studies and American Religious History

MICHAEL P. CRONIN, Gale & Steve Kohlhagen Associate Professor of Modern  
Languages & Literatures

ADWAIT JOG, Adina Allen Associate Professor of Computer Science

CHRISTINE NEMACHECK, Class of 2024 Associate Professor of Government

VASSILIKI PANOUSSI, Chancellor Professor of Classical Studies

A. BENJAMIN SPENCER, Marshall-Wythe Foundation Professor of Law

ANN MARIE STOCK, Chancellor Professor of Modern Languages & Literatures



Board of Visitors

Resolution   9  

September 22-24, 2021

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**WILLIAM & MARY  
AWARD OF ACADEMIC TENURE**

The following member of the Instructional Faculty at William & Mary has been recommended for the award of academic tenure by the appropriate departmental committees and chair, 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 member of the Faculty be awarded academic tenure, effective with the beginning of the 2021-22 academic year:

D. DEREK ADAY, School of Marine Science

**WILLIAM & MARY  
FACULTY PROMOTIONS**

The following members of the Instructional Faculty 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, effective with the beginning of the 2021-22 academic year:

Lecturer to Senior Lecturer

KAITLYN HARRIGAN, Psychological Sciences

ALEXANDRA JOOSSE, Public Policy

LINDA D. MORSE, Geology

BRIAN RABINOVITZ, Psychological Sciences

Clinical Assistant Professor to Clinical Associate Professor

GRAHAM HENSHAW, Mason School of Business

**WILLIAM & MARY  
FACULTY LEAVES OF ABSENCE**

The following members of the Instructional Faculty of William & Mary have requested a leave of absence without pay or with partial pay.

**BE IT RESOLVED**, That upon recommendation of the President, the Board of Visitors of William & Mary approves these leaves of absence:

DAVID DOMINIQUE, to accept a Radcliffe Fellowship at Harvard University

MICHAEL G. HILL, to accept a fellowship with the National Endowment for the Humanities

**RETIREMENT OF DONALD E. CAMPBELL  
DEPARTMENT OF ECONOMICS**

Donald E. Campbell received his B.A. in Economics from Queens University in Kingston, Ontario, in 1966, and his Ph.D. in Economics from Princeton University in 1972. He began his career at the University of Toronto, rising to Full Professor before joining the William & Mary faculty in 1990 as the CSX Professor of Economics and Public Policy.

Professor Campbell is an eminent microeconomic theorist. His specialty is mathematical economics, and his research is primarily in the sub-field of mechanism design and social choice theory. He is one of the leading scholars in these areas with over 90 journal articles and book chapters. He regularly published articles in the journal *Economic Theory*, a top journal for theoretical research within economics. His articles have also appeared in many of the top journals in Economics, including the *Journal of Political Economy*, *Econometrica*, the *Journal of Public Economics*, and the *Review of Economic Studies*.

Professor Campbell has written three books, *Resource Allocation Mechanisms; Equity, Efficiency, and Social Choice*; and *Incentives: Motivation and the Economics of Information*. He taught intermediate microeconomics, the economics of information, and incentives, and earned a reputation for teaching rigorous courses at an extremely high level. Students praise his availability and dedication, and his passion for teaching excellence remained undiminished over time.

In addition to his teaching, Professor Campbell served William & Mary and the Economics profession in countless ways, including his work as a peer reviewer of leading journals and for delivering lectures at universities in the U.S. and abroad. He has been an outstanding member of the W&M Economics department, where he has consistently served on various committees. He will be remembered as one of the key advisors to students considering graduate study in Economics. He served as the record-keeper for department majors who go on to attend outstanding Ph.D. programs – among the highest in the country.

**BE IT RESOLVED**, That the Board of Visitors of William & Mary acknowledges the retirement of Donald E. Campbell; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 31 years of service, a change in status from CSX Professor of Economics and Public Policy to CSX Professor of Economics and Public Policy, 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 Campbell with best wishes from a grateful Board for his years of dedicated service to William & Mary.

**RETIREMENT OF JOHN E. GRAVES  
SCHOOL OF MARINE SCIENCE**

John E. Graves joined the faculty of William & Mary's School of Marine Science, at the Virginia Institute of Marine Science (VIMS), in 1990 as an Assistant Professor. He was a member of the Department of Fisheries Science until his retirement in 2021. During his time at VIMS, Professor Graves served as department chair for more than 18 years.

Upon his arrival at VIMS, Professor Graves established a world-class program studying marine fishes, most notably istiophorid billfishes and other highly migratory species (HMS), including bluefin tuna. In recognition of his work with pelagic fishes, he became a Technical Advisor to the U.S. International Commission for the Conservation of Atlantic Tunas (ICCAT) in 1993. He became a member of the U.S. ICCAT Advisory Committee in 1994 and went on to serve as chair of the ICCAT Advisory Committee from 1996 until his retirement. He is also a member of the Highly Migratory Species Advisory Panel of the National Marine Fisheries Service (1996-present), and a member of the International Union for the Conservation of Nature (IUCN) Tuna and Billfish Specialist Group (2009-present). During his time at VIMS, he was instrumental in guiding policy for the management of HMS. Although Professor Graves' area of expertise was fisheries population genetics, his research applied other methods, including satellite tagging, to better understand the biology of HMS species and the impact of different fishing methods. He was well-recognized for his work in pelagic fisheries with several awards including the International Game Fish Association's Individual Conservation Award, a NOAA Fisheries Service Special Recognition Award, and a Sport Fishing Magazine's "Making a Difference" Award. He was also inducted into the International Game Fish Association's Hall of Fame.

Professor Graves was active in education, serving as instructor for the graduate core course in fisheries science, Fundamentals of Fisheries Science, for eleven years and more recently, offering the course as a separate section for undergraduate students. Among other courses, he most notably taught Marine Population Genetics for twenty years and was the co-director for the undergraduate program in Marine Science from 2018-2020. He was recognized for his class instruction with the Thomas Jefferson Teaching Award.

During his time at VIMS, Professor Graves served as major or co-major advisor to 38 graduate students and mentored five postdoctoral fellows. His commitment to education is clear; during his time in the Department of Fisheries Science, Professor Graves published more than 100 scientific peer-reviewed papers, the majority of these were published with his students.

**BE IT RESOLVED**, That the Board of Visitors of William & Mary acknowledges the retirement of John E. Graves; expresses its appreciation for his many contributions to William & Mary and VIMS; and approves, with deep gratitude for his 31 years of service, a 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 Graves with best wishes from a grateful Board for his years of dedicated service to William & Mary.

**RETIREMENT OF CHRISTOPHER L. OWENS  
DEPARTMENT OF THEATRE, SPEECH & DANCE**

Christopher L. Owens joined the William & Mary faculty in 2004 following a national search for a colleague with education and experience in directing for the theatre, actor training, and successful management of a professional theatre company. Among the letters endorsing his candidacy were testimonials from former students who had been hired by him to work for his professional company in Virginia, respected colleagues who could also speak to his thoughtful interaction with company members, his exacting standards and professionalism, and his skill as a teacher, mentor, and stage director. He joined the faculty as Producing Artistic Director for the Virginia Shakespeare Festival (VSF), which he guided until its hiatus in 2017. He served as Chair of Theatre, Speech & Dance from 2014 to 2018.

In addition to his teaching assignments, Professor Owens immediately took on the role of stage director for the William & Mary Theatre, accepting the assignment of a major musical in his first days on campus. Simultaneously, he initiated strategies to introduce Shakespeare to young audiences by creating a small touring company which travelled to local schools for performances, establishing connections within the local community. With deft management, he helped to reimagine the role of the VSF Guild, the dedicated volunteer organization which had been in place since 1978 and whose role in VSF operations again became enthusiastically welcomed. His skills as a manager and fundraiser, and his professional contacts, brought new energy and new funding sources in support of year-round projects for VSF. His efforts and enthusiasm were acknowledged with a Plumeri Award for his contributions to the arts on campus. By 2013, when he took a leave of absence, Professor Owens had successfully rebuilt the financial support for VSF with his thoughtful, detail-oriented strategies. He continued to guide the work of VSF through 2016, weathering unpredictable and ultimately declining financial and audience vitality. His department's faculty, several of whom had regularly participated as members of the artistic and production team, reluctantly voted to put the Festival on hiatus in 2017.

Throughout his term as department chair, Professor Owens was actively involved in planning sessions regarding the departure of Theatre & Speech from Phi Beta Kappa Memorial Hall and the renovation and expansion envisioned for a new building. He tirelessly helped locate alternate facilities for specialized classrooms and studios, and persistently advocated with the W&M administration for his colleagues and students to secure performance and classroom spaces and laboratories for instruction. As the department began to depart PBK Hall in June 2018, it had temporary residences in sight.

Through his active professional career as teacher and theatre artist, Professor Owens has always demonstrated dedication to his students and to his craft. He can proudly point to the numerous actors, directors, artistic and production professionals whose careers he has influenced when they were students and young company members. He is a well-respected colleague whose energy and dedication have been an inspiration. During his 38 year career, 22 of those years in academic theatre, he has directed 160 professional regional theatre productions from coast to coast.

**BE IT RESOLVED**, That the Board of Visitors of William & Mary acknowledges the retirement of Christopher L. Owens; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 17 years of service, a change in status from Associate Professor of Theatre, Speech & Dance to Associate Professor of Theatre, Speech & Dance, 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 Owens with best wishes from a grateful Board for his years of dedicated service to William & Mary.

**RETIREMENT OF WALTER WENSKA  
DEPARTMENT OF ENGLISH**

Walter Wenska received his B.A. and M.A. in English from the University of Hawaii, and his Ph.D. in English from Stanford University in 1975. He joined the faculty of William & Mary in 1972 as an Assistant Professor of English and was promoted to Associate Professor in 1979.

As a scholar, Professor Wenska's research interests and publications focused on American Literature and the colonial and early republic eras; later he turned his attention to 20<sup>th</sup>-century writers, particularly Faulkner. Professor Wenska's teaching ranged across the full history of American Literature, from the Puritans to the present. He contributed courses to the American Studies and Literary and Cultural Studies Programs in their formative years.

Professor Wenska served William & Mary in a variety of ways. He has been on a number of university and Arts & Sciences committees, including Athletics and Transportation, and he served on committees for American Studies and Literary and Cultural Studies as those programs were created. He has been a stalwart, long-standing member of numerous committees within the English department, serving on all of the department's committees. Before complex computer programs were used to assist, Professor Wenska was noted for his skill and tact in constructing the department's complex schedule, which he did for at least a decade. He served on the Ferguson-Blair Publishing Committee, which supported students interested in going into publishing, and was an early contributor of classes to the Christopher Wren Association, now known as the Osher Lifelong Learning Institute.

Nearly four decades of William & Mary students – from first year undergraduates to graduate students and adult learners – benefitted from Professor Wenska's passion for American Literature, his close attention to texts and their details, his interests in connecting literature to history and politics, and his rigorous attention to writing.

**BE IT RESOLVED**, That the Board of Visitors William & Mary acknowledges the retirement of Walter Wenska, and expresses its appreciation for his 49 years of service and the contributions he 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 Wenska with best wishes from a grateful Board for his years of dedicated service to William & Mary.



**RETIREMENT OF NAHUM ZOBIN  
DEPARTMENT OF MATHEMATICS**

Nahum Zobin received his M.S. from Kazan State University, USSR, with a major in Mathematics, and he earned his Ph.D. in Mathematics from Voronezh State University, USSR. After holding research and teaching faculty positions at the Kazan Institute of Technology, Kazan State University, University of Haifa, University of Miami and The Ohio State University, he joined the faculty of William & Mary in 1998 as an Assistant Professor of Mathematics. He was promoted to Associate Professor at William & Mary in 1999, and Professor in 2004. Professor Zobin has also been a Visiting Research Fellow at Princeton University, and a Visiting Professor at the Max Planck Institute of Mathematics in Bonn, Germany, and the Fields Institute for Research in Mathematical Sciences in Toronto, Canada.

Professor Zobin has published more than forty papers and books in a broad range of mathematical areas including analysis, geometry, algebra, mathematical physics and applied mathematics. His work has appeared in prestigious journals such as *Advances in Mathematics*, *Proceedings of American Mathematical Society*, *Journal of Geometry and Physics*, *Journal of Geometric Analysis*, *Comptes Rendus de l'Académie des Sciences*, *Uspekhi Matematicheskikh Nauk*, *Functional Analysis and Applications*, *Integral Equations and Operator Theory*, and *Revista Matemática Iberoamericana*. He advised several undergraduate students for their summer research projects and published four papers with undergraduate coauthors. From 2000 to 2019, he coordinated an interdepartmental mathematical physics seminar which brought together faculty and students from various departments of William & Mary. For the international research community, he co-organized annual Whitney Problems Workshops from 2008 to 2019, including holding it at William & Mary five times. Professor Zobin has received research grants from the National Science Foundation, American Institute of Mathematics and USA-Israel Binational Science Foundation.

He has taught a wide variety of courses at William & Mary, that include analysis, geometry, algebra and vector calculus, as well as topic courses on Group Representations, Scattering Theory and Harmonic Analysis. In addition, he advised students reading courses on Advanced Analysis and Operator Theory. In 2009, Professor Zobin received the Simon Teaching Prize from the William & Mary Mathematics department. In his 23 years at the university, Professor Zobin has served on the Faculty Research Committee and many departmental committees, including the Personnel Committee, Merit Evaluation Committee, Hiring Committee, Undergraduate Curriculum Committee, Colloquium Committee, Mathematics Competition Committee and Library Committee.

**BE IT RESOLVED**, That the Board of Visitors of William & Mary acknowledges the retirement of Nahum Zobin; expresses its appreciation for his many contributions to William & Mary; and approves, with deep gratitude for his 23 years of service, a change in status from Professor of Mathematics to Professor of Mathematics, 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 Zobin with best wishes from a grateful Board for his years of dedicated service to William & Mary.



## **COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS PRE-READS**

# WILLIAM & MARY

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS  
SEPTEMBER 23, 2021  
2:00 – 2:45 P.M.  
ALUMNI HOUSE – LEADERSHIP 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           | Mr. Payne  |
|      | A. April 23, 2021             |  |
| III. | Workforce and Succession Plan | Christopher Lee<br>Chief Human Resources Officer |
| IV.  | Action Materials              |  |
|      | A. University Succession Plan | <b>Resolution 17</b>                             |
| V.   | Closed Session (if necessary) |  |
| VI.  | Discussion                    |  |
| VII. | Adjourn                       |  |



# WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS  
**DRAFT MINUTES**  
COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS  
APRIL 23, 2021  
ALUMNI HOUSE – HUNTER HALL

**COMMITTEE MEMBERS PRESENT**

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

Ms. Barbara L. Johnson  
Ms. Loni Wright, Student Representative

**COMMITTEE MEMBERS PRESENT**

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

Dr. Christopher J. Abelt, Faculty Representative

**OTHER BOARD MEMBERS PRESENT**

Hon. Mari Carmen Aponte  
Mr. Victor Branch (via phone)  
Mr. S. Douglas Bunch  
Ms. Anne Leigh Kerr (via phone)  
Hon. Charles E. Poston

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

**OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
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, Chief Facilities Officer  
Dr. Jeremy P. Martin, Interim Athletics Director  
Ms. Marilyn W. Midyette, Chief Executive Officer of the W&M Alumni Association  
Ms. Carla Moreland, President of the Alumni Association Board of Directors (via phone)  
Dr. Warren W. Buck III, Special Advisor for Equity in the 21st Century (via phone)  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica Walton, Deputy 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 8:21 a.m.

### **APPROVAL OF MINUTES**

Mr. Payne requested a motion to approve the February 25, 2021 minutes of the Committee on Administration, Buildings and Grounds. The motion was made by Ms. Johnson and seconded by Ms. Gerdelman and approved by roll call vote – 3-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors. Mr. Hixon and Mr. Saunders were absent from the meeting.

### **REPORT FROM VIRGINIA INSTITUTE OF MARINE SCIENCE**

Mr. Payne welcome Dr. John T. Wells, Dean & Director of the Virginia Institute of Marine Science, and acknowledged his approaching retirement and thanked him for his service and accomplishments as Dean. Mr. Payne noticed that this was Dr. Well's 69<sup>th</sup> consecutive Board meeting and that he has had perfect attendance at Board meetings during his tenure at VIMS.

Dr. Wells acknowledged that his success has been directly tied to the faculty and staff at VIMS. He thanked his leadership team and the Board for their support and leadership.

Dr. Wells provided an update on the three ongoing capital projects: 1. Chesapeake Bay Hall Replacement, 2. Eastern Shore Laboratory Complex, and 3. The Acuff Center for Aquaculture.

Dr. Wells provided an overview of VIMS' Six-Year Capital plan, broken out by biennia. He concluded by recapping a successful One Tribe One Day and sharing that VIMS had created a "sea shanty" to celebrate the occasion.

Mr. Poston mentioned that he is a member of the search committee for Dr. Well's replacement and noted how highly respected and revered Dr. Wells is by the VIMS community.

### **REPORT FROM CHIEF OPERATING OFFICER**

Mr. Payne welcomed Ms. Amy S. Sebring, Chief Operating Officer, and thanked her for her partnership and engagement with the Board.

Ms. Sebring began her presentation by mentioning that she'd forego her typical COO update to the committee in the interest of time and instead provide the Six-Year Capital update. Ms. Sebring then took a moment to introduce Jackie Ferree, the new Associate Vice President for Business Services and Organizational Excellence, acknowledging her deep experience in higher education and industry.

Ms. Sebring began her Six-Year Capital update by reminding the Board that they're required to approve the university's capital outlay program. The \$380M plan contains approximately \$254M in capital projects for which the university would seek state support. The remaining projects would be funded directly by the university.

Ms. Sebring presented the capital plan by biennia, highlighting that the 2022 – 2024 biennium prioritizes the Studio for Teaching & Learning Innovation and that ISC4 had moved off the list since it was authorized and funded by the Commonwealth in the 2021 General Assembly session. Ms. Sebring also highlighted that dormitory and dining renovations and improvements were key projects in each of the biennia.

A discussion ensued regarding the plan's focus on dorms and dining, and how the university's needs

have changed in these areas as a result of the pandemic. Ms. Sebring mentioned that the university is in the final stages of a housing and dining master plan which will be finalized in the coming months. She indicated that the plan will provide context for considering the future residential nature of the university and that she would be sharing the plan more fully with the Board once finalized.

Mr. Payne acknowledged that Chief Facilities Officer, Sam Hayes, and his team deserve the Board's appreciation and have made a significant impact on the university's successes throughout pandemic. Ms. Sebring agreed and added that the Sodexo team have been a crucial part of the university's success throughout the pandemic as well.

Mr. Payne moved approval of **Resolution 16**: Virginia Institute for Marine Science (VIMS) Resolution to Approve 2022-2028 Six-Year Capital Plan, and **Resolution 17**: William & Mary Resolution to Approve 2022-2028 Six-Year Capital Plan as a block. Motion was seconded by Ms. Gerdelman and approved by roll call vote – 3-0 – by Mr. Fox. Mr. Hixon and Mr. Saunders were absent from the meeting.

Ms. Sebring provided an overview of **Resolution HC-1**: William & Mary Resolution to Approve Mackesy Tennis Center at the Millie West Tennis Court (**appended**), introduced at the request of President Rowe pursuant to the BOV Bylaws.

Mr. Payne asked for motion to approve **Resolution HC-1**. Motion was made by Ms. Gerdelman, seconded by Ms. Johnson, and approved by roll call vote – 3-0 – by Mr. Fox. Mr. Hixon and Mr. Saunders were absent from the meeting.

#### **Naming and Renaming Presentation from the President**

President Rowe began her presentation by providing remarks which summarized the significance of the task at hand and the thorough process taken to ensure that the William & Mary campus does not celebrate those who upheld the Confederacy, Jim Crow laws, segregation and the racist ideologies they spread.

Mr. Payne provided an overview of the two hand carry resolutions, introduced at the request of President Rowe, (1) **Resolution HC-2**: Renaming of Buildings, and (2) **Resolution HC-3**: Naming of the Zable Stadium Arcade for Arthur A. Matsu (**both are appended**).

Mr. Payne acknowledged the hard work of the Working Group on Principles of Naming and Renaming, and thanked Dr. Warren W. Buck, chair of the Working Group. He acknowledged the Board of Visitors' expansion of the Design Review Board's role in reviewing and making recommendations related to naming and renaming work.

Mr. Payne asked for questions from the board members.

Mr. Woolfolk asked if a master list of namesakes on the campus, including buildings, portraits, sculptures, etc. has been created. He mentioned that it is hard to gauge progress not having a complete list of namesakes in question. President Rowe shared that the Lemon Project had undertaken that work. Mr. Woolfolk shared concern that without proper action, the campus might continue to be an unwelcoming environment for students and shared that he was offended that there

continues to be namesakes that honor the confederacy and those who upheld slavery.

**ACTION MATERIALS**

Mr. Payne moved approval of **Resolution HC-2: Renaming of Buildings**, and **Resolution HC-3: Naming of the Zable Stadium Arcade for Arthur A. Matsu as a block**. Motion was seconded by Ms. Gerdelman and approved by roll call vote – 3-0 – by Mr. Fox. Mr. Hixon and Mr. Saunders were absent from the meeting.

**ADJOURNMENT**

There being no further business, Mr. Payne adjourned the meeting at 9:04 a.m.



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

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

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

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

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

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

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

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

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

**RENAMING OF BUILDINGS**

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

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

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

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

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

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

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

The following actions are taken:

**Cary Field shall remain Cary Field**

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

**Morton Hall shall be renamed Boswell Hall**

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

**Taliaferro Hall shall be renamed Willis Hall**

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

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

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

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

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

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

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

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

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

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

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

**RESOLUTION TO APPROVE THE UNIVERSITY SUCCESSION PLAN**

**WHEREAS**, Code of Virginia §2.2-1209 directs public institutions of higher education to prepare workforce planning, development, and succession plans for presentation to their boards of visitors and to share copies with the Commonwealth Department of Human Resource Management; and (“DHRM”); and

**WHEREAS**, the Department of Human Resources Management (DHRM) developed *an annual* succession planning protocol in 2018 to track and manage key personnel and executive positions;

**WHEREAS**, the university submitted plans for 2018 and 2019, and received a waiver—along with others—for submitting a workforce succession plan for 2020 due to the pandemic; and

**WHEREAS**, the university’s Office of Human Resources is monitoring hiring, training, and turnover programs to identify factors that may have an impact on our ability to recruit and retain the most talented and diverse faculty and staff possible.

**THEREFORE, BE IT RESOLVED**, that the Board of Visitors of William & Mary approves the submission of the university’s 2021 workforce planning and development report to DHRM with a copy to the Secretary of Education.

*The Workforce Planning and Development Report was provided in the September 2021 Pre-Reads*



## **ADHOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILTY & INNOVATION**

# WILLIAM & MARY

AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

SEPTEMBER 23, 2021

4:00 – 5:00 P.M.

ALUMNI HOUSE – HUNTER HALL

BARBARA L. JOHNSON, CHAIR

LISA E. RODAY, VICE CHAIR

- |      |                               |  |
|------|-------------------------------|--|
| I.   | Introductory Remarks          | Barbara L. Johnson<br>Lisa E. Roday  |
| II.  | Enrollment Update             | Henry R. Broaddus<br>Timothy A. Wolfe                                      |
| III. | Strategic Planning Update     | Katherine A. Rowe<br>Jeremy P. Martin<br>Heather E. Golden<br>Mr. Broaddus |
| IV.  | Closed Session (if necessary) |  |
| V.   | Adjourn                       |  |



## **COMMITTEE ON FINANCIAL AFFAIRS**



# WILLIAM & MARY

COMMITTEE ON FINANCIAL AFFAIRS  
SEPTEMBER 23, 2021  
8:00 – 9:30 A.M.  
ALUMNI HOUSE – HUNTER HALL

JAMES A. HIXON, CHAIR  
ANNE LEIGH KERR, VICE CHAIR

- |       |   |   |
|-------|---|---|
| I.    | Introductory Remarks  | James A. Hixon                            |
| II.   | Approval of Minutes   | Mr. Hixon                                 |
|       | A. February 12, 2021  |   |
|       | B. February 23, 2021  |   |
| III.  | Report from Virginia Institute of Marine Science                  | Derek Aday<br>Dean and Director           |
|       | A. 2022-2028 State Six-Year Plan                                  |   |
| IV.   | Report from Chief Operating Officer                               | Amy S. Sebring<br>Chief Operating Officer |
|       | A. 2022-2028 State Six-Year Plan                                  |   |
|       | B. Proposed Establishment of University Strategic Quasi-Endowment |   |
|       | C. Proposed Use of Muscarelle Museum of Art Quasi-Endowment       |   |
| V.    | Action Materials  |   |
|       | A. Approve VIMS 2022-2028 State Six-Year Plan                     | <b>Resolution 18</b>                      |
|       | B. Approve W&M 2022-2028 State Six-Year Plan                      | <b>Resolution 19</b>                      |
|       | C. Approve Establishment of University Strategic Quasi-Endowment  | <b>Resolution 20</b>                      |
|       | D. Approve Withdrawal of Funds from Muscarelle Quasi Endowment    | <b>Resolution 21</b>                      |
| VI.   | Closed Session (if necessary)                                     |   |
| VII.  | Discussion  |   |
| VIII. | Adjourn   |   |

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON FINANCIAL AFFAIRS  
**DRAFT** MINUTES  
FEBRUARY 12, 2021  
ELECTRONIC MEETING VIA ZOOM

## **COMMITTEE MEMBERS PRESENT ELECTRONICALLY**

Mr. James A. Hixon, Chair  
Mr. Mirza Baig, Vice Chair  
Ms. Anne Leigh Kerr

Hon. Charles E. Poston  
Mr. H. Thomas Watkins, III

## **COMMITTEE MEMBERS ABSENT**

Dr. Thomas J. Ward, Faculty Representative  
Mr. Anthony M. Joseph, Student Representative

## **OTHER BOARD MEMBERS PRESENT**

Mr. John E. Littel, Rector  
Hon. Mari Carmen Aponte  
Ms. Sue H. Gerdelman  
Mr. William H. Payne II

Ms. Lisa E. Roday  
Dr. Karen Kennedy Schultz  
Ms. Arielle S. Newby, Staff Liaison

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Ms. Carrie Nee, University Counsel  
Ms. Amy S. Sebring, Chief Operating Officer  
Mr. Jacob P. Long, Assistant Vice President for Budget & Financial Planning  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors  
Ms. Samantha Martinez, Administrative Assistant to the Chief Operating Officer  
Members of the President's Cabinet

## **CALL TO ORDER INTRODUCTORY REMARKS**

Mr. James A. Hixon, Chair, called the Committee on Financial Affairs to order at 9:32 a.m.

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.

## **FINANCIAL PROJECTIONS AND PRELIMINARY TUITION MODELING**

Mr. Hixon asked President Katherine A. Rowe to give an update on COVID-19 and its impact on the university's financial position. President Rowe shared the realities and discoveries throughout the pandemic that will impact the university post-pandemic. She discussed how the university will incorporate this into future planning.

Ms. Amy S. Sebring, Chief Operating Officer, at the request of President Rowe, discussed updates to the university's financial modeling based on the impact of the pandemic and in the context of planned enrollment growth.

Provost Peggy Agouris followed with a discussion on the university's new approach to budget and financial planning that will align with W&M's Strategic Action Plan starting in FY22.

Ms. Sebring concluded with an update on the major financial decisions before the BOV in the coming months, including setting tuition and fees for the upcoming academic year, approving the FY22 operating budget, and adopting the Six-Year Capital and Operating Plans required by the Commonwealth of Virginia.

#### **CLOSED SESSION**

Mr. Hixon moved the Committee in Financial Affairs of the William & Mary Board of Visitors convene in closed session pursuant to Virginia Code Sections: §2.2-3711.A.1 for discussion of the performance of specific officers or employees, including the President, members of the W&M Executive Leadership Team, and the performance of the schools of Law, Business, VIMS, Education and Arts & Sciences.

Motion was seconded by Ms. Kerr 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, COO and University Counsel entered the closed session meeting at 11:15 a.m.

#### **RECONVENED OPEN SESSION**

Following the closed session, Committee members and others returned to open session at 11:57 a.m. Mr. Hixon 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. Baig and approved by roll call vote – 4-0 – conducted by Mr. Fox. Mr. Watkins had to depart early and was not present for the vote.

Mr. Hixon reminded the Committee that there is an in person Board meeting at the Alumni House on February 25 and 26.

#### **ADJOURNMENT**

There being no further business, Mr. Hixon adjourned the meeting at 11:59 a.m.

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON FINANCIAL AFFAIRS  
**DRAFT MINUTES**  
FEBRUARY 26, 2021  
ALUMNI HOUSE – HUNTER HALL

## **COMMITTEE MEMBERS PRESENT**

Mr. James A. Hixon, Chair  
Mr. Mirza Baig, Vice Chair  
Ms. Anne Leigh Kerr (via phone)  
Hon. Charles E. Poston

Mr. H. Thomas Watkins III (via phone)  
Mr. Anthony Joseph, Student Representative  
Mr. Thomas J. Ward, Faculty Representative

## **OTHER BOARD MEMBERS PRESENT**

Mr. Victor K. Branch (via phone)  
Mr. S. Douglas Bunch  
Ms. Sue H. Gerdelman  
Ms. Barbara L. Johnson

Mr. John E. Littel  
Ms. Lisa E. Roday  
Mr. J.E. Lincoln Saunders  
Dr. Karen Kennedy Schultz

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Ms. Carrie Nee, University Counsel  
Ms. Amy S. Sebring, Chief Operating Officer  
Dr. John T. Wells, Dean of Virginia Institute of Marine Science  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors  
Ms. Samantha Martinez, Administrative Assistant to the Chief Operating Officer  
Members of the President's Cabinet  
W&M Staff and Faculty

## **INTRODUCTORY REMARKS**

Mr. James A. Hixon, Chair, called the Committee on Financial Affairs to order at 9:15 a.m. Mr. Hixon noted that in light of the fact that the General Assembly had not yet approved the state budget for FY22, the Committee would defer action on tuition and fees until the April meeting so that William & Mary could fully understand budget actions.

## **APPROVAL OF MINUTES**

Mr. Hixon requested a motion to approve the November 20, 2020 Committee of Financial Affairs meeting minutes. Motion was made by Mr. Poston, seconded by the Mr. Baig, and unanimously approved by roll call vote conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors

**REPORT FROM VIRGINIA INSTITUTE OF MARINE SCIENCE**

Dr. John T. Wells, Dean of Virginia Institute of Marine Science, gave an overview of the FY21 operating budget, as well as an update on the state budget and the potential impact on VIMS. Dr. Wells discussed the road ahead, which included new opportunities for climate change initiatives with the President Biden's administration.

**REPORT FROM THE CHIEF OPERATING OFFICER**

Ms. Amy S. Sebring, Chief Operating Officer, provided an update to the Committee on the state budget and the potential impact on FY22 tuition and fee decisions. Ms. Sebring explained that the General Assembly budget conferees had completed this work on a conferee budget and recommended the \$3 million in one-time E&G funding provided in FY21 be converted to an on-going base support in FY22. This will alleviate some budget pressures facing the institution. Ms. Sebring noted that the Conferee Report also recommends providing one-time funds to help offset a portion of COVID-19 testing costs this fiscal year as well as on-going base support to hire three new unrepresented minority faculty in computer science.

Ms. Sebring also shared that the conference budget includes authorization to proceed with construction on the Integrated Science Center, Phase 4. W&M has already completed schematic and preliminary designs for this project, temporarily using institutional funds to cover design costs while awaiting final approval from the state.

The conferees' budget also includes authorization to provide salary increases for faculty and staff of up to 5%, which she said was welcome news given how hard W&M employees have worked throughout the pandemic. Ms. Sebring indicated that her staff would work through the cost implications, noting that the Commonwealth typically only covers about 25% of the cost of state-mandated salary and fringe benefit increases. With the addition of one-time funds allocated by the state in FY22, the estimated shortfall is approximately \$6 million. Ms. Sebring concluded by noting that she would bring the Committee recommendations on tuition and fees and the FY22 operating budget in April.

**ADJOURNMENT**

There being no further business, Mr. Hixon adjourned the meeting at 10:01 a.m.

**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**2022-2028 SIX-YEAR PLAN**

**WHEREAS**, in response to the Commonwealth's direction that the Virginia Institute of Marine Science (VIMS) prepare a separate Six-Year Plan from William & Mary; and

**WHEREAS**, VIMS has developed said plan consistent with the requirements outlined in the Higher Education Opportunity Act of 2011; and

**WHEREAS**, VIMS has identified those expenditures necessary to support its research, education, advisory service, and administrative operations, has prioritized those expenditures, and has recommended funding primarily through Commonwealth revenue;

**THEREFORE, BE IT RESOLVED**, that upon recommendation of the Dean and Director of VIMS and the President, the Board of Visitors approves VIMS' 2022 – 2028 Six-Year Plan as described herein in accordance with the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education for Virginia.

**WILLIAM & MARY**  
**2022-2028 SIX-YEAR PLAN**

The Commonwealth of Virginia requires public colleges and universities to submit a draft six-year financial plan on July 1 of each odd numbered year with an emphasis on planned revenue, expenditures, and enrollments for the upcoming biennium. Once submitted, the draft plan is reviewed by key executive and legislative officials and their staffs including:

1. Secretary of Finance
2. Secretary of Education
3. Director, Department of Planning and Budget
4. Director, Senate Finance Committee Staff
5. Director, House Appropriations Committee
6. Executive Director, State Council of Higher Education for Virginia (SCHEV)

The group is referred to as the “Op Six”.

Each institution then presented its draft plan to the Op Six in late summer, so the group has an opportunity to ask questions, seek clarifications and provide feedback prior to final submission of the plan by October 1.

William & Mary submitted its draft Six-Year Plan to SCHEV on July 1, 2021 focusing on the 2022-24 biennium. The university’s initial submission included an overview of our pandemic response, highlighting the institution’s resilience in the face of uncertainty and the key lessons we hope to carry forward out of pandemic. Overall, the draft submission included the following assumptions for FY23 and FY24:

- A renewed focus on access and attainment for Pell-eligible and first-generation students
- Assuring affordability for our students and families, with robust financial aid investments for in-state undergraduates
- Continued investment in key STEM programs
- Incremental funding for competitive faculty and staff salaries

The draft plan also includes requests for additional state general fund support in the 2022-2024 biennium to:

- Increase financial aid for Pell-eligible students
- Expand the jump-start data science program
- Expand historical and cultural research to tell a more inclusive history
- Fund operations and maintenance costs for new arts facilities

Since the submission of the draft plan in July, the university has also decided to include one additional general fund request:

- \$1,376,500 in ongoing base funds previously appropriated in FY23 on a one-time basis to address affordability issues due to unavoidable cost increases caused by the pandemic.

Before submission, the final plan must be approved by the Board of Visitors.

September 22-24, 2021

Page 2 of 2

**WHEREAS** William & Mary's Six-Year Plan is rooted in the university's long tradition of providing an exceptional liberal arts and sciences education;

**WHEREAS** William & Mary's Six-Year Plan aligns with the Commonwealth's goals of ensuring affordable and predictable educational opportunities for its citizens, meeting the state's workforce needs, developing an informed citizenry, and fostering innovation and entrepreneurial activity;

**WHEREAS**, the Six-Year Year plan outlines the academic and financial plan to support the university's goals as it meets the Commonwealth's objectives;

**THEREFORE, BE IT RESOLVED** that upon recommendation of the President, the Board of Visitors approves William & Mary's 2022-2028 Six-Year Plan as described herein in accordance with the requirements of the Higher Education Opportunity Act of 2011 and subsequent guidance from the State Council of Higher Education for Virginia.



**ESTABLISHMENT OF A STRATEGIC UNIVERSITY QUASI-ENDOWMENT**

**WHEREAS**, General Revenue Pledge Bonds Series 2020 B (Taxable) were issued on October 29, 2020 in anticipation that the funds might be needed to offset financial losses related to the coronavirus (COVID-19) pandemic or potentially for future strategic investments at the university;

**WHEREAS**, the university maintained and invested those funds in accordance with the university's cash management policy in FY21 to ensure immediate access to those funds if needed as a result of financial pressures related to COVID-19 pandemic;

**WHEREAS**, the university was able to maintain a balanced budget for FY21 through active financial management, including strong cost containment efforts, restructuring of prior debt, and through the use of federal and state relief funds, which did not require the use of those bond proceeds; and

**WHEREAS**, if the proceeds are not required for immediate use, the university should employ a long-term investment strategy to provide an annual stream of income that can be used to cover the debt service cost of the bonds or provide for other strategic investments; by doing so, these funds will generate future revenues that reduce the burden of this bond-issuance on future students, faculty, and staff and increase future resources for teaching, learning, and research.

**THEREFORE, BE IT RESOLVED**, that upon the recommendation of the President and Chief Operating Officer, the Board of Visitors establishes a quasi-endowment from the proceeds of the 2020B bond sale with a corpus of \$60 million.

**WITHDRAWAL OF FUNDS  
FROM MUSCARELLE MUSEUM OF ART QUASI-ENDOWMENT**

**WHEREAS**, in 2012, the Board of Visitors established the Muscarelle Museum of Art Quasi-Endowment with \$10 million in proceeds from the deaccessioning of several works of art that were not considered to be core to our collecting mission;

**WHEREAS**, the use of funds generated from the quasi-endowment are not generally available for basic museum operations, and are restricted to supporting the expansion and care of the collection; and

**WHEREAS**, the Museum annually receives income earned from the investment of the quasi-endowment which is generally used to acquire new works for the Museum's collection or to conserve works of art in the collection;

**WHEREAS**, the Museum seeks approval from the Board of Visitors to withdraw up to \$1.7 million from the corpus of the quasi-endowment to support two special, one-time initiatives that are timely and directly related to the care of the Museum's collection and its ongoing expansion;

**WHEREAS**, the Museum has an opportunity to acquire the collected works of Hans Friedrich Grohs (approximately 2500 works of art and 80 boxes of archival materials);

**WHEREAS**, the acquisition of this archive and body of work will allow the Museum and the University to fulfill one aspect of its mission – to support scholarship in the world of art. The combined proposed acquisition will establish a material archive that would support several PhD dissertations and numerous Masters theses;

**WHEREAS**, as part of the design work for the Martha Wren Briggs Center for the Visual Arts and the renovation of the Muscarelle Museum of Art, the university has an opportunity to substantially expand on-site, museum quality collection storage capabilities; and

**WHEREAS**, recent growth in the corpus of the quasi-endowment has grown to \$11.7 million as of June 30, 2021.

**THEREFORE, BE IT RESOLVED, THAT** the Board of Visitors approves the withdrawal of up to \$1.7 million from the corpus of the quasi-endowment to be used for the acquisition of the Groh collected works (estimated at \$700,000) with the remainder of the funds (estimated at \$1 million) to be used in support of the renovation and construction of the Muscarelle Museum of Art expansion; and

**BE IT FURTHER RESOLVED THAT**, in the event the Muscarelle Museum is not successful in acquiring the collected works of Hans Friedrich Grohs, the Board of Visitors approves the use of the full \$1.7 million for the renovation and construction of the Muscarelle Museum expansion or up to \$700,000 for the acquisition of other works of art deemed suitable for the collection by the museum director.



## **MEETING OF THE WILLIAM & MARY BOARD OF VISITORS**

# WILLIAM & MARY

BOARD OF VISITORS  
SEPTEMBER 24, 2021  
9:45 A.M. – 12:15 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. Littell
- II. Approval of Minutes
  - A. April 22-23, 2021
  - B. July 27-29, 2021
- III. Introductory Remarks Mr. Littell  
Katherine A. Rowe  
Debbie L. Sydow
- IV. Reports of Standing Committee Chairs
  - A. Richard Bland College Committee Victor K. Branch
    - a. **Resolution 1:** Resolution to Approve Six-Year Plan
    - b. **Resolution 2:** Resolution to Approve 2022-2028 Capital Outlay Plan
    - c. **Resolution 3:** Resolution to Approve FY23 Operating and Capital Budget Requests
    - d. **Resolution 4:** Resolution to Approve The College Workforce Planning and Development Report
    - e. **Resolution 5:** Approval to Fill Vacancies in the Profession Faculty
    - f. **Resolution 6:** Resolution of Appreciation to Mary Gurnick, Professor of Chemistry and Acting Director of Academics
  - B. Committee on Audit, Risk and Compliance Charles E. Poston
  - C. Committee on the Student Experience Mari Carmen Aponte
  - D. Committee on Institutional Advancement Sue H. Gerdelman
  - E. Committee on Academic Affairs S. Douglas bunch
    - a. **Resolution 7:** Appointment to Fill Vacancies in the Instructional Faculty
    - b. **Resolution 8:** Designated Professorship
    - c. **Resolution 9:** Award of Academic Tenure
    - d. **Resolution 10:** Faculty Promotions
    - e. **Resolution 11:** Leave of Absence

Retirement of:

- f. **Resolution 12:** Donald E. Campbell - Economics
- g. **Resolution 13:** John E. Graves – School of Marine Science
- h. **Resolution 14:** Christopher L. Owens – Theatre, Speech & Dance
- i. **Resolution 15:** Walter Wenska – English
- j. **Resolution 16:** Nahum Zobin - Mathematics

F. Committee on Administration, Buildings and Grounds William H. Payne, II

- a. **Resolution 17:** Resolution to Approve the University Succession Plan

G. AD HOC Committee on Organizational Sustainability & Innovation Barbara L. Johnson  
Lisa E. Roday

H. Committee on Financial Affairs James A. Hixon

- a. **Resolution 18:** Virginia Institute of Marine Science  
2022-2028 Six-Year Plan
- b. **Resolution 19:** William & Mary Six-Year Plan
- c. **Resolution 20:** Establishment of a Strategic University Quasi-Endowment
- d. **Resolution 21:** Withdrawal of Funds from Muscarelle Museum of Art  
Quasi-Endowment

I. Investments Subcommittee Mr. Hixon

V. General Reports

- A. Report from Student Representative – **enclosure C** Meghana Boojala
- B. Report from Faculty Representative – **enclosure D** Thomas J. Ward
- C. Report from Staff Liaison – **enclosure E** Shannon H. White

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 APRIL 22-23, 2021 ALUMNI HOUSE

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

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

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

### BOARD MEMBERS PRESENT:

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

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

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

### BOARD MEMBERS ABSENT:

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

### OTHERS PRESENT:

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

Ms. Sara L. Marchello, Associate Provost and University Registrar  
Ms. Mariellynn D. Mauer, Director of Conference Services  
Ms. Kathleen Mazzitti, Director of Advancement Events  
Ms. Corinne Picataggi, Chief Technology Officer  
Ms. Marjorie Thomas, Dean of Students  
Ms. Cortney Will, Executive Communications & Special Projects Manager  
Dr. Janice Zeman, Professor and Dean of Undergraduate Studies  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors  
Members of the President's Cabinet  
W&M Staff and Faculty

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

- The medical staff has found that patients don't necessarily have to be in person to be treated.

The thought process that all patients must be seen face-to-face no longer stands.

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

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

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

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

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

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

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

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

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

That evening the full Board convened in the Goodwin Room at the Williamsburg Inn for dinner from 6:30 – 10:00 p.m. A conversation ensued regarding topics discussed earlier in the day at the committee meetings, as well as a review of the agenda for the full Board meeting. President Rowe commented

on the university's response to the pandemic in the past year, enrollment expectations, the General Assembly Session and university financials, and plans for commencement. Board members expressed their appreciation and admiration for work of the university's pandemic response team, who presented to the full Board prior to the dinner.

**BOARD MEMBERS PRESENT THURSDAY EVENING:**

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

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

**BOARD MEMBERS ABSENT:**

Mr. Mirza Baig  
Mr. Victor K. Branch  
Mr. James A. Hixon

Ms. Anne Leigh Kerr  
Mr. J.E. Lincoln Saunders

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

**FRIDAY, APRIL 23**

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

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

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

Mr. Mirza Baig, Co-Chair  
Ms. Barbara L. Johnson, Co-Chair  
Mr. H. Thomas Watkins III, Co-Chair  
Hon. Mari Carmen Aponte  
Mr. Victor K. Branch (via phone)  
Mr. S. Douglas Bunch  
Ms. Sue H. Gerdelman  
Ms. Cynthia E. Hudson  
Ms. Anne Leigh Kerr (via phone)

Mr. John E. Littel, Rector  
Mr. William H. Payne II  
Hon. Charles E. Poston  
Ms. Lisa E. Roday  
Dr. Karen Kennedy Schultz  
Mr. Brian P. Woolfolk

Mr. Anthony M. Joseph, Student Representative

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

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

Dr. Thomas J. Ward, Faculty Representative  
Ms. Arielle S. Newby, Staff Liaison

**OTHERS PRESENT FOR AD HOC:**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

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

Dr. Fanchon Glover, Chief Diversity Officer

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

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

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

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

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

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Members of the President's Cabinet

W&M Staff and Faculty

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

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

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

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

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

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

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

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

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

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

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

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

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

A discussion ensued regarding enrollment metrics and the applicant pool.

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

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

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

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

Mr. John E. Littel, Rector

Mr. William H. Payne II, Vice Rector

Ms. Barbara L. Johnson, Secretary

Hon. Mari Carmen Aponte

Mr. Mirza Baig

Mr. Victor K. Branch (via phone)

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Ms. Anne Leigh Kerr (via phone)

Hon. Charles E. Poston

Ms. Lisa E. Roday

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

Dr. Karen Kennedy Schultz

Mr. H. Thomas Watkins III, Co-Chair

Mr. Brian P. Woolfolk

Mr. Anthony M. Joseph, Student Representative

Ms. Arielle S. Newby, Staff Liaison

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

Mr. James A. Hixon

Ms. Cynthia E. Hudson

Dr. Thomas J. Ward, Faculty Representative

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

Dr. Katherine A. Rowe, President

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

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

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

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

Dr. David S. Armstrong, Chancellor Professor of Physics

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

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Members of the President's Cabinet

W&M Staff and Faculty

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

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

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

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

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

and failings. These actions highlight the importance of acknowledging and commemorating the complete and complex history of the institution.

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

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

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

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

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

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

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

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



President Sydow discussed the MOU signed between RBC and William & Mary in May 2020 to continue piloting the Promise Scholars program, and that agreement extends through the 2021-2022 academic year. The original MOU signed in 2017 called for a full program review which has been deferred to fall 2021 when more data is available. Once the review has concluded and the report is available President Sydow and President Rowe will review and recommend a path forward.

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

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

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

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

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

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

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

President Rowe introduced Vice Provost Stock who introduced Dr. Maureen Elgersman Lee, Mellon Engagement Coordinator for African American Heritage. Vice Provost Stock said the university has a grant from the Mellon Foundation devoted to telling a more inclusive story of the nation's history, one that encompasses the experiences of African Americans, and Dr. Elgersman Lee has been hired to undertake this work.

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

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

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

The Rector called for the reports of the standing committees.

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

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

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

Dean Wells provided a summary of what was included in the Governor's Introduced Budget as it

pertains to VIMS, which included funds for a Shellfish Aquaculture and Seagrass Cooperative Research Program; Furniture, Fixtures, and Equipment (FF&E) for the Eastern Shore Laboratory; and FF&E for the Acuff Center for Aquaculture. Funding for these programs will be effective in FY22. Dean Wells highlighted amendments requested by VIMS to the Governor's Introduced Budget, compared what came out of the House and Senate, and what was included in the final budget. Of the four amendments requested, three received funding (the Underrepresented Minority Postdoctoral Research Associate Program was not funded). Dean Wells provided an overview of VIMS FY22 operating budget revenue and expenditures by program. He concluded his presentation by highlighting VIMS competitive edge during COVID-19 to obtain grants and contracts, and future opportunities for VIMS with regard to funding including increasing faculty interest in innovation and entrepreneurial activities.

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

Ms. Sebring reported on the FY22 budget. She provided a tuition modeling update by reminding the Board what had been projected at the February 2021 Board meeting, prior to General Assembly budget action, and what is now being recommended to the Board. Updated modeling included a 2% or 0% tuition increase for FY22 and a 2% or 4.6% tuition increase for FY23. Ms. Sebring discussed William & Mary's commitment to tuition and fee predictable affordability. She noted that the Commonwealth limits annual increases on mandatory non-E&G fees to 3% or less unless funds are needed to supplement state mandated compensation actions, state authorized capital projects or student health services. She said auxiliaries are supported with mandatory non-E&G fees and do not receive any state funding. Given there is no state funding it is important to look at long-term projections at how to best contain costs and drive revenues.

Ms. Sebring said action taken by the 2021 General Assembly included a salary increase but at the same time put pressure on auxiliary budgets. She said the fee increases (3%) that have been proposed are limited to only cover the state mandated actions on salaries and/or debt service on projects already underway. The proposed room and board increases (2.5%) were also held at a minimum to cover the mandated salary and fringe benefit increases. Ms. Sebring said after reviewing the FY22 projected budget and incorporating the proposed fee increase the administration is recommending the Board hold undergraduate tuition the same for FY22. She said there will be a few market-based tuition adjustments for select graduate programs. Ms. Sebring provided an overview of **Resolution 20**, FY22 Tuition and Fee Structure for Full- & Part-Time Students.

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

Hixon and Ms. Hudson were absent from the meeting.

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

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

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

A discussion ensued regarding auxiliary revenues.

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

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

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

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

Mr. Baig moved **Resolution 21**, W&M FY 2021-22 Operating Budget, on behalf of the Committee on

Financial Affairs. The motion was seconded by Mr. Littel, approved by roll call vote – 13-1 – conducted by Mr. Fox. Mr. Woolfolk voted no, Mr. Saunders was not present at the time of the vote, and Mr. Hixon and Ms. Hudson were absent from the meeting.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Staff Liaison Arielle S. Newby highlighted challenges faced by staff during the past year. Following up on a statement made by Ms. Mariellynn Maurer, Director of Conference Services, during the Board discussion on April 22, Ms. Newby said the empowerment from leadership to allow staff to think differently and embody whole institution thinking has allowed staff to feel more productive and appreciate flexibility in modalities of work. She discussed the success of the virtual Water Cooler sessions hosted by the Staff Assembly. Ms. Newby provided an update on the recent Staff Assembly

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

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

There was no old business.

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

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

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

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

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

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

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

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

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



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

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

The Board reconvened in open session at 12:18 p.m. and the phone line for the public was reopened. Ms. Johnson moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Payne and approved by roll call vote – 14-0 – conducted by Mr. Fox. Ms. Hudson and Mr. Hixon were absent from the meeting and Mr. Saunders departed prior to closed session.

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

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

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

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



# WILLIAM & MARY

CHARTERED 1693

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

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

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

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

### **BOARD MEMBERS PRESENT:**

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

Ms. Anne Leigh Kerr (via phone)  
Mr. John E. Littel  
Mr. William H. Payne II  
Hon. Charles E. Poston  
Ms. Lisa E. Roday (via phone)  
Mr. J.E. Lincoln Saunders  
Dr. Karen Kennedy Schultz  
Mr. Brian P. Woolfolk (via phone)

### **OTHERS PRESENT:**

President Katherine A. Rowe  
Dr. Peggy Agouris, Provost  
Ms. Amy Sebring, Chief Operations Officer  
Ms. Carrie Nee, University Counsel  
Dr. Matthew T. Lambert, Vice President for University Advancement  
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs  
Dr. W. Fanchon Glover, Chief Diversity Officer  
Mr. Colin A. Smolinsky, Director of Government Relations  
Mr. Cliff Fleet, President & CEO, Colonial Williamsburg Foundation  
Mr. Earl T. Granger, III, Chief Development Officer, Colonial Williamsburg Foundation  
Ms. Arielle S. Newby, Staff Liaison  
Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors  
Members of the President's Cabinet  
W&M Staff and Faculty

Mr. Baig asked Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs, to begin his presentation. Mr. Broaddus introduced President Katherine A. Rowe and Provost Peggy Agouris. President Rowe summarized the framework for Phase III of strategic planning which will provide a return to the long-term vision and focused action as the university moves out of pandemic.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**BOARD MEMBERS PRESENT THURSDAY EVENING:**

Mr. John E. Littel, Rector  
Mr. William H. Payne II, Vice Rector  
Ms. Barbara L. Johnson, Secretary  
Hon. Mari Carmen Aponte  
Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman  
Mr. James A. Hixon  
Ms. Cynthia E. Hudson  
Hon. Charles E. Poston  
Dr. Karen Kennedy Schultz

**BOARD MEMBERS ABSENT:**

Mr. Victor K. Branch  
Mr. Mirza Baig  
Ms. Anne Leigh Kerr  
Ms. Lisa E. Roday

Mr. J.E. Lincoln Saunders  
Mr. H. Thomas Watkins III  
Mr. Brian P. Woolfolk

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

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

**BOARD MEMBERS PRESENT FRIDAY:**

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

Ms. Anne Leigh Kerr (via phone)  
Hon. Charles E. Poston  
Ms. Lisa E. Roday (via phone)  
Mr. J.E. Lincoln Saunders  
Dr. Karen Kennedy Schultz  
Mr. H. Thomas Watkins III (via phone)  
Mr. Brian P. Woolfolk (via phone)  
Dr. Thomas J. Ward, Faculty Representative  
Mr. Anthony M. Joseph, Student Representative  
Ms. Arielle S. Newby, Staff Liaison

**OTHERS PRESENT:**

President Katherine A. Rowe

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

Dr. Peggy Agouris, Provost

Ms. Amy Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

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

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Members of the President's Cabinet

Committee Faculty and Student Representatives

W&M Staff and Faculty

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

The Rector called for the reports of the standing committees.

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

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

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

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

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

A discussion ensued regarding the future modules of learning.

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

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

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

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

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

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

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

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

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

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

President Rowe acknowledged the request for process adjustments.

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

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

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

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

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

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

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

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

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

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

There was no old business.

There was no new business.

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

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

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

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

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

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

The Board reconvened in open session at 2:22 p.m. and the phone line for the public was reopened. Ms. Johnson moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Payne and approved by roll call vote – 12-0 – conducted by Mr. Fox. Mr. Baig, Mr. Hixon, Ms. Kerr, Mr. Saunders and Mr. Watkins were not present for the certification vote as they had to departed prior to the conclusion of the closed session.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Hear the Thunder of *Our* Chorus

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

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

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

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

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

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

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

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

We are tired.

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

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

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

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

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

It seems ours doesn't.

Yours,

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



**WILLIAM & MARY  
DESIGNATED PROFESSORSHIPS**

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

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

Aaron Paul Blossom, Chancellor Clinical Professor of Business

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

Natoya Hill Haskins, Class of 1955 Associate Professor of Education

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

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

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

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

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

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

Nathaniel Alan Throckmorton, Tang Associate Professor of Economics

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

William C. Walton, Acuff Professor of Marine Science

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**RENAMING OF BUILDINGS**

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

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

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

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

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

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

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

The following actions are taken:

**Cary Field shall remain Cary Field**

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

**Morton Hall shall be renamed Boswell Hall**

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

**Taliaferro Hall shall be renamed Willis Hall**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Board of Visitors

Resolution HC-6

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

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



# WILLIAM & MARY

CHARTERED 1693

## BOARD OF VISITORS RETREAT

### DRAFT MINUTES

JULY 27-29, 2021

#### MOTON CONFERENCE CENTER AND VIRGINIA INSTITUTE OF MARINE SCIENCE

The William & Mary Board of Visitors held their annual retreat in Gloucester, VA, meeting at the Moton Conference Center on Tuesday, July 27, and Wednesday, July 28, 2021. The Board met Thursday, July 29, at the Virginia Institute of Marine Science (VIMS).

#### TUESDAY, JULY 27

The Board gathered at 6:30 p.m. on Tuesday, July 27 for a social event at the Moton Conference Center where they prepared and ate dinner together. This was a social event for Board members to connect and get to know one another, no business was discussed. The event concluded at 9:00 p.m.

#### **BOARD MEMBERS PRESENT TUESDAY EVENING:**

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

Ms. Cynthia E. Hudson  
Hon. Charles E. Poston  
Mr. John P. Rathbone  
Ms. Lisa E. Roday  
Dr. Karen Kennedy Schultz  
Ms. Ardine Williams

#### **BOARD MEMBERS ABSENT:**

Mr. Victor K. Branch  
Mr. James A. Hixon  
Ms. Anne Leigh Kerr

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

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

#### WEDNESDAY, JULY 28

On Wednesday morning, July 28, Mr. John E. Littel, Rector, convened the full Board at 9:18 a.m., for Session I: Evaluation Discussions / Goals for the Year, in the Moton Conference Center classroom.

#### **BOARD MEMBERS PRESENT WEDNESDAY FOR SESSIONS I AND II:**

Mr. John E. Littel, Rector  
Mr. William H. Payne II, Vice Rector  
Ms. Barbara L. Johnson, Secretary  
Hon. Mari Carmen Aponte  
Mr. S. Douglas Bunch  
Ms. Sue H. Gerdelman  
Ms. Cynthia E. Hudson  
Ms. Anne Leigh Kerr

Hon. Charles E. Poston  
Mr. John P. Rathbone  
Ms. Lisa E. Roday  
Mr. J.E. Lincoln Saunders  
Dr. Karen Kennedy Schultz  
Ms. Ardine Williams  
Mr. Brian P. Woolfolk

**BOARD MEMBERS ABSENT:**

Mr. Victor K. Branch

Mr. James A. Hixon

**OTHERS PRESENT:**

Dr. Katherine A. Rowe, President

Dr. Debbie L. Sydow, RBC President

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

Mr. Littel welcomed all attendees and thanked Ms. Lisa E. Roday for organizing the Tuesday night dinner. He then recognized the newly appointed Board members, Mr. John P. Rathbone and Ms. Ardine Williams.

The Moton Conference Center sits on the property of the home of the late Dr. Robert Russa Moton. Mr. Littel shared a brief bio of Dr. Moton, an early 20<sup>th</sup> century civil rights leader, and the role he and his home played in addressing racial injustice. He also noted the Moton is the home of The Gloucester Institute, a leadership institute for African American students.

Mr. Littel asked each attendee to share something that they have done since the Board last met in April. Board members shared personal stories of travel, and family projects or milestones. President Katherine A. Rowe spoke about seeing people in person again at the six Commencement Ceremonies and Employee Convocation.

Mr. Littel also spoke about Commencement for the Class of 2021 and said there will be a Commencement Ceremony for the Class of 2020 in October 2021.

Mr. Littel announced the Board would go into a closed session to discuss presidential evaluations and annual goals. He also stated that while Board members, Mr. Victor K. Branch and Mr. James A. Hixon were not present, they did participate in the evaluation process.

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 evaluation of the performance of the Presidents of William & Mary and RBC.

Motion was seconded by Ms. Roday and approved by roll call vote – 15-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors. Mr. Branch and Mr. Hixon were absent from the meeting. The Board went into closed session at 9:45 a.m. with the W&M President and University Counsel.

President Rowe exited the closed session at 10:29 a.m. and RBC President Debbie L. Sydow joined the closed session at 10:37 a.m.

The Board reconvened in open session at 11:11 a.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. Payne and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Branch and Mr. Hixon were absent from the meeting.

The Board took a ten-minute break and reconvened at 11:20 a.m. for Session II: Board Self-Assessment and Goal Setting.

Mr. Littel provided an overview of what would be discussed in Session II. He began talking about the Board's current meeting structure and how meetings were shortened from three-day meetings, pre-COVID-19, to two-day meetings since the pandemic began. A discussion ensued regarding members preference of a two- or three-day meeting, and the pros and cons of format were discussed.

Mr. Littel then talked about committee interests and assignments. He said that information gathered from Board members indicated a desire for more leadership development roles, succession planning, and more specific goals for committees. Mr. Littel gave an overview on his thought process behind proposed committee assignments for the year.

A discussion ensued regarding the role of the Committee on Audit, Risk and Compliance and Title IX; and swapping the chair and vice-chair on some committees versus giving other Board members an opportunity to lead a committee.

The Board also discussed their likes and dislikes of pre-read materials and the Board material software platform.

Mr. Littel reviewed training and filing requirements of Board members. He noted newly appointed Board members must attend SCHEV New Board Member Orientation within their first two years. University Counsel, Ms. Carrie Nee, discussed SCHEV's new continuing education training requirement (details of which were on the handout provided to the Board – **appended**). Mr. Littel also noted Conflict of Interest training is required bi-annually, and Financial Disclosures are to be filed annually. Deputy Secretary of the Board, Jessica Walton, will remind members of the requirements and deadlines.

The Board recessed for lunch at 12:02 p.m. Boxed lunches were served onsite.

The Board reconvened at 12:58 p.m. for Session III: W&M Updates.

**BOARD MEMBERS PRESENT WEDNESDAY FOR SESSION III:**

Mr. John E. Littel, Rector

Mr. William H. Payne II, Vice Rector

Ms. Barbara L. Johnson, Secretary

Hon. Mari Carmen Aponte

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Ms. Cynthia E. Hudson

Ms. Anne Leigh Kerr

**BOARD MEMBERS PRESENT WEDNESDAY FOR SESSION III (CONT.):**

Hon. Charles E. Poston

Ms. Ardine Williams

Mr. John P. Rathbone

Mr. Brian P. Woolfolk

Ms. Lisa E. Roday

Mr. J.E. Lincoln Saunders

Ms. Shannon H. White, Staff Liaison

Dr. Karen Kennedy Schultz

**BOARD MEMBERS ABSENT:**

Mr. Victor K. Branch

Dr. Thomas J. Ward, Faculty Representative

Mr. James A. Hixon

Ms. Meghana Boojala, Student Representative

**OTHERS PRESENT:**

Dr. Katherine A. Rowe, President

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Dr. Virginia M. Ambler, Vice President for Student Affairs

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

Dr. W. Fanchon Glover, Chief Diversity Officer

Dr. Matthew T. Lambert, Vice President for University Advancement

Dr. Jeremy P. Martin, Chief of Staff and Interim Athletics Director

Mr. Brian Whitson, Chief Communications Officer

Ms. Zenobia Goodman, Student Assembly Vice President

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Mr. Littel welcomed the 2021-2022 Board of Visitors Staff Liaison, Ms. Shannon H. White, and Student Assembly Vice President, Zenobia Goodman. Ms. Goodman was attending on behalf on Student Assembly President and 2021-2022 Board of Visitors Student Representative, Meghana Boojala. He then asked the Executive Leadership Team to introduce themselves.

President Rowe provided an overview what was to be discussed in Session III. She then called on Chief Operating Officer, Ms. Amy S. Sebring to present.

Ms. Sebring highlighted key actions the Board will consider this fall, including the State Six-Year Plan, Strategic Action Plan, and Affiliated Investment Plan. She then provided an update on FY21 finances. She talked about actions taken by the university to navigate budget shortfalls, improve cash balances and how these actions helped to preserve bond proceeds for strategic investments.

A discussion ensued regarding deferred expenses, especially those related to facility maintenance.

Ms. Sebring talked about the continued focus on long range financial sustainability. She noted fiscal challenges require ongoing management; student affordability remains a concern; implications for FY22; and implications beyond FY22.

Ms. Sebring provided a COVID-19 update. She noted that as of July 28, 2021 67% of students and 74% of employees are reported to be fully vaccinated. Ms. Sebring said the vaccination rates had improved over the past few days and the Public Health Advisory Team would continue to monitor data and science.

President Rowe said the goal is to keep the community safe and healthy, and doing so in a manner that the rules apply to everyone. President Rowe said that given the current data and Delta variant it makes sense to accelerate the vaccine mandate.

A discussion ensued regarding the data used to make the decision whether to mandate the vaccine. Ms. Sebring was then asked to review the current COVID-19 vaccination policy.

Further discussion ensued regarding the implementation of campus wide protocols and the modeling the university has been reviewing to make its decision to mandate vaccinations.

President Rowe introduced **Resolution HC-1: Resolution to Clarify Presidential Authorization for Vaccine Policy and Compliance**. Mr. Littel gave the Board a few minutes to read the resolution. A discussion ensued regarding wording and content of the resolution. Mr. S. Douglas Bunch requested that the word “to” be added to the second paragraph on the second page between “to subject employees” and “personnel policies.” **Resolution HC-1 (appended)** was moved by Ms. Sue H. Gerdelman, seconded by Ms. Roday, and unanimously approved, as amended, by voice vote.

President Rowe called on Dr. W. Fanchon Glover, Chief Diversity Officer, to provide an update on diversity, equity and inclusion (DEI) findings from the Ivy Group Study, an outside consultant.

Dr. Glover provided an overview of the timeline and process of the DEI study. She then shared the preliminary findings: leadership is creating a strong DEI culture; procedural changes to avoid gaps in steps along the pathway; accountability from Cabinet-level down will be the success factor; and underrepresented groups experience the university differently. Dr. Glover then presented high-level next steps since the report is not yet finalized. These include interweaving key actions into the Strategic Plan; setting ambitious hiring goals; integrating alignment with Inclusive Excellence Plan Framework to be accountable to the Commonwealth; implementing annual assessments for all Cabinet members; and activating D&I Leadership Council.

A discussion ensued regarding an annual assessment, when the final report will be available, and the structure of the D&I Leadership Council.

Mr. Littel asked Dr. Glover to report back to the Board how different aspects of the findings will fit under different committees.

President Rowe asked Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs, to provide a brief review of admissions and specifically about enrollment. Mr. Broaddus noted the Fall 2021 Enrollment Updated presentation he had provided as pre-read document. He highlighted the freshman applicant pool increased 23% over the previous year and the university is enrolling 170 more freshman this fall.

A discussion ensued regarding housing, test scores and the testing optional pilot.

President Rowe called on Dr. Matthew T. Lambert, Vice President for University Advancement, to provide an update on Advancement. Dr. Lambert noted that in the last 12-month W&M Advancement had raised \$61 million and there are several ongoing capital projects.

The Board concluded Session III at 2:03 p.m. and took a break.

The Board reconvened at 2:35 p.m. for Session IV: RBC Strategic Planning.

**BOARD MEMBERS PRESENT WEDNESDAY FOR SESSION IV:**

Mr. John E. Littel, Rector  
Mr. William H. Payne II, Vice Rector  
Ms. Barbara L. Johnson, Secretary  
Hon. Mari Carmen Aponte  
Mr. S. Douglas Bunch  
Ms. Sue H. Gerdelman  
Ms. Cynthia E. Hudson  
Ms. Anne Leigh Kerr  
Hon. Charles E. Poston

Mr. John P. Rathbone  
Ms. Lisa E. Roday  
Mr. J.E. Lincoln Saunders  
Dr. Karen Kennedy Schultz  
Ms. Ardine Williams  
Mr. Brian P. Woolfolk  
  
Ms. Shannon H. White, Staff Liaison

**BOARD MEMBERS ABSENT:**

Mr. Victor K. Branch  
Mr. James A. Hixon

Dr. Thomas J. Ward, Faculty Representative  
Ms. Meghana Boojala, Student Representative

**OTHERS PRESENT:**

Dr. Katherine A. Rowe, President  
Dr. Debbie L. Sydow, RBC President  
Dr. Peggy Agouris, Provost  
Ms. Amy S. Sebring, Chief Operating Officer  
Ms. Carrie Nee, University Counsel  
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs  
Dr. J. Tyler Hart, RBC Provost  
Mr. Jeffrey Brown, RBC Director of Special Projects & Operations  
Mr. Jesse E. Vaughan, RBC Chief Communications & Marketing Officer  
Mr. Paul Edwards, RBC Chief Business Officer  
Mr. Justin May, RBC Director of Admissions  
Mr. Eric Kondzielawa, RBC Director of Operations & Capital Assets  
Ms. Lashrecse D. Aird, RBC Chief of Staff  
Ms. Ramona Taylor, RBC Legal Counsel  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Mr. Littel asked all attendees to introduce themselves. He said Session IV was to hear about Richard Bland College's (RBC) strategic plan and what they plan to do in the coming year. He then called on President Sydow.

President Sydow reminded the Board that RBC has been working with Huron, an external consulting firm, to refine RBC's future state vision and identify avenues for growth and execution of the vision. She then called on Dr. J. Tyler Hart, RBC Provost, to review the findings from Huron.

Dr. Hart provided an overview of how RBC can offer degrees and professional credentials in fields using innovative learning modalities. He highlighted that in order to increase and grow enrollment, RBC will explore the following three areas.

1. Core: Strengthen relationships with local high schools
2. Adjacent: Forge partnerships with virtual high schools
3. Transformative: Establish 4-year bachelor's degree programs and create programming for professional credentialing

President Sydow noted that RBC has had success with dual enrollment and that seems to be a logical path moving forward. A discussion ensued as to why students choose RBC for dual enrollment.

Dr. Hart presented a chart showing potential pathways in and out of RBC in 2025. He reiterated the possibility of building a baccalaureate program. He also mentioned the potential of combining technical and baccalaureate pathways.

Dr. Hart drilled down further on the core opportunity of strengthening traditional high school partnerships and provided a prospective pathway to RBC for a traditional high school student. He also presented a prospective pathway for the adjacent opportunity with virtual high schools and the transformative opportunity and RBC serving as a "Lifelong Education and Career Advisor."

A discussion ensued regarding cohort setup and structure, the goal to increase corporate partnerships, and adjust as needs change.

Dr. Hart continued his presentation on the transformative opportunity and job growth in Virginia. He noted the median wage for the technical jobs, experiencing the most growth in Virginia, is \$50,000 annually. Mr. Littel asked Dr. Hart to provide a salary range for each job instead of the median.

Dr. Hart then presented a table illustrating educational opportunities, in Virginia, associated with these jobs. He continued by differentiating between what RBC is trying to do versus what community colleges are currently doing regarding offering flexible and innovative credit models for in-demand programs. Dr. Hart then presented examples of other Virginia institutions offering unique delivery models and/or flexible pathways forward.

Dr. Hart highlighted how RBC aims to grow its portfolio of offerings, partnerships, and delivery models. Noting that in order to meet this goal RBC will need to build out infrastructure, invest in



faculty and grow staff. In closing, Dr. Hart said that the core, adjacent and transformative strategies will increase competitiveness, grow enrollment, and meet life learning and career support needs of a diverse set of students.

A discussion ensued regarding how these strategies will affect RBC's financial sustainability; structure of partnerships; and resources. Dr. Hart said a business plan must still be put together which will address many of these questions.

Mr. Littel said the presentation was consistent with the strategic plan already approved by the Board and no further Board action was needed at this time. He did advise that RBC needs to be able to scale and make sure students don't leave with substantial debt.

Ms. Ramona Taylor, RBC Legal Counsel, provided a historical overview of Norris V. SCHEV, a 1971 case that has precluded RBC from becoming a four-year college. Ms. Taylor said she shared this information so the Board could operate from a point of knowledge and historical awareness. A discussion ensued on how to go about lifting the injunction.

Mr. Justin May, RBC Director of Admissions, provided an RBC enrollment update and noted the RBC administration is actively working on a strategic plan for the coming year.

A discussion ensued regarding RBC's athletic enrollment.

There being no further business, Mr. Littel recessed the Board at 4:15 p.m.

The Board gathered at 6:00 p.m. with members of W&M and RBC leadership on the lawn of the Moton Conference Center for dinner.

#### **THURSDAY, JULY 29**

On Thursday morning, July 29, the Board gathered at 8:00 a.m. in William J. Hargis Jr. Library in Waterman's Hall at VIMS for breakfast with the W&M Executive Leadership Team, VIMS Faculty and Staff, and W&M Deans. Mr. Littel presented Dean Wells with a framed resolution the Board approved during its April 2021 meeting.

Mr. Littel reconvened the Board at 9:08 a.m., for Session V: W&M Strategic Planning, in the boardroom of Davis Hall.

#### **BOARD MEMBERS PRESENT THURSDAY FOR SESSION V:**

Mr. John E. Littel, Rector  
Mr. William H. Payne II, Vice Rector  
Ms. Barbara L. Johnson, Secretary  
Hon. Mari Carmen Aponte  
Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman  
Ms. Cynthia E. Hudson  
Ms. Anne Leigh Kerr  
Hon. Charles E. Poston  
Mr. John P. Rathbone

**BOARD MEMBERS PRESENT THURSDAY FOR SESSION V (CONT.):**

Ms. Lisa E. Roday

Ms. Ardine Williams

Mr. J.E. Lincoln Saunders

Mr. Brian P. Woolfolk

Dr. Karen Kennedy Schultz

**BOARD MEMBERS PRESENT THURSDAY FOR SESSIONS V:**

Dr. Thomas J. Ward, Faculty Representative

Ms. Shannon H. White, Staff Liaison

**BOARD MEMBERS ABSENT:**

Mr. Victor K. Branch

Ms. Meghana Boojala, Student Representative

Mr. James A. Hixon

**OTHERS PRESENT:**

Dr. Katherine A. Rowe, President

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Dr. Virginia M. Ambler, Vice President for Student Affairs

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

Dr. W. Fanchon Glover, Chief Diversity Officer

Dr. Matthew T. Lambert, Vice President for University Advancement

Dr. Jeremy P. Martin, Chief of Staff and Interim Athletics Director

Mr. Brian Whitson, Chief Communications Officer

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

Dr. Maria Donoghue Velleca, Dean of the Faculty of Arts & Sciences

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

Dr. John T. Wells, Dean & Director of VIMS

Ms. Carrie Cooper, Dean of University Libraries

Ms. Laura A. Heymann, Chancellor Professor of Law and Kelly Professor of Excellence in Teaching

Ms. Zenobia Goodman, Student Assembly Vice President

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Mr. Littel welcomed all attendees, recognized the Deans present, and Board of Visitors Faculty Representative, Dr. Tom Ward. Mr. Littel then asked for a moment of silence for Jim Kelly '51. Mr. Kelly served for 24 years as Secretary to the Board of Visitors and passed away on Thursday, July 22.

Mr. Littel provided a recap of what the Board discussed the day before and said the focus of the day would be on W&M's strategic plan and what to expect for the academic year. He then called on President Rowe.

President Rowe provided a preview of the action items that will be brought before the Board in September: State Six-Year Plan, W&M Strategic Plan and Affiliated Investment Plan. She then reminded the Board of the goals laid out in 2019, provided a strategic planning update, and noted that the timeframe has been shortened to 2026, a target five-year plan.

President Rowe identified four planning themes: clarity, urgency, capacity, and data. She then provided an overview of the strategic planning timeline. President Rowe said the administration will require departments to come up with their own plans to implement high level priorities. President Rowe said the high-level priorities/objectives are to educate for impact, expand W&M's reach, and evolve for excellence. She specifically highlighted modeling democratic ideals for service and civil discourse expanding W&M's reach and setting the national standard for DEI under evolve for excellence.

Mr. Littel asked the Deans to provide their perspective on the strategic plan. Dean Wells said this is a great opportunity because W&M and VIMS both have strategic plans moving forward simultaneously which creates an alignment. Dean Donoghue Velleca said this plan resonates with faculty. She said expanding W&M's reach can expand research. Dean Pulley said the plan aligns well with the School of Business's plan that was updated last year. Dean Knoeppel noted that educating for impact is already a part of the School of Education's plan. Ms. Laura A. Heymann, Chancellor Professor of Law and Kelly Professor of Excellence in Teaching, participating on behalf of Law School Dean, Ben Spencer, said the Law School is in the process of developing a strategic plan and this too aligns well with their plan.

A discussion ensued regarding the Law School's target audience for online learning and how the Washington Center can be used to further the strategic plan.

The discussion continued about evolving for excellence, what that means, and who defines excellence. The group also discussed the order of the priorities/objectives and how they should be listed.

President Rowe asked Ms. Sebring to discuss the quasi-endowment. Ms. Sebring said that as FY21 ended it became clear that the university would not need to use the bond proceeds. She said she and her team have been working with the Optimal Services Group to think about how much cash may be needed in the short-term and what can be invested. Ms. Sebring said it might be possible to use the bond proceed to advance the strategic plan. She is working to identify an income stream that will help cover the debt service and create a future income stream.

The Board took a break at 9:56 a.m. and reconvened at 10:09 a.m.

President Rowe told the Board that the second half of Session V would be how to demonstrate how the university, from an operational standpoint, works to align curriculum with strategy and resources. She then called on Dr. Peggy Agouris, Provost.

Provost Agouris presented on the case for sustainable curriculum, objectives and methodology, outcomes and next steps. She then shared a snapshot of data of the most popular degrees for W&M students admitted and enrolled, and admitted but not enrolled in 2011 and 2020. She said there has

been an evolution over ten-years and popular majors in 2011 were no longer ranked in the top 20 of majors in 2020. Provost Agouris then showed how this trend has affected faculty numbers.

Provost Agouris showed the Board that over a period of ten years undergraduate credit hours in the Humanities has dropped, while Natural Science has increased, and Social Science and Interdisciplinary Studies have remained relatively flat. She then presented the division trend in majors by head count. Humanities fell 37.3% over ten years while Natural Sciences increases 46.4%

Provost Agouris shared the objectives of sustainable curriculum. She said the university is looking to identify new programs, working on existing programs, recognizing synergies across schools, and determining how to respond to the fiscal environment.

Provost Agouris discussed what has been done so far to pursue a sustainable curriculum. She said data is showing where to look and where to drilldown further. Factors are being addresses by schools and areas of strength and opportunity are being identified. Provost Agouris said numerical and quantitative data are being used by deans and program chairs to identify opportunities.

A discussion ensued that included why there had been declines in the humanities; are departments working to steer students to underrepresented majors; tenure and how it may affect new programs; reverse engineering where the jobs are and what majors to offer; offering a binary environment of STEM and NON-STEM; opportunities for students to take classes outside their major; synergies to allow dual majors or minors; new resources and reallocating current resources; online partners; and DEI involving new hires.

Provost Agouris concluded her presentation by reviewing next steps.

Mr. Littel said the Board is supportive of W&M's strategic plan. He said seeing data and projections is helpful. He said there is an expectation of excellence in research, teaching and scholarship. Mr. Littel also said it is imperative that best practices of DEI be incorporated throughout the university, particularly with the recruitment and hiring of faculty and advising. In addition, he said there is also an imperative for enhanced and expanded productivity for every part of the organization.

Mr. Littel said that almost everyone on the Board was part of the presidential search process. He said President Rowe made an impression during her interview process job when she spoke to the Board about the importance and relevance of a liberal arts education for the 21<sup>st</sup> century.

Ms. Roday added that President Rowe has consistently messaged whole institution thinking and it is coming to fruition.

The Board took a break at 11:08 a.m. and reconvened at 11:17 a.m.

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

Pursuant to Va. Codes §2.2-3711.A.1 for discussion of the performance and appointment of the president and members of cabinet; and

§2.2-3711.A.7 and A.8 for consultation with legal counsel regarding Title IX compliance and contract matters.

Motion was seconded by Ms. Gerdelman and approved by roll call vote – 14-0 – conducted by Mr. Fox. Mr. Saunders was not present at the time of vote, and Mr. Branch and Mr. Hixon were absent from the meeting. The Board went into closed session at 11:19 a.m. with the W&M President, Chief Operating Officer, University Counsel, and Vice President for University Advancement.

The Board reconvened in open session at 12:18 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. Poston and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Branch and Mr. Hixon were absent from the meeting.

Mr. Littel moved **Resolution 1**: William & Mary Appointment to Fill Vacancies in the Executive Faculty. **Resolution 1** was seconded by Ms. Aponte and approved unanimously by voice vote.

Mr. Littel moved that based on the Board's July 2021 evaluation of the performance of President Katherine A. Rowe for FY21 that she be awarded the maximum bonus permitted under her contract. The motion was seconded by Ms. Aponte and approved unanimously by voice vote.

Mr. Littel made the following announcements to the Board:

- Wednesday, September 1 is the first day of classes and Convocation will take place at 5:15 p.m.
- The Board will meet September 23-24, 2021 in the Alumni House
- Homecoming will take place the weekend of October 8-10
- Commencement ceremonies for the Class of 2020 will be held Sunday, October 10

There being no further business, Mr. Littel adjourned the meeting at 12:22 p.m.



## REPORT OF THE W&M STUDENT REPRESENTATIVE SEPTEMBER 2021

MEGHANA BOOJALA  
W&M BOARD OF VISITORS, STUDENT REPRESENTATIVE

### Student Life During COVID-19

While navigating the most complex campus environment in recent history, students have truly transformed their college experience to incorporate resilience, grit, and compassion. Over the past 18 months, campus has had multiple spikes and troughs in active COVID-19 cases. As a result of varying federal, state, and college policies, students have had to embrace multiple modes of learning. Students on-campus have a 96% vaccination rate, but the journey to here and the path going forward contains some key characteristics, both positive and negative.

1. *Flexibility*: Over the past year and a half, we have transitioned from a completely remote model, to a hybrid one, and now to a fully in-person one. Changes are no longer met with astonishing surprise, but in-person teaching has greatly improved the college experience for students. One student notes that, “being back in person for class is very nice, especially with my ADHD.”
2. *Communication and Transparency*: When faculty and administrators explain their rationale behind decisions, even if they are difficult, there is significantly less disturbance within the student body. Over the past few months, the consistent email messaging, information synthesizing, and speed of delivery have overall increased the dissemination of knowledge to the student body. If one were to compare the tone of unease from last year to this year, they would find a significant decrease.
3. *Technology, beyond being a buzzword*: For the great majority of students, attending lectures online proved to be just as effective as attending them in-person. For other students, however, it was less compatible with their learning style and these students are the most vulnerable to changes in classroom instruction right now. With a multifaceted student body and with students with various accommodations and learning needs, it is crucial that technology will continue to be used as a supplement to all learning. Lecture recordings, increased digital note sharing, and upgraded microphones in certain classrooms have transformed the classroom landscape.
4. *Anxiety & Uncertainty*: One cannot undermine the anxiety and uncertainty within every student at this point. In an in-person model, sickness is inevitable. Students have to cope with the anxiety of becoming sick, passing it onto those in close contact, and keeping pace with their classes that are no longer utilizing their technology to accommodate at-home learning. Most of the uncertainty stems from on-campus COVID-19 guidelines changing according to rate of spread, but the anxiety of spreading sickness to those close to you and falling behind in class is dominating most student concern. Attached are some quotes by students:

- a. “I am really happy to be in-person again, but I do have a lot of anxiety about the rising cases. If we had the resources to test the whole campus and then do prevalence testing, that would make me feel a lot better.”
- b. “I am so excited to be back. Professors and classmates have been great! I wish there could be more to protect the students.”
- c. “I feel like everyone is sick due to a combination of the flu, colds, and COVID-19. It’s hard to distinguish and causes stress.”

### **Increased Student Engagement**

As a result of larger issues on campus and in the country, student engagement has peaked.

1. Student advisory groups between the university President, the Provost, and the Dean of Arts & Sciences have increased the presence of student perspective in campus-wide decisions.
2. The Student Assembly continues to implement its plan to confront systemic inequality on campus. This past summer, the Student’s Rights Initiative educated and provided a guide to all Orientation Aides to teach students about their legal rights during police interaction. The W&M Police Department, in conjunction with SA, has started a Student Community Policing Advisory Board to connect key student leaders with police and improve police relations. The Academic Diversity Group continues to push for a holistic and inclusive education with the Provost. The Committee for Contextualizing Campus Landmarks and Iconography continues to deliberately research campus landmarks under the guidance of The Lemon Project to educate campus users.
3. COVID-19 has taught us the importance of cherishing student life. The Student Assembly has partnered with students on campus to learn more about residence hall living, campus transportation and safety, and student organizations to solve problems that students are the most worried about.

### **Invest in Community**

It is crucial that W&M continues to invest in building community in many ways. Students appreciate when the College proactively attempts to understand the needs of underserved communities and removes the burden on minority groups to push back before their problems enter the limelight. Last year, the Board and the College instituted many structural changes that began to solve issues on campus — continuing down that path will make W&M more inclusive. Racial minorities on campus continue to face racism, LGBTQ+ students lack infrastructural accommodations, and students who have accessibility needs consistently face administrative setbacks. Students can only thrive when they feel included in the community.

The pandemic has taught us to cherish intentional gathering. Post COVID-19, the College can revitalize student life by reimagining residence halls, dining halls, academic buildings, and outdoor space as centers for student life, instead of just their base purpose.

### **Preserving Tradition & Culture**

Only the current senior class has experienced all of W&M’s traditions and true culture. It is important to preserve and remember what makes us unique, while embracing what these past 18 months have taught us to revitalize student life and uplift our most vulnerable communities.



# WILLIAM & MARY

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## REPORT OF THE W&M FACULTY REPRESENTATIVE SEPTEMBER 2021

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

“All this is simply to say that all life is interrelated. We are caught in an inescapable network of mutuality; tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.” – **Martin Luther King Jr.**

The success of the spring semester was met with feelings of a return toward normalcy and continued hope for a fall in person. The vaccination rate was rising, and restrictions were being lifted. We were able to celebrate graduation with a ceremony (or more accurately a set of ceremonies) that was different but very up lifting as conditions were improving. As we entered the early summer, the good news of a healthy admissions cycle and a not-as-bad-as-feared fiscal outcome bolstered the charge to the next academic year. We all wanted to leave the disruption of the previous 15 months behind and get back into our classrooms and on with the important work like strategic planning and addressing issues of diversity, equity, and inclusion. Even though there was talk of the new Delta variant at the time of the BOV retreat in the summer, there was not an indication that we would slide so far back in our battle against this virus.

Many expected that the fall semester would offer a renewed level of safety such that in-person contacts would not be an issue. However, as we enter the fall, this new variant, infection levels that are as high as last year, and a return to restrictions like wearing masks has moderated the celebration. The optimism offered by vaccines has been tempered with the reality that those who are vaccine hesitant and those that cannot receive a vaccine are a large enough population to allow the spread to continue. The brief respite in the late spring and early summer has served to remind us of how things can be again. But it was a fleeting reminder given the current forecast. Unfortunately, it appears that the mutuality of our experience as a country means that we will be dealing with this persistent viral plague for some time. Can we succeed in another semester of challenges? The last few semesters tell us that we can. We learned much in the several semesters



under COVID. Considerable innovation and experimentation with instructional methods allowed us to adapt and excel. Despite what we anticipate is a temporary disruption to fall, faculty are looking forward.

Compared to a year ago, there is a more positive look on the current fiscal health of the institution. The actions taken by the Administration and the Board during the last academic year appear to have placed us in a better position for the start of the year. The raises that were distributed were a positive sign that the institution was appreciative of the hard done during the pandemic. Many on the faculty don't realize the specific efforts that are required to fund those raises. So, on their behalf, I thank all those who worked to make them possible. While the outcome of the last admission cycle was good news, there is a concern that we do not grow too quickly ahead of staffing needs. The discussions around where students will enter and which areas will see increased demand need to continue but in areas where we can anticipate growth, resources need to precede those actions. Examining the roles of tenured, tenure eligible, and non-tenure eligible faculty must be a part of the broad discussion of staffing and direction. The balance of those groups is important because it will impact the feel, draw, and productivity of the institution.

The return to strategic planning is another positive sign for the faculty. Understandably, many important activities had to be suspended under the pressures of the last few semesters. We were able to do many things despite the limitations but gathering in a meaningful way to explore the direction of the institution was not likely to be one of them. Until conditions were stabilized, there was not enough bandwidth to handle the immediate challenges and take on that critical task. Now that we have workable plans in case of a setback, attention can return to looking forward. The stages of the strategic planning process that were completed prior to the pandemic pause were very open and afforded all members of the community the opportunity to engage. The faculty hope that the same openness will be included in the process as it restarts.

The investigation, discussion, and debate of ideas is a hallmark of a university. The professional standard is academic freedom, and it was developed by the American Association of University Professors (AAUP) over eighty years ago. This standard is supported by over 180 professional

and scholarly organizations, is a part of many faculty handbooks, and has been affirmed in court cases up to the Supreme Court. In part, academic freedom holds that the political, religious, or philosophical beliefs of politicians, administrators, and members of the public cannot be imposed on students or faculty. Academic freedom also maintains that faculty cannot impose their political, religious, or philosophical beliefs on students. The institution has an obligation to uphold the principles of academic freedom. There is a responsibility to monitor the balance between academic discourse and political rhetoric. Finally, there is a duty to protect those who are engaging in investigations, discussions, and debates of ideas that may not be accepted by all. This is particularly important when threats are coming from outside the institution. The Board can help in this area by making clear that the institution supports the academic pursuit of such topics and is ready to defend such activities.



Report of the W&M Staff Liaison representing the  
Professional and Professional Faculty Assembly (PPFA) and Staff Assembly (SA)

September 2021  
Shannon H. White, PhD

At the close of the Board of Visitors retreat in July, there were actions taken toward a new academic year with a full return to campus for many and a continued vigilance of work and community public health of those who never left campus. During the pandemic we continuing to have staff, professionals and professional faculty do the work of the university. This included the work that is front facing to students, parents and visitors and also includes the range of administrative and supporting work behind the scenes to keep a university, which operates as a small city, going.

The full return to campus began with a decision from this Board toward a requirement of vaccinations for all employees (faculty, staff, professionals, and professional faculty) and students with exceptions for medical and religious reasons. As this meeting takes place we will have met that final deadline for all of our community to be vaccinated. While this may have been a hardline to take, the enforcement of this policy at all levels with very real consequences for all involved, emphasized the deep need for a commitment among all community members.

A return to campus has garnered a mix of emotions among our staff, professionals and professional employees. We saw the first excitement of being together again during the Employee Convocation welcoming us back during the summer. This was the first event for many of our employees to set foot back on the main campus. And this event reinvigorated many of the employees who had been physically on campus since the original pivot to remote work that occurred for some and not all. There was clear joy among those returning when they saw the handful of students who welcomed them on the west side of the Wren building, one staff member expressed that it brought tears to her eyes to see students again, since she had been working remotely all this past year.

As we grew nearer to the start of the semester the emotions, while still holding on to some excitement also turned to very real concerns and anxieties for many of our employees. What was the campus like in this "new normal"? What will be the protocols in my office? What happens if my child or parent gets sick and I am now back in a large community of people? I am a single parent, what do I do when my child has to be quarantined and my leave is depleted? These questions are being faced by many companies, but as a residential university there are more complexities of return to work on campus that impact our employees.

As we are reminded daily, we are still under pandemic conditions. However, a return to business as usual is not usual in our current environment. We are all wearing masks for public health and safety.

We are all finding the ways to assist co-workers and colleagues navigate the home-work balance that was blended for many over the past 18 months.

We have had staff turnover which we anticipate in a new academic year, but this year we seemed to have a heightened awareness because the work is/was resuming and the university has changed. Many of our staff, professionals and professional faculty have taken on additional duties of those who have left and we have not found the work slowing or returning to a pre-pandemic levels.

While many hoped the return to campus would mean a slower pace than during the pandemic. The additional work remains, but with added complexity in many cases. While faculty have had the privilege to work from home at times, to give time to the research, teaching and service they have. For staff, professionals and professional faculty there was an awakening to what can be done when working from home. The balances of those who must be here every day in-person against those who can or may work from home with a telework agreement for even one day a week are ongoing conversations and evolving in guidance across the various units of the university. This has caused our staff, professionals and professional faculty to turn to the Assemblies for assistance with differences in implementation of return to campus and telework capabilities.

To this end, the leadership of the Staff Assembly and the Professional and Professional Faculty Assembly would like to emphasize the commitment of the Executive Leadership of the university to hear from and consult with the Assemblies. This has allowed us to see a broader view of the concerns across campus (inclusive of VIMS, Washington Center, Highland, etc.) and to also troubleshoot, provide insights and bring questions from an employee perspective in the decision making process. The voice of the William & Mary employees, through the Assemblies, as a part of the continual assessment of the current state of the university is empowering for those of us who represent a broad spectrum of needs, concerns and roles across the university. This inclusionary practice is one of mutual benefit and we are grateful to have this opportunity that may not exist at other universities.

Beyond the issues of return to campus, this past year and a half has also brought forward many discussions around equity, diversity, inclusion, and belonging on campus. Academic units are addressing this through examination of coursework, development of new curriculum and reexamining hiring practices. A new sense of community and belonging is still on the minds of many of our staff. How the university approaches this topic for our staff is incredibly important. It is not just a hiring and pay issue, which are both in need of serious ongoing evaluation, it is how we make every individual feel valued for who they are, what they bring to the university and how their contribution makes us all a greater community.

Questions remain among our constituents of what this new normal of William & Mary will be, what it will look like, and what have we, as a university, learned from the world we are currently living in. The *value* of a plumber, a carpenter, a housekeeper, a librarian, an administrative assistant, a VIMS researcher, an IT support person, a residential life professional living in a dorm complex, and all of the many staff, professional and professional faculty roles should be equitable to that of the faculty and administrative leadership. How do we make it so, not just in words, but in action?

## 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.