

WILLIAM & MARY

Board of Visitors

NOVEMBER 2021 BOARD BOOK

COMMITTEE MEETINGS

NOVEMBER 18-19, 2021 | W&M ALUMNI HOUSE

WILLIAM & MARY

BOARD OF VISITORS
NOVEMBER 18-19, 2021

Table of Contents

Agenda for November 18-19, 2021 Meeting	4
Standing Committees	6
Executive Committee Agenda	10
September 23, 2021 Minutes	11
Committee on Audit, Risk and Compliance Agenda	15
September 23, 2021 Minutes	16
Resolution 1: W&M and RBC Approval of 2022 Internal Audit Work Plan	31
Committee on the Student Experience Agenda	33
September 23, 2021 Minutes	34
Committee on Financial Affairs Agenda	37
September 24, 2021 Minutes	38
Resolution 2: Receipt of the Consolidated Financial Report for W&M, VIMS, and RBC For the Fiscal Year Ended June 30, 2021	41
Resolution 3: W&M Receipt of the Financial Report of the Intercollegiate Athletic Department For the Fiscal Year Ended June 30, 2021	42
Committee on Academic Affairs Agenda	44
September 23, 2021 Minutes	45
Resolution 4: Appointment to Fill A Vacancy in the Instructional Faculty	50
Resolution 5: Designated Professorship	51
Resolution 6: Resolution to Modify the Bylaws of the Faculty Assembly	52
Retirement Resolutions	
Resolution 7: Elizabeth A. Canuel – School of Marine Science	60
Resolution 8: John E. Graves – School of Marine Science	62
Resolution 9: Wolfgang K. Vogelbein – School of Marine Science	63
Richard Bland College Agenda	66
September 22, 2021 Minutes	67
Enclosure A: RBC Faculty Representative Report	71
Enclosure B: RBC Student Representative Report	73
Resolution 10: Retirement of Michael T. Lehman – Associate Professor of Business	76

Board of Visitors
Table of Contents
November 18-19, 2021

AD HOC Committee on Organization Sustainability & Innovation Agenda	78
Board Meeting Agenda	80
September 22-24, 2021 Minutes	82
Enclosure C: Student Representative Report	95
Enclosure D: Faculty Representative Report	97
Enclosure E: Staff Liaison Report	99
Closed Meetings Language.....	101



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS MEETINGS NOVEMBER 18-19, 2021 ALUMNI HOUSE

THURSDAY, NOVEMBER 18

9:45 – 11:00 a.m.	Executive Committee (Leadership Hall)
11:00 a.m. – 12:00 p.m.	Committee on Audit, Risk and Compliance (Leadership Hall)
12:00 – 12:30 p.m.	Lunch (Hunter Hall)
12:30– 12:45 p.m.	Walk to the Wellness Center
12:45 – 1:45 p.m.	Committee on the Student Experience (Wellness Center)
1:45 – 2:00 p.m.	Walk to the Alumni House
2:00 – 2:45 p.m.	Committee on Financial Affairs (Hunter Hall)
2:45 – 3:00 p.m.	Break
3:00 – 3:45 p.m.	Committee on Academic Affairs (Hunter Hall)
3:00 – 3:45 p.m.	Committee on Audit, Risk and Compliance (Leadership Hall)
3:45 – 4:00 p.m.	Break
4:00 – 5:30 p.m.	Richard Bland College Committee (Hunter Hall)
6:00 p.m.	Rector's Reception/Dinner (Miller Hall – Brinkley Commons)

Board of Visitors

November 18-19, 2021

FRIDAY, NOVEMBER 19

8:00 – 8:30 a.m.

Coffee available

8:30 – 9:30 a.m.

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

9:30 – 9:45 a.m.

Break

9:45 a.m. – 12:00 p.m.

Full Board Meeting
(Hunter Hall)

12:00 p.m.

Lunch

1:00 p.m.

Visit Global Research Institute
(Scotland Street)

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



EXECUTIVE COMMITTEE

WILLIAM & MARY

EXECUTIVE COMMITTEE
NOVEMBER 18-19, 2021
9:45 – 11:00 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. September 23, 2021 | |
| III. | Discussion | |
| IV. | Closed Session (if necessary) | |
| V. | Adjourn | |

WILLIAM & MARY

BOARD OF VISITORS
EXECUTIVE COMMITTEE
DRAFT MINUTES
SEPTEMBER 23, 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
Ms. Sue H. Gerdelman

Mr. James A. Hixon
Ms. Lisa E. Roday
Mr. Brian P. Woolfolk

OTHER BOARD MEMBERS PRESENT

Ms. Ardine Williams

Dr. Shannon H. White, Staff Liaison

OTHERS PRESENT

Dr. Katherine A. Rowe, President
Dr. Peggy Agouris, Provost
Ms. Amy S. Sebring, Chief Operating Officer
Ms. Carrie Nee, University Counsel
Mr. Brian W. Whitson, Chief Communication Officer
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
W&M Staff and Student

CALL TO ORDER

Mr. John E. Littel, Rector, called the Executive Committee to order at 10:07 a.m.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the April 22, 2021 and May 11, 2021 meetings. Motion was made by Mr. Payne, seconded by Ms. Gerdelman, and approved unanimously by voice vote.

DISCUSSION

Mr. Littel asked Mr. Michael J. Fox, Secretary to the Board of Visitors, to summarize the Board schedule for the day and the following day.

Ms. Amy S. Sebring, Chief Operating Officer, provided an update on operations under pandemic. Ms. Sebring reported on the number of positive COVID-19 cases on campus among students and staff. She spoke about staffing and how the university will live and work in the long run. Ms. Sebring said the university is short on staff and there are almost twice the number of vacancies this year as there were this time last year.

President Katherine A. Rowe elaborated on Ms. Sebring's statement about staffing and said this was not a surprise especially as the university had been under a hiring freeze for an extended period during pandemic and the pandemic had changed employees attitudes to working remotely versus on campus.

Ms. Sebring provided an update on the percentage of students, faculty and staff vaccinated. A discussion ensued regarding vaccination exceptions, accommodations for those vulnerable, and transparency of COVID-19 communications.

Ms. Sebring reported on the financial status of the university at the close of FY21. She said cost containment efforts used during FY21 have continued into FY22. Ms. Sebring said the current trajectory looks good for the year due in part to enrollment.

President Rowe said that the university continues to operate under pandemic and some conditions will continue long-term. Students, faculty and staff continue to adjust and adapt to changing circumstance. President Rowe talked about looking ahead and converting measures, thought to be temporary due to the pandemic, into permanent measures.

A discussion ensued regarding a conversation Mr. Littel, Ms. Barbara L. Johnson, and President Rowe had with Dr. Anthony Fauci in September regarding the pandemic during the filming of the bestowal of his honorary degree.

Ms. Sebring provided an overview of the Committee on Financial Affairs agenda and reviewed several action items. A discussion ensued regarding the investment of funds from the bond sale in 2020, availability of funds if needed, and the Six-Year plan.

President Rowe provided a preview of what would be presented and discussed at the AD HOC Committee on Organizational Sustainability & Innovation. Topics to include Pell eligible student enrollment and the university's strategic plan.

Dr. Peggy Agouris, Provost, provided a preview of what would be presented in the Committee on Academic Affairs. Topics will include course modalities and the percent of classes in person; administrative withdrawals due to COVID-19 vaccination status; and progress of sustainable curriculum.

Ms. Sebring noted that there has been an \$11.3M ask added to the Six-Year Plan to supplement the increased cost of ISC4. She said this will be presented in the Committee on Administration, Buildings and Grounds and is necessary due to inflation.

Mr. Fox provided an overview of the Homecoming schedule for the weekend of October 8-10, 2021 and the Commencement Ceremonies for the Class of 2020 on October 10, 2021. Mr. Fox also noted the dedication of Hulon L. Willis Sr. Hall will take place on October 9, 2021.

CLOSED SESSION

Ms. Johnson moved the Executive Committee convene into closed session pursuant to Virginia Codes Sections: §2.2-3711.A.1 for discussion of the performance and appointment of the presidents and members of their cabinets; §2.2-3711.A.7 and A.8 for consultation with legal counsel regarding pending litigation and contract matters; §2.2-3711.A.29 for discussion of the scope and terms of a potential public contract where a conversation in open session would adversely impact the negotiating position of the public body; and §2.2-3711.A.5 for discussion of a potential expansion of a prospective industry's facilities in the community. Motion was seconded by Ms. Lisa E. Roday and approved unanimously roll call vote conducted by Mr. Fox.

At that time committee and Board members, President and University Counsel entered the closed session meeting at 10:43 a.m.

RECONVENED OPEN SESSION

Following the closed session, the Committee returned to open session at 11:34 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 Ms. Roday and approved roll call vote – 6 – 0 – conducted by Mr. Fox. Mr. Payne departed the meeting before the closed session concluded.

ADJOURNMENT

There being no further business, Mr. Littel adjourned the meeting at 11:35 a.m.

A decorative vertical bar on the left side of the page, consisting of a long gold segment and a shorter dark green segment at the bottom.

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

WILLIAM & MARY

COMMITTEE ON AUDIT, RISK AND COMPLIANCE
NOVEMBER 18, 2021
ALUMNI HOUSE

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

SESSION I: 11:00 – 12:00 P.M. – LEADERSHIP HALL

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

SESSION II: 3:00 – 3:45 P.M. – LEADERSHIP HALL

- | | | |
|-------|--|---------------------|
| IV. | Remarks | Charles E. Poston |
| V. | Approval of Minutes | |
| | A. September 23, 2021 | |
| VI. | Report from Chief Compliance Officer | Pamela H. Mason |
| VII. | Report from Director of Internal Audit | Kent B. Erdahl |
| VIII. | Action Material | |
| | A. William & Mary and Richard Bland College
Approval of 2022 Internal Audit Work Plan | Resolution 1 |
| IX. | Closed Session (if necessary) | |
| X. | Discussion | |
| XI. | Adjourn | |

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON AUDIT, RISK AND COMPLIANCE
DRAFT MINUTES
SEPTEMBER 23, 2021
ALUMNI HOUSE

SESSION I – 8:30 – 9:45 a.m. – LEADERSHIP HALL

COMMITTEE MEMBERS PRESENT

Hon. Charles E. Poston, Chair
Ms. Cynthia E. Hudson, Vice Chair
Mr. William H. Payne II

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

OTHER BOARD MEMBERS PRESENT

Hon. Mari Carmen Aponte
Mr. S. Douglas Bunch
Mr. Victor K. Branch
Ms. Sue H. Gerdelman
Mr. James A. Hixon
Ms. Barbara L. Johnson

Mr. John E. Littel, Rector
Ms. Lisa E. Roday
Dr. Karen Kennedy Schultz
Ms. Ardine Williams
Dr. Shannon H. White, Staff Liaison

OTHERS PRESENT

Dr. Katherine A. Rowe, President
Dr. Peggy Agouris, Provost
Ms. Amy S. Sebring, Chief Operations Officer
Ms. Carrie S. Nee, University Counsel
Mr. Kent Erdahl, Director of Internal Audit
Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator
Dr. W. Fanchon Glover, Chief Diversity Officer
Dr. Christopher D. Lee, Chief Human Resources Officer
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

INTRODUCTORY REMARKS

Mr. Charles E. Poston, Chair, called the meeting to order at 8:33 a.m. He welcomed new Board and committee member Mr. John P. Rathbone.

CLOSED SESSION

Mr. Poston 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 senior leaders and members of cabinet; and Va. Code §2.2-3711.A.7 and A.8 for consultation with legal counsel regarding HR and Title IX compliance practices. Motion was seconded by Mr. Woolfolk and approved by roll call vote – 6-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

Committee members, other Board members present, President, Chief Operating Officer, University Counsel, Chief Diversity Officer, Chief Human Resources Officer, Chief of Staff, Director of Internal Audit, and Chief Compliance Officer/Title IX Coordinator entered the closed session meeting at 8:36 a.m.

RECONVENED OPEN SESSION

Following the closed session, Committee members and others returned to open session at 9:52 a.m. Mr. Poston moved that the Committee certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Payne and approved by roll call vote – 6-0 – conducted by Mr. Fox.

RECESS

Mr. Poston recessed the committee meeting at 9:52 a.m.

SESSION II – 3:00 – 4:00 p.m. – HUNTER HALL

COMMITTEE MEMBERS PRESENT

Hon. Charles E. Poston, Chair
Ms. Cynthia E. Hudson, Vice Chair
Mr. William H. Payne II

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

OTHER BOARD MEMBERS PRESENT

Ms. Mari Carmen Aponte
Mr. S. Douglas Bunch
Mr. Victor K. Branch
Ms. Barbara L. Johnson
Ms. Lisa E. Roday

Dr. Karen Kennedy Schultz
Ms. Ardine Williams
Dr. Shannon H. White, Staff Liaison
Ms. Meghana Boojala, Student Representative

OTHERS PRESENT

Dr. Katherine A. Rowe, President
Dr. Peggy Agouris, Provost
Ms. Amy S. Sebring, Chief Operations Officer
Ms. Carrie S. Nee, University Counsel
Mr. Kent Erdahl, Director of Internal Audit
Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator
Mr. Brian D. Mann, Director of Athletics
Dr. Jeremy P. Martin, Chief of Staff
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

REMARKS

Mr. Poston, Chair, reconvened the Committee on Audit, Risk and Compliance at 3:15 p.m.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Poston asked for a motion to adopt the minutes of the April 22, 2021 meeting. Motion was made by Mr. Payne, seconded by Ms. Johnson, and approved unanimously by voice vote.

REPORT FROM DIRECTOR OF INTERNAL AUDIT

Mr. Kent Erdahl, Director of Internal Audit, announced that his office is now fully staffed. Two auditors were hired in August bringing the department total to four. He reported on recently completed audits including the W&M IT Data Center audit and the Athletics Ticket Office audit. He noted that the Information Technology department has made significant progress in remediating identified issues and has established an aggressive action plan timetable. Mr. Erdahl said the Athletics Ticket Office provided an opportunity to assess new Ticket Office system functionality up front and work with Ticket Office personnel to establish business practices early in the system implementation process.

Mr. Erdahl provided a status update on progress against the 2021 Internal Audit work plan. He noted that the work plan has been modified to include a request from Richard Bland College for a high-level review of IT business practices to aid in the transition of their Director of Information and Technology. He also reported that Internal Audit has discontinued purchasing card monitoring since new procurement systems have caused a decline in purchasing card activity.

Mr. Erdahl communicated that Internal Audit recently received a Quality Assurance Review. The purpose of a Quality Assurance Review is to independently assess compliance with professional standards and identify opportunities to enhance internal audit value. The review identified no areas of non-compliance. Mr. Erdahl discussed action plans related to one report recommendation related to department staffing.

Lastly, Mr. Erdahl reported that follow-up testing has been a focus and four audits have been moved to full remediation status.

REPORT FROM CHIEF COMPLIANCE OFFICER

Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator, presented annual data of reports received by the Office of Compliance & Equity and a four-year comparison of the number of reports and investigations. She also provided the committee with annual Title IX data, types of misconduct reported, and disposition of reports. Ms. Mason also provided the committee updates on the policies and procedure relating to Title IX and university misconduct and response.

GENDER EQUITY PLAN

Mr. Brian D. Mann, Director of Athletics made introductory remarks regarding the external Gender Equity review. He referenced the handout **(appended)** provided to the committee which identifies how the university will come into compliance with Title IX, and inequities discovered during the review and how the university plans to address those inequities.

Dr. Jeremy P. Martin, Chief of Staff, presented the Title IX Gender Equity Plan to come into Title IX Compliance. W&M has worked with an external consultant to review Title IX standing, and external counsel to develop the plan of how to move forward. Dr. Martin provided a summary of what needs to be done by the university and ways to educate the William & Mary community.

Three areas reviewed were participation opportunities, athletics scholarships, and equitable treatment.

Regarding participation, Dr. Martin said the university is going to use Prong 3, Effective Accommodation of Interested Abilities, to evaluate student interests. Scholarships are in line with student-athlete composition, but if participation opportunities change, then this would have to

change. Equitable treatment involves scheduling practices, competitions, locker room amenities, support services, and recruiting. Dr. Martin emphasized the need to complete Phase 1 of the Athletic Plan, the sport performance center and level of new locker rooms, is a key priority to fulfill the gender equity plan.

The Plan is available online at tribeathletics.com

ADJOURNMENT

There being no further business, Mr. Poston adjourned the meeting at 3:49 p.m.

To: Katherine A. Rowe, President
From: Brian D. Mann, Director of Athletics
Subject: Gender Equity Planning
Date: August 30, 2021

Interim Director Jeremy Martin and his staff prepared this proposed plan, and I am forwarding it to you with my recommendation for your endorsement. It seeks to create a future for William & Mary (W&M) Athletics that is equitable, financially sustainable and provides our student-athletes with the resources they need to excel. The plan builds on the recently completed privileged gender equity review, which addressed three main areas – (1) participation opportunities, (2) athletics scholarships and (3) treatment. This memorandum presents findings and recommendations in those areas.

I. Participation Opportunities

Key Observations:

- An institution must demonstrate that it provides equitable athletics participation opportunities for men and women by satisfying any one of the following three tests, also generally known as the three-prong test:

- *Prong 1: Proportionality*

In order to comply with Prong 1, an institution must provide athletics participation opportunities on men's and women's teams in numbers that are "substantially proportionate" to its full-time male and female undergraduate enrollment. Relying on the 2020-21 student body data, in order to reach exact proportionality, W&M Athletics would have to add 165 participation opportunities for women or reduce 115 opportunities for men. In order to reach substantial proportionality, the U.S. Department of Education's Office for Civil Rights (OCR) guidance states that it would "consider opportunities to be substantially proportionate when the number of opportunities that would be required to achieve proportionality would not be sufficient to sustain a viable team, i.e., a team for which there is a sufficient number of interested and able students and enough available competition to sustain an intercollegiate team."¹ The guidance also states that "OCR may consider the average size of teams offered for the underrepresented sex" as a "frame of reference" when assessing Prong 1 compliance. Based upon 23 participants as the average squad size of W&M Athletics women's teams in 2020-21, the OCR guidance indicates the school would need to add a minimum of 142 women's participation opportunities, provide 100 fewer men's opportunities, or a sufficient combination of those two approaches.

¹ Cantu, N. (1996, January 16). *Clarification of Intercollegiate Athletics Policy Guidance: The Three-Part Test*. U.S. Department of Education, Office for Civil Rights. <https://www2.ed.gov/about/offices/list/ocr/docs/clarific.html>

- *Prong 2: A History and Continuing Practice of Program Expansion*

An institution may also satisfy Title IX by demonstrating a history and continuing practice of program expansion for the underrepresented sex. As noted above, women currently are the underrepresented sex for purposes of Title IX participation compliance. While William & Mary had a strong history of expanding participation opportunities for women through the early 1980s, the university has not added a women's sport since 1981-82 and does not meet the history or ongoing expansion requirements under Prong 2.

- *Prong 3: Effective Accommodation of Interests and Abilities*

An institution may show that its existing men's and women's sports teams fully and effectively satisfy the athletics interests and abilities of the underrepresented sex. In the fall of 2020, the proposed restructuring of athletics programs revealed continuing interest and abilities in the women's programs slated for elimination. Those programs have been reinstated. In order to determine whether William & Mary may demonstrate compliance with this test, the university must assess the interest of its enrolled and admitted female undergraduates in compliance with OCR's guidance.

Analysis:

- *Prong 1:* In order to achieve Prong 1 compliance by expanding women's opportunities only, W&M Athletics would need to add multiple women's sports based on the average roster sizes in 2019-20 for NCAA Division I women's sports not currently offered by the university.
- *Prong 2:* Even if W&M Athletics were to initiate a continuing practice of adding women's programs, it is unlikely that a court or OCR would find Prong 2 compliance given that the school has not added a women's program in more than 40 years.
- *Prong 3:* OCR's 2010 Intercollegiate Athletics Policy Clarification² states that schools seeking to meet Prong 3 compliance must take affirmative steps to determine whether the following three conditions exist with respect to any women's sport program(s) not currently offered at the institution:
 - Whether unmet interest exists in a particular sport or sports;
 - Whether there is sufficient ability to sustain a team in the sport(s);
 - Whether there is a reasonable expectation of competition for the team(s) in the school's competitive region.

In order to meet the Prong 3 test, a school must add those women's sports programs with demonstrated interest and ability that are not currently supported by the university,

² Ali, R. (2010, April 20). *Dear Colleague Letter*. U.S. Department of Education, Office for Civil Rights. <https://www2.ed.gov/about/offices/list/ocr/letters/colleague-20100420.pdf>

provided sufficient intercollegiate competition exists within W&M Athletics' regular competitive region.

Recommended Actions:

1. Immediately establish a process for assessing compliance under Prong 3 by conducting a review of existing interests and abilities consistent with OCR guidance.
2. Following that assessment, determine whether the current program meets the Prong 3 test or whether an additional sport or sports have been identified as having sufficient interest, ability and competition to require addition for compliance under Prong 3.
3. If it is determined that sufficient interest, ability, and competition exist with respect to women's sport programs not currently offered by the university at the Division I level, William & Mary will devise a plan to bring the program into compliance with Title IX under Prong 3 or Prong 1.

II. Athletics Scholarships

Key Observations:

- Athletics scholarships must be awarded in proportion to the number of student-athletes participating from each sex. (Note: This calculation is relative to the percentage of men and women participating in the athletics program (i.e., the unduplicated headcount). The unduplicated headcount may or may not mirror the undergraduate population percentages or the cumulative athletics participation percentages.)
- Athletics scholarships at William & Mary are currently in proportion to existing student-athlete participants consistent with the Title IX test.

Analysis:

- Though athletics scholarships are currently balanced appropriately, the university is mindful that any change to the number of student-athlete participants by sex will require adjustment of the allocation of athletics scholarships. For example, if the proportion of women student-athletes were to increase, a corresponding increase in the amount of women's athletics scholarships, reduction in the amount of men's athletics scholarships or a sufficient combination of the two approaches will be necessary.
- A key fundraising priority for W&M Athletics has been to increase support for women's athletics scholarships. Increasing philanthropic support for women's scholarships will continue to be important in order to continue to remain compliant with this aspect of Title IX.

Recommended Actions:

1. Annually monitor the number of men and women who participate in W&M Athletics programs to ensure athletic scholarship dollars remain appropriately balanced.

2. Maintain the current priority on philanthropic support for women's scholarships and scholarships that are not gender-specific.

III. Equitable Treatment

Key Observations:

- Areas of analysis for equitable treatment of men and women include: (1) provision and maintenance of equipment and supplies; (2) scheduling of games and practice times; (3) travel and per diem allowances; (4) tutoring; (5) coaching; (6) provision of locker rooms, practice and competitive facilities; (7) provision of medical and training services and facilities; (8) provision of housing and dining services and facilities; (9) publicity; (10) recruitment; and (11) support services.
- Disparities were identified in (2) scheduling practices in shared facilities and during home football weekends; (6) locker rooms, practice and competitive facilities; (7) medical facilities; (10) recruitment; and (11) support services. A concern was also registered in regard to (9) publicity.
- William & Mary Hall (renamed Kaplan Arena in 2016) opened in 1971, prior to the enactment of Title IX in 1972 and during an era in which the university operated separate departments and facilities for men's and women's athletics. Anachronistic features, including plumbing fixtures in locker rooms inappropriate for the gender of teams currently using the space, remain decades after the university merged men's and women's athletics departments into a single unit with shared facilities in 1986.

Analysis:

- Disparities were not identified in: (1) provision and maintenance of equipment and supplies; (3) travel and per diem allowances; (4) tutoring; (5) coaching; and (8) housing. However, these issues require continuing review of expenditures by program.
- (2) Scheduling of games and practice times
 - Scheduling of practices across men's and women's teams, particularly in regard to shared facilities such as Kaplan Arena, the Dillard Complex and Cary Field, requires partnership between the programs utilizing the space. In the recent past, scheduling policies for practice times were based primarily on student-athletes' academic schedules to maximize the number of team members available. In the future, coaches will have collaborative input as to preferred practice times with more attention to appropriate facility use in addition to awareness of student-athlete availability.
 - The prior practice of prohibiting other W&M Athletics events on weekends of home football games has been discontinued. Collaboration in regard to game scheduling remains paramount to ensure quality experiences for all student-athletes within available departmental resources and personnel. Similarly, scheduling of competitions at Plumeri Park and Martin Family Stadium, which share a common

parking area at the Dillard Complex, will be done equitably among the men's and women's programs utilizing those facilities.

- (6) Provision of locker rooms, practice and competitive facilities
- (7) Medical facilities
- (11) Support services
 - The Athletics Complex project will address multiple issues raised in the review. Phase I is anticipated to begin during the 2021-22 academic year to the benefit of all W&M Athletics programs:
 - Over the years, locker rooms have been renovated and upgraded based on fundraising capabilities of the respective programs. Ultimately, this has advantaged men's teams. The renovation of locker rooms in Kaplan Arena as part of Phase I is critical to addressing this matter.
 - Medical facilities for all student-athletes will improve via a state-of-the-art training room in the Sports Performance Center.
 - Improved office spaces in Kaplan Arena will be used to enhance women's programs.
 - The Dillard Complex improvements currently underway and the installation of a turf field will improve the practice facilities and availability for teams competing at Martin Family Stadium.
 - Support personnel matters identified in the gender equity review have been addressed through roles filled for FY22, including a director of operations for the track program that features the largest women's roster in the department.
- (10) Recruiting
 - Though all program recruiting budgets are limited by departmental resources, the OCR requirement in this area is that expenditures are "equivalently adequate to meet the needs of each program."
 - In FY20, the portion of recruiting expenses allocated to men's programs exceeded the relative portion of men's participants by approximately eight percentage points.

Recommended Actions (see Table 1 for additional detail):

1. Proceed as quickly as possible with Phase I of the Athletics Complex, which will benefit all W&M Athletics programs. The phasing of the project is sequenced appropriately to immediately improve the student-athlete experience. Construction is expected to begin during the 2021-22 academic year and will be phased to meet competitive season needs, including access to training and locker room spaces. Some elements will be completed as quickly as 12 months with full completion anticipated within 24 months.

Vital Components:

- Enhance the sports medicine facility as planned within the forthcoming Sports Performance Center.
 - Enhance coaching offices within Kaplan Arena, including equitably sized and furnished spaces for the men's and women's basketball teams. Utilize the existing basketball office suite to elevate the office spaces for women's programs.
 - Enhance the locker room facilities provided to women's teams, including equitably sized and furnished spaces for the men's and women's basketball teams. For women's teams with locker rooms in Kaplan Arena, spaces will be renovated and expanded appropriately to participant numbers.
 - Prioritize the renovation and enhancement of the women's track locker room facility within Zable Stadium as part of the *All In* campaign.
2. Proceed as quickly as possible with the Dillard Complex improvements, including the installation of a new turf field. Construction is expected to begin prior to or during the 2022-23 academic year.

Vital Components:

- Expand available training space through the installation of a new turf field. (Improvements to the existing grass field were completed in August 2020 and the building demolitions required for the new turf field are underway.)
3. Monitor scheduling opportunities for practice and competition to ensure these are equitable between men's and women's programs.

Vital Components:

- Review opportunities for scheduling women's team competitions on home football weekends within the desires of the coaching staffs of those respective programs.
 - Ensure competition scheduling in shared or proximate facilities is done collaboratively among the respective programs and with consideration of equity in decisions.
 - Ensure practice scheduling in shared facilities is done collaboratively and with the flexibility to allow accommodation of the best interests of the respective programs during their seasons.
4. Create a departmental media policy to ensure consistency of publicity coverage across programs by September 30, 2021.

Vital Components:

- Identify the items that prompt departmental coverage (e.g., game announcements and results, conference and other external awards, recruit signings, etc.).
 - Execute feature materials equitably (e.g., Tribe Scribe articles, etc.).
 - Create broad awareness within the department of this new departmental policy, establishing shared expectations among the programs.
5. Review recruiting budgets and practices to ensure women's program needs are equivalently adequate by October 31, 2021.

Vital Components:

- Adjust program budgets to ensure women's program needs are being met equitably.
- If necessary to meet program needs equitably, rebalance resources in this area – ideally through increases where appropriate rather than reductions.

Table 1. Actions, Responsibility and Timeline by Treatment Area.

Treatment Area	Action	Responsibility	Timeline
1. Provision and maintenance of equipment and supplies	Provide all student-athletes with a common apparel kit plus one selected team-specific item.	Deputy Director of Athletics, Director of Athletics Equipment Services	Implemented in 2019-20 as part of the department's Under Armour contract
	Implement a centralized process for purchases and distribution of items for each team.	Deputy AD, Associate AD for Business Affairs, Director of Athletics Equipment Services	Implemented in 2019-20 as part of the department's Under Armour contract
	Review the central process for purchasing and distribution of items annually with each coach.	Deputy AD, Associate AD for Business Affairs	To be completed by October 1, 2021 and repeated annually in budget meetings with coaches
	Continue to monitor the quality, amount, suitability, maintenance and replacement, and availability of equipment and supplies. Address any disparities that may arise.	Deputy Director of Athletics, Director of Athletics Equipment Services	To be completed annually by August 1, with any issues addressed in that fiscal year
2. Scheduling of Games and Practice Times	Adjust events management practices to allow scheduling of competitive events for other teams on weekends with home football games.	Sr. Assoc. AD/SWA	Implemented during 2021-22 (for scheduling in 2022-23 and beyond)
	Ensure equitable scheduling decisions for baseball and women's lacrosse on days with home competitions for both teams (i.e., start times).	Sr. Assoc. AD/SWA	Implemented during 2020-21
	Adjust protocols for scheduling practice times for men's and women's basketball and volleyball to accommodate considerations in addition to the academic schedules of student athletes.	Sr. Assoc. AD/SWA	Implemented in 2021-22

Treatment Area	Action	Responsibility	Timeline
3. Travel and per diem allowances	Continue to monitor modes of transportation, housing and dining arrangements furnished during travel; length of stay before and after competitive events; per diem allowance. Address any disparities that may arise.	Deputy AD, Associate AD for Business Affairs	To be completed annually by August 1
4. Tutoring	Academic tutoring is provided to student-athletes as part of services available to the general student population. All student-athletes have equal access to university academic services center.		Implemented prior to 2019-20
5. Coaching	Temporary assignments of members of Athletics Staff to support university-wide COVID-response efforts have been phased out. Assistant coach positions that were held vacant within university hiring policies during 2020-21 have been filled.	AD, Deputy AD	Implemented Summer 2021
	Review provision of specialized compensation (e.g., provision of vehicles, stipends, etc.) to ensure equitable treatment of all programs. Address any disparities identified in 2022-23 contracts and/or employment agreements.	Deputy AD, Associate AD for Business Affairs	Implemented during 2021-22 to take effect in 2022-23
6. Provision of locker rooms, practice and competitive facilities	Renovate and upgrade women's locker rooms in Kaplan Arena as part of Phase I of the Athletics Complex project. Remediate anachronistic facilities as soon as possible in fall 2021 (e.g., urinals remaining in what are now women's locker rooms).	Deputy AD, Asst. AD for Facilities & Operations	Work to begin during 2021-22
	Complete improvements underway at Dillard Complex practice facilities used by soccer and women's lacrosse. Improvements to the	Deputy AD, Asst. AD for Facilities & Operations	Implemented during 2021-22, with work continuing following the completion of

Treatment Area	Action	Responsibility	Timeline
	existing grass field were completed in August 2020. Install a new turf field. Building demolitions required for the new turf field are underway.		building demolition in 2021-22.
	Renovate and enhance the women's track locker room in Zable Stadium.	Deputy AD, Asst. AD for Facilities & Operations	Work to be completed during 2022-23
7. Provision of medical and training facilities	Restore trainer travel with teams following disruption of this practice as part of the department's operational response to COVID-19 in 2020-21.	Chief Medical Officer	Implemented in 2021-22
	Restore strength training and access to training facilities for all teams following disruption of this practice as part of the department's operational response to COVID-19 in 2020-21.	Chief Medical Officer, Assoc. AD/Director of Student-Athlete High Performance	Implemented in 2021-22
	Provide an upgraded sports medicine area for all programs in Kaplan Arena as part of Phase I of the Athletics Complex project.	Deputy AD, Asst. AD for Facilities & Operations	Work to begin during 2021-22
8. Provision of housing and dining services and facilities	William & Mary does not provide special housing or dining facilities for student-athletes. All student athletes have equal access to university dining plans and residence hall options.		Implemented prior to 2019-20
9. Publicity	Create a departmental media policy. Identify items that prompt media coverage, execute feature materials equitably, develop broad awareness of the new policy and establish shared expectations.	Assoc. AD for Media Relations & Strategic Communications	To be completed by September 30, 2021
10. Recruitment	Review program recruiting expenditures and adjust expenses to provide an equitable	Deputy AD, Associate AD for Business Affairs	To be completed by October 31, 2021

Treatment Area	Action	Responsibility	Timeline
	balance, correcting a gap identified in 2019-20 data.		
11. Support Services	Restore the previously eliminated director of operations for the track & field program, which features the largest women's roster in the department.	AD, Deputy AD	Implemented in 2021-22
	Provide expanded and upgraded office spaces for women's programs in Kaplan Arena as part of Phase I of the Athletics Complex project.	Deputy AD, Asst. AD for Facilities & Operations	Work to begin in 2021-22

**WILLIAM & MARY and RICHARD BLAND COLLEGE
APPROVAL OF 2022 INTERNAL AUDIT WORK PLAN**

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

The proposed 2022 Work Plan for the Office of Internal Audit includes the following audits:

- Procurement/Accounts Payable audit
- Human Resources:
 - Search waiver/hiring exception process review
 - Payroll overpayments review
 - Affirmative Action review
- Student Organization review
- W&M Title IX Compliance process review
- RBC Title IX Compliance process review
- RBC General Accounting/Internal Control review
- VIMS General Control review
- Gift Accounting process review post CRM implementation

Recurring Audit Activities:

- IT system functionality review (in collaboration with IT personnel)
- Commonwealth Fraud, Waste and Abuse Hotline Investigations

The 2022 Work Plan has been reviewed by the Committee on Audit, Risk and Compliance and management of William & Mary and Richard Bland College, and is hereby recommended to the Board of Visitors.

THEREFORE, BE IT RESOLVED, That the 2022 Work Plan for the Office of Internal Audit is approved by the Board of Visitors.



COMMITTEE ON THE STUDENT EXPERIENCE

WILLIAM & MARY

COMMITTEE ON THE STUDENT EXPERIENCE

THURSDAY, NOVEMBER 18, 2021

12:45-1:45 P.M.

THE MCLEOD TYLER WELLNESS CENTER

MARI CARMEN APONTE, CHAIR

LISA E. RODAY, VICE CHAIR

- | | | |
|------|-----------------------------------|--|
| I. | Introductory Remarks | Mari Carmen Aponte |
| II. | Approval of Minutes | |
| | A. September 23, 2021 | |
| III. | Update from the Vice President | Virginia M. Ambler
Vice President for Student Affairs |
| IV. | Focus on Health & Wellness at W&M | Student Panel |
| V. | Discussion | |
| VI. | Adjourn | |

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON THE STUDENT EXPERIENCE
DRAFT MINUTES
SEPTEMBER 23, 2021
COHEN CAREER CENTER

COMMITTEE MEMBERS PRESENT

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

Dr. Karen Kennedy Schultz
Ms. Ardine Williams
Dr. Marc Sher, Faculty Representative
Mr. John Cho, Student Representative

OTHER BOARD MEMBERS PRESENT

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

Mr. John P. Rathbone
Mr. John E. Littel, Rector

OTHERS PRESENT

Dr. Katherine A. Rowe, President
Dr. Virginia M. Ambler, Vice President for Student Affairs
Dr. S. Mark Sikes, Interim Dean of Students
Ms. Kathleen I. Powell, Associate Vice President for Career Development
Ms. Kelly M. O'Shaugnessey, Assistant Director for Early Career Engagement
Summer Burris, W&M Graduate Student
Suzann Cole, W&M Undergraduate Student
Andrew Rose, W&M Undergraduate Student
Jakob Linder, W&M Undergraduate Student
Lydia Lee, W&M Undergraduate Student
Ms. Christine Ladnier, Administrative Assistant
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

Ms. Mari Carmen Aponte, Chair, called the Committee on the Student Experience to order at 11:49 a.m.

Ms. Aponte welcomed new Board and committee member Ms. Ardine Williams. She also welcomed Mr. John Cho, student representative to the committee, and Dr. Marc Sher, faculty representative to the committee. Both representatives said a few words introducing themselves.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Ms. Aponte asked for a motion to adopt the minutes of the April 22, 2021 meeting. Motion was made by Ms. Lisa E. Roday, seconded by Dr. Karen Kennedy Schultz, and unanimously approved by voice vote.

UPDATE FROM THE VICE PRESIDENT OF STUDENT AFFAIRS

Ms. Aponte called on Dr. Virginia M. Ambler, Vice President for Student Affairs. Dr. Ambler provided an update on various campus student activities since the beginning of the fall semester. She also thanked those who were able to celebrate Opening Convocation with the students earlier in September. Dr. Ambler provided an overview of the meeting agenda and said the presentation would be by staff of the Cohen Career Center on Career Pathways and current students. She noted future “field trip” meetings of the Committee on the Student Experience would be held on other parts of campus where student-centered programs and services support students as they learn, lead and live on campus. Dr. Ambler introduced Ms. Kathleen I. Powell, Associate Vice President for Career Development.

CAREER DEVELOPMENT IN ACTION

Ms. Powell presented an overview of the Cohen Career Center, its programs and services. She then asked students on the panel to introduce themselves.

- Summer Burris: Bowie, MD, Graduate Student, Psychology major
- Suzann Cole: Falls Church, VA, Senior, English major
- Andrew “Drew” Rose: Alexandria, VA, Senior, Biology major
- Jakob Linder: Glen Allen, VA, Senior, Finance major
- Lydia Lee: Potomac, MD, Sophomore, Undeclared Major

Ms. Powell then asked the students to talk about their summer and winter experiences (internships - externship). Each student shared their unique experiences in various programs (i.e. the Wall Street Program, the Science Career Expo, etc.) and how those experiences enhanced their professional development and/or applied to their major. They discussed how connections with alumni helped them network with others in their desired profession.

Ms. Powell and Ms. Kelly M. O’Shaughnessey, Assistant Director for Early Career Engagement, described the inaugural William & Mary Professional Development Academy (PDA) which took place in the fall of 2020, the Career Center’s plans for the Fall 2022 PDA program, career readiness initiatives, FUSE (Funding for Unpaid Summer Experience) opportunities, and the Center’s partnership with entrepreneurship faculty.

ADJOURNMENT

There being no further business, Ms. Aponte adjourned the meeting at 12:33 p.m.



COMMITTEE ON FINANCIAL AFFAIRS

WILLIAM & MARY

COMMITTEE ON FINANCIAL AFFAIRS
NOVEMBER 18, 2021
2:00 – 2:45 P.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. September 24, 2021 | |
| III. | Report from Chief Operating Officer | Amy S. Sebring
Chief Operating Officer |
| | A. Unaudited FY21 Consolidated Financial Reports | |
| | B. Unaudited Financial Report of Intercollegiate Athletics | |
| IV. | Action Materials | |
| | A. Receipt of Unaudited FY21 Consolidated Financial Reports | Resolution 2 |
| | B. Receipt of Unaudited Financial Report of Athletics | Resolution 3 |
| V. | Closed Session (if necessary) | |
| VI. | Discussion | |
| VII. | Adjourn | |

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON FINANCIAL AFFAIRS
DRAFT MINUTES
SEPTEMBER 24, 2021
ALUMNI HOUSE – HUNTER HALL

COMMITTEE MEMBERS PRESENT

Mr. James A. Hixon, Chair
Ms. Anne Leigh Kerr, Vice Chair
Mr. Victor K. Branch

Hon. Charles E. Poston
Mr. John P. Rathbone
Ms. Meghana Boojala, Student Representative

COMMITTEE MEMBERS ABSENT

Dr. Mark Brush, Faculty Representative

OTHER BOARD MEMBERS PRESENT

Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Mr. John E. Littel, Rector
Mr. William H. Payne II

Ms. Lisa E. Roday
Dr. Karen Kennedy Shultz
Ms. Ardine Williams
Dr. Shannon H. White, Staff Liaison

OTHERS PRESENT

Dr. Katherine A. Rowe, President
Dr. Peggy Agouris, Provost
Ms. Amy S. Sebring, Chief Operating Officer
Ms. Carrie S. Nee, University Counsel
Dr. D. Derek Aday, VIMS Dean and Director
Ms. Pamela W. Carroll, Executive Assistant to the Chief Operating Officer
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
Members of the Executive Leadership Team
W&M Staff and Faculty

INTRODUCTORY REMARKS

Mr. James A. Hixon, Chair, called the Committee on Financial Affairs to order at 8:04 a.m.

APPROVAL OF MINUTES

Mr. Hixon requested a motion to approve the minutes of the February 12, 2021 and February 23, 2021 meetings. Motion was made by Mr. Victor K. Branch, seconded by Mr. John P. Rathbone, and unanimously approved by voice vote.

REPORT FROM VIRGINIA INSTITUTE OF MARINE SCIENCE

Mr. Hixon welcomed Dr. D. Derek Aday, Dean and Director of the Virginia Institute of Marine Science (VIMS), and noted this is his first meeting and he joined William & Mary in August. Dr. Aday gave an update on Six-Year Plan strategies and what was funded by the General Assembly for FY22.

Dr. Aday presented on VIMS' 2022-2028 State Six-Year Plan High-Priority Strategies which supports Virginia Plan Goals 1, 2 & 3 - Equitable, Affordable & Transformative.

REPORT FROM THE CHIEF OPERATING OFFICER

Ms. Amy S. Sebring, Chief Operating Officer, presented on the William & Mary 2022-2028 Six-Year Plan reminding the committee of the key actions from the Board of Visitors this fall and the requirement of VIMS and William & Mary to submit their plans separately.

Ms. Sebring reviewed the Proposed Establishment of a University Strategic Quasi-Endowment including the 2020 Bond sale. A discussion ensued about the total annual debt service required for this issuance.

Ms. Sebring began the presentation on the proposed use of funds from the Muscarelle Museum of Art's Quasi-Endowment by giving the background on the creation of the endowment. She said there are two opportunities presently before the museum: 1) acquire the collection of Hans Friedrich Grohs, and 2) expand the Museum-caliber storage.

Ms. Sebring gave an overview of upcoming actions before the Board of Visitors in November, February and April.

ACTION ITEM

Mr. Hixon brought forth the following resolutions:

- **Resolution 18:** VIMS 2022-2028 State Six-Year Plan
- **Resolution 19:** W&M 2022-2028 State Six-Year Plan
- **Resolution 20:** Establishment of University Strategic Quasi-Endowment
- **Resolution 21:** Withdrawal of Funds from Muscarelle Quasi Endowment

Ms. Sebring noted a grammatical change in the ninth paragraph of **Resolution 21 (appended)**.

Resolutions 18-20, and 21 as amended were moved as a block by Mr. Branch, seconded by Mr. Rathbone, and unanimously approved by voice vote.

ADJOURNMENT

There being no further business, Mr. Hixon adjourned the meeting at 8:44 a.m.

**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 Grohs' 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.

**RECEIPT OF THE CONSOLIDATED FINANCIAL REPORT OF
WILLIAM & MARY, VIRGINIA INSTITUTE OF MARINE SCIENCE, AND
RICHARD BLAND COLLEGE
FOR THE FISCAL YEAR ENDED JUNE 30, 2021**

WHEREAS, the Consolidated Financial Report of William & Mary, Virginia Institute of Marine Science, and Richard Bland College for the fiscal year ended June 30, 2021, is presented to the Presidents of William & Mary and Richard Bland College, and the Rector and Board of Visitors;

WHEREAS, the statements included in the consolidated Financial Report provide an analysis of William & Mary, the Virginia Institute of Marine Science, and Richard Bland College and its affiliated foundations for fiscal year 2020-2021;

WHEREAS, William & Mary's financial management has prepared the consolidated financial statements and is responsible for the information for William & Mary, the Virginia Institute of Marine Science, and their affiliated foundations;

WHEREAS, Richard Bland College's management is responsible for all financial information for Richard Bland College and its affiliated foundation; and

WHEREAS, the report is subject to a detailed audit to be conducted by the Auditor of Public Accounts;

THEREFORE, BE IT RESOLVED, that the Unaudited Consolidated Financial Report for the Year Ended June 30, 2021 for William & Mary, Virginia Institute of Marine Science, and Richard Bland College is hereby received by the Board of Visitors.

**The Consolidated Financial Report was sent as a pre-read*

Board of Visitors

Resolution 3

November 18-19, 2021

Page 1 of 1

**WILLIAM & MARY
RECEIPT OF THE FINANCIAL REPORT OF
THE INTERCOLLEGIATE ATHLETIC DEPARTMENT
FOR THE FISCAL YEAR ENDED JUNE 30, 2021**

WHEREAS, the summarized Financial Report of William & Mary's Intercollegiate Athletic Department for the fiscal year ended June 30, 2021, is presented to the President, Rector, and the Board of Visitors of the university.

THEREFORE, BE IT RESOLVED, that the Unaudited Financial Report of William & Mary's Intercollegiate Athletics Department for the Year Ended June 30, 2021, is hereby received by the Board of Visitors.

**The Financial Report was sent as a pre-read*



COMMITTEE ON ACADEMIC AFFAIRS

WILLIAM & MARY

COMMITTEE ON ACADEMIC AFFAIRS

NOVEMBER 18, 2021

3:00 – 3:45 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. September 23, 2021 | |
| III. | Provost's Report | Peggy Agouris |
| IV. | Faculty Liaison Committee Report | John Gilmour |
| V. | Action Materials | Peggy Agouris |
| | A. Appointment to Fill a Vacancy in the
Instructional Faculty | Resolution 4 |
| | B. Designated Professorships | Resolution 5 |
| | C. Resolution to Modify the Bylaws of the Faculty Assembly | Resolution 6 |
| | Retirement of... | |
| | D. Elizabeth A. Canuel, School of Marine Science | Resolution 7 |
| | E. John E. Graves, School of Marine Science | Resolution 8 |
| | F. Wolfgang K. Vogelbein, School of Marine Science | Resolution 9 |
| VI. | Closed Session (if necessary) | |
| VII. | Discussion | |
| VIII. | Adjourn | |

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON ACADEMIC AFFAIRS
DRAFT MINUTES
SEPTEMBER 23, 2021
ALUMNI HOUSE – HUNTER HALL

COMMITTEE MEMBERS PRESENT

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

Mr. John P. Rathbone
Dr. John Gilmour, Faculty Representative
Mr. Tarun Chandrasekar, Student Representative

COMMITTEE MEMBERS ABSENT

Ms. Anne Leigh Kerr

OTHER BOARD MEMBERS PRESENT

Mr. John E. Littel, Rector
Hon. Charles E. Poston
Ms. Lisa E. Roday

Ms. Shannon White, Staff Liaison
Ms. Meghana Boojala, Student Representative

OTHERS PRESENT

Dr. Katherine A. Rowe, President
Dr. Peggy Agouris, Provost
Dr. D. Derek Aday, VIMS Dean and Director
Dr. Maria Donoghue Velleca, Dean of the Faculty of Arts & Sciences
Dr. Robert C. Knoepfel, Dean of the School of Education
Mr. A. Benjamin Spencer, Dean of the School of Law
Dr. Larry Pulley, Dean of the Mason School of Business
Dr. Dan Runfola, Assistant Professor of Applied Science
Ms. Olivia Hettinger, W&M Undergraduate Student and Undergraduate Director of the geoLab
Dr. Hannah Rosen, Associate Professor of History and American Studies
Dr. Magali Compan, Associate Professor of French and Francophone Studies
Ms. Jessica Walton, Deputy Secretary to the Board of Visitors
Members of the President's Cabinet
W&M Staff and Faculty

CALL TO ORDER AND INTRODUCTORY REMARKS

Mr. S. Douglas Bunch, Chair, called the Committee on Academic Affairs to order at 2:10 p.m.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Bunch asked for a motion to adopt the minutes of the April 22, 2021 meeting. Motion was made by Mr. Victor K. Branch, seconded by Ms. Mari Carmen Aponte, and approved unanimously by voice vote.

PROVOST'S REPORT

Dr. Peggy Agouris, Provost, reported on the current semester. She recognized Dr. D. Derek Aday, VIMS Dean & Director, who began working on September 1, 2021, and acknowledged Dr. Maria Donoghue Velleca, Dean of the Faculty of Arts & Sciences, Dr. Robert C. Knoepfel, Dean of the School of

Education, and Mr. A. Benjamin Spencer, Dean of the Law School, all who had started last year.

Provost Agouris explained that restructuring was taking place in the Provost's Office following the departure of Dr. Ann Marie Stock, former Vice Provost for Academic & Faculty Affairs, to take a new position at the university. Former Vice Provost for International Affairs, Dr. Steve E. Hanson, has taken on the position of Vice Provost for Academic & International Affairs.

Provost Agouris reported the percentage of students participating in classes on-campus: 98.34% in Arts & Sciences, 99.34% in the School of Business, 87.67% in the School of Education, 76.30% on the Law School, and 99.02% in the School of Marine Science. Provost Agouris reported that there had been no administrative withdrawals of students to date after the September 17 second vaccination deadline and thanked the University Registrar, Student Affairs, Dean of Students, Information Technology, and the Healthy Together Team.

Provost Agouris displayed a draft version of a new website for the Office of the Provost that is intended to share with the community what university-wide initiatives the Provost is working on and the people who are engaged in that work.

Provost Agouris identified areas of preliminary convergence between the five Schools that have emerged from the Sustainable Curriculum review process, presented the School of Education's Program Review data as an example of Sustainable Curriculum analysis, and then introduced Dr. Larry Pulley, Dean of the Mason School of Business, to explain the Business School's process for creating and testing its programs.

Dean Pulley explained the process by which the Business School sets goals and objectives for its programs, gathers data, measures outcomes, evaluates these results, and makes needed changes and improvements. Dean Pulley explained the Business School performs regular five-year program evaluations to assess market, curriculum, student recruiting, student placement, and financial performance. He described the process for launching a new pilot program, by which programs are tested for three years, then evaluated and improved as needed. He explained that the Master of Science in Business Analytics (MSBA) program is in its evaluation year and reported on its strengths and plans for addressing areas needing improvement.

Mr. John E. Littel, Rector of the Board of Visitors, reported positive feedback on the MSBA program from employers; and President Rowe praised the Business School's process for testing pilot programs.

Provost Agouris introduced Dr. Dan Runfola, Assistant Professor of Applied Science, to report on the geoLab.

Dr. Runfola described the geoLab as having grown out of the Data Science program in Arts & Sciences (A&S) in response to high student demand to study data science and conduct undergraduate research. Dr. Runfola explained the geoLab paradigm unifying research and teaching, with students learning fundamental skills and critical thinking through experiential projects with an external partner. He reported that 75 students are working in the lab. Dr. Runfola traces \$2.1M in external research funding to student engagement and student-led projects. One hundred percent of students who have graduated out of the geoLab are employed, and 23 are co-authors on peer reviewed published articles.

Dr. Runfola introduced Olivia Hettinger, Class of 2023, to report on student projects in the geoLab.

Ms. Hettinger, the undergraduate director of the geoLab, described the Road Runner project, which involved students from six Virginia schools working with the Commonwealth Cyber Initiative. The project yielded a peer reviewed paper and external follow up funding. She also spoke about the geoBoundaries project, which supports initiatives like vaccine distribution. Ms. Hettinger emphasized that geoLab projects have a direct impact on the world and that the geoLab adds values to the William & Mary degree.

FACULTY LIAISON COMMITTEE REPORT

Dr. John Gilmour, faculty representative to the committee, introduced himself and then introduced Dr. Hannah Rosen, Associate Professor of History and American Studies, and Dr. Magali Compan, Associate Professor of French and Francophone Studies, to report on the implementation of the COLL 350 requirement.

Dr. Rosen explained the COLL 350 requirement (originally COLL 199) emerged from consensus by the 2015 Task Force on Race & Race Relations and the academic exploration of differences in perspective related to race and other social categories should be part of the COLL curriculum. At the request of A&S faculty, an ad hoc committee was formed to investigate other institution's experiences with similar requirements and identify best practices. Dr. Rosen described the process for and results of this analysis, leading to the establishment of the COLL 350: Difference, Equity, Justice requirement, and explained the criteria for designating these courses.

Dr. Compan described the implementation of COLL 350, including the resources provided by the Center for the Liberal Arts to support faculty in designing and delivering these courses, and the process by which potential COLL 350 courses are developed and approved. Dr. Compan reported that the requirement will go into effect with the Fall 2021 matriculating class, and currently 407 of 413 seats in COLL 350 courses are filled. Dr. Compan reported that 26 COLL 250 courses have been approved to date, distributed across 13 disciplines and all three areas of A&S.

ACTION MATERIALS

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

- **Resolution 7:** Appointment to Fill A Vacancy in the Instructional Faculty
- **Resolution 8:** Designated Professorship
- **Resolution 9:** Award of Academic Tenure
- **Resolution 10:** Faculty Promotions
- **Resolution 11:** Leave of Absence

Mr. Bunch Advised the Committee that **Resolution 8 (appended)** should be amended to revise the title of Dean Spencer's designated professorship from "Marshall-Wythe Foundation Professor of Law" to "Marshall-Wythe School of Law Foundation Trustee Professor of Law."

Resolutions 7, 8 as amended and 9-11 were moved as a block by Ms. Aponte, seconded by Mr. Branch, and unanimously approved by voice vote.

Mr. Bunch then brought forth and requested a motion on the following resolutions:

Retirement of...

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

Resolutions 12-16 were moved as a block by Mr. Branch, seconded by Ms. Aponte, and unanimously approved by voice vote.

ADJOURNMENT

There being no further business, Mr. Bunch adjourned the meeting at 3:02 p.m.

**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 School of Law Foundation Trustee
Professor of Law

ANN MARIE STOCK, Chancellor Professor of Modern Languages & Literatures

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

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

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

JESSICA MOSS SMALL, Research Assistant Professor of Marine Science and Director, Aquaculture Genetics & Breeding Technology Center, effective November 10, 2021

B.Sc., University of New Hampshire, 2000
Ph.D., William & Mary, Virginia Institute of Marine Science, 2007

William & Mary, Virginia Institute of Marine Science
Associate Director, Aquaculture Genetics & Breeding Technology Center,
2018-2021
Assistant Director, Aquaculture Genetics and Breeding Technology Center,
2015-2018
Research Coordinator, Aquaculture Genetics and Breeding Technology Center,
2012-2014
Postdoctoral Research Associate, Department of Aquatic Health Sciences,
2008-2012

**WILLIAM & MARY
DESIGNATED PROFESSORSHIPS**

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

THEREFORE, 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:

NATOYA HILL HASKINS, Class of 1953 Associate Professor of Education

HELEN A. MURPHY, Class of 1955 Associate Professor of Biology

SARAH L. STAFFORD, CSX Professor of Public Policy and Economics

KRISTIN L. WUSTHOLZ, Mansfield Associate Professor of Chemistry

**WILLIAM & MARY
RESOLUTION TO MODIFY
THE BYLAWS OF THE FACULTY ASSEMBLY**

WHEREAS, the Faculty Assembly has reviewed carefully the Bylaws of the Faculty Assembly and made corrections and changes; and

WHEREAS, the Faculty Assembly approved these changes at their meeting on September 28, 2021;

THEREFORE, BE IT RESOLVED, That the proposed changes are approved, effective immediately, and the Bylaws of the Faculty Assembly are now amended as per the attached document.

THEREFORE, BE IT FURTHER RESOLVED, That the Board hereby delegates to the President of the university authority to approve amendments to the Bylaws of the Faculty Assembly or direct amendments to the Board of Visitors for approval.

**Clean version attached, redline sent as a pre-read*

Bylaws of the Faculty Assembly of the College of William and Mary**ARTICLE I****Meetings**

Section 1. Regular Meetings. The regular meetings of the Assembly shall be held at least once per semester, and not more often than once per month. Regular meeting dates shall be announced at least ten days in advance.

Section 2. Agenda. Items may be placed on agendas for regular meetings by the President of the Assembly, by the Executive Committee, by any committee of the Assembly, or by any two members of the Assembly. Items to be placed on the agenda shall be submitted to the Secretary at least ten days prior to the next regular meeting.

Section 3. Special Meetings. Special meetings of the Assembly may be called by the President of the Assembly or by the Executive Committee and may be called upon the written request of ten members of the Assembly. The purpose of the meeting shall be stated in the call. Except in cases of emergency, at least ten days' notice shall be given.

Section 4. Meeting Format. All meetings of the Assembly may be held in person, online, or in a hybrid format.

Section 5. Quorum. A majority of all voting members of the Assembly shall constitute a quorum. A majority of all voting members of a committee shall constitute a quorum on that committee.

Section 6. Meetings of the Assembly are open to attendance by all members of the university community. However, the Assembly may move into executive session by a majority vote of the Assembly members present.

Section 7. The Assembly may invite persons who are not members of the Assembly to speak. Non-members may also be granted the privilege of the floor by the presiding officer.

Section 8. Voting on motions shall normally be viva voce or by show of hands, but five members may require a roll call vote upon any motion. Voting will take place either in person, online, or both. There shall be no proxy votes. A faculty member who will be absent from a meeting may appoint as an alternate member for that meeting any person from his or her constituency who recently has served on the Assembly. Such alternate members shall have the same debating and voting privileges as the regular members they replace.

ARTICLE II**Officers**

Section 1. The Officers of the Assembly shall be the President of the Assembly (hereinafter, "the President"); the Vice President and President-Elect (hereinafter, "the Vice President"), who shall

succeed to the Office of President on July 1 following his or her term as Vice President; and the Secretary. Each of the officers shall represent a different constituency.

Section 2. Officers shall serve one-year terms and shall assume their duties on July 1.

Section 3. Officers shall perform the duties prescribed by these bylaws and by the parliamentary authority adopted by the Assembly (see VIII).

Section 4. President. The President shall preside over meetings of the Assembly and of the Executive Committee. He or she shall serve on all long-range planning or long-range advisory committees of the university.

The President shall appoint a Parliamentarian, who shall attend all Assembly meetings and advise the President on parliamentary procedure.

Section 5. Vice President. The Vice President shall perform the duties of the President during his or her absence and shall serve on all long-range planning or long-range advisory committees of the university. The Vice President shall coordinate faculty presentations to the Board of Visitors. The Vice President shall recommend a slate of candidates at the Annual Meeting (IV.2).

Section 6. Secretary. The Secretary shall maintain the membership roster; prepare and distribute to each member of the faculty the agenda for regular meetings at least seven calendar days prior to the meetings; prepare and publish the minutes of meetings of the Assembly, as well as the Assembly's reports and resolutions.

Section 7. When the elected President, Vice President, or Secretary is unable to take office, or is unable to complete a term of office, a replacement shall be elected to complete the term, by the means described in IV.1-2.

Section 8. The faculty representative to the Board of Visitors shall not serve as an officer of the Assembly or as a member on the Committee on Academic Affairs, the Committee on Faculty Affairs, or the Committee on Planning and Resources.

Section 9. The appointed NTE representative (when one is serving on the Assembly) shall not serve as an officer of the Assembly.

ARTICLE III

Elections of Representatives

Section 1. Regular elections for Assembly representatives and alternates shall be held by March 1 of each year, with elected members assuming their duties on July 1 after their election. However, newly elected members shall attend the Annual Meeting (see IV.1).

Section 2. Appointment of the non-voting NTE faculty representative shall be made, when necessary, by the Executive Committee at the Annual Meeting.

ARTICLE IV

Election of Officers and Committees

Section 1. The Annual Meeting. Each spring, after the election of the new members of the Assembly and prior to Commencement, the incumbent officers shall convene the following year's Assembly for the Annual Meeting. The purpose of the Annual Meeting shall be to elect the officers, the chairs of the three governing committees (the Committee on Academic Affairs, the Committee on Faculty Affairs, and the Committee on Planning and Resources), and the members of the Executive Committee and the Committee on Planning and Resources (COPAR).

Elections shall proceed in the following sequence: President (if necessary), Vice President, Secretary, the chairs of the three governing committees, and the remaining members of the Executive Committee and COPAR. The incumbent officers shall officiate at this meeting and shall distribute notices of the meeting and minutes as for regular meetings. Only the members of the following year's Assembly are eligible to vote at this meeting.

Section 2. Nominations. Nominations for President (if necessary) shall first be made by the incumbent President. Otherwise, the incumbent Vice President, in consultation with the other officers, shall recommend a slate of candidates for the following year's Vice President, chairs of governing committees, Executive Committee, and COPAR. The Assembly may make other nominations at this time.

Section 3. In the event that more than two candidates are nominated for a position and none receives a majority of the votes cast on the first ballot, balloting continues with the name of the candidate receiving the fewest votes being dropped from the ballot, after each vote. In the event that there is no one candidate with the fewest votes, balloting continues with all names included until such time as a candidate receives a majority of votes cast (in which case he or she is declared elected) or until a candidate receives the fewest votes (in which case his or her name is dropped from the ballot and the balloting continues).

Section 4. Following the election of the officers, the chairs of the three governing committees, the Executive Committee, and COPAR, Assembly members shall each sign up for service on the Faculty Affairs and Academic Affairs committees. The three governing committees shall each have at least ten members and shall draw their members from the Executive Committee and from the rest of the Assembly membership. The Executive Committee and the Committee on Planning and Resources shall have balanced representation (two from each Area of Arts & Sciences and one from each school).

As officers of the Executive Committee, the President, Vice President, and Secretary of the Assembly are ineligible to serve as chairs of the governing committees.

Each member of the Assembly shall serve either on two of the governing committees, or on the Executive Committee and one of the governing committees. The President and Vice President serve on the Executive Committee and the Committee on Planning and Resources.

ARTICLE V

Executive Committee

Section 1. The Executive Committee shall consist of eleven voting members, two from each Area of Arts & Sciences, one from each school, and the faculty representative to the Board of Visitors. The officers of the Assembly are included in these eleven members. If an NTE representative is not among the voting members, one will be appointed as a non-voting member. The Provost shall serve as a non-voting administrative representative.

Section 2. The Executive Committee shall be chaired by the President of the Assembly. Members shall serve one-year terms and shall assume their duties on July 1.

Section 3. Except for the officers and the faculty representative to the Board of Visitors, the Executive Committee shall be nominated and elected by means of the procedures in IV.

Section 4. The Executive Committee shall administer the affairs of the Assembly between its meetings, set the hour and agenda of meetings, make recommendations to the Assembly, and shall perform such other duties as are specified in these bylaws. The Committee shall be subject to the orders of the Assembly, and none of its acts shall conflict with action taken by the Assembly.

Section 5. The Executive Committee shall serve as a liaison to the Board of Visitors, to the President, and to the Provost and shall provide representation on such other policy committees of the university as the Assembly shall approve.

Section 6. The Executive Committee shall monitor all Assembly committees to assess their continuing usefulness; at least once every four years, review the jurisdiction, composition, and activities of university-wide committees to assess whether the committees, individually and collectively, meet the needs of the university; and present recommendations to the Assembly for modifying the university-wide committee structure. In addition, the Executive Committee shall recommend to the Assembly the members of its special committees, and faculty members of campus-wide committees, except as provided in VII.3.

Section 7. During the summer recess, the Executive Committee may act on behalf of the Assembly and shall report all such actions to the Assembly at its next meeting. During the summer recess the Executive Committee shall normally follow the operating procedures set forth in the bylaws.

Section 8. Consistent with the bylaws and constitution, the Executive Committee shall have the authority to resolve ambiguities in the eligibility and participation of NTE faculty with respect to the Assembly and shall report their actions to the full Assembly.

ARTICLE VI

Governing Committees

Section 1. Committees, standing or special, may be established as the Assembly deems necessary. The purpose and charges for new Assembly committees shall be determined by the Assembly upon recommendation from the Executive Committee.

Section 2. Committee members may be drawn from the faculty, faculty emeriti, administration, professional staff, alumni, and student bodies of schools and such other constituencies as may be required or appropriate.

Section 3. The chair of each Assembly committee shall hold open hearings on issues when appropriate; give regular reports to the Assembly; and submit to the Assembly Secretary committee recommendations to be placed on the Assembly's agenda.

Section 4. The standing governing committees of the Assembly shall include:

a. The Committee on Academic Affairs. The Committee on Academic Affairs shall consist of ten members. Members of the Committee shall be selected by the Assembly during the Annual Meeting by means of the procedures described in IV. Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Academic Affairs shall report to the Assembly on matters concerning educational policy, admission policy, and student affairs, including athletic policy, within the university. It shall receive reports from the Admission Policy Advisory Committee and the University Library Committee. The Committee will maintain liaison with long-range planning committees.

b. The Committee on Faculty Affairs. The Committee on Faculty Affairs shall consist of ten members. Members of the Committee shall be selected by the Assembly during the Annual Meeting by means of the procedures described in IV. Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Faculty Affairs shall report to the Assembly on personnel matters, broadly conceived, including personnel policies, recruitment policies, faculty research and development programs, and the policy aspects of faculty compensation and benefits.

Every third year, the Committee on Faculty Affairs shall conduct a survey of faculty attitudes, perceptions, and opinions on a wide range of issues. The Committee shall write a summary of the results and send them to the university faculty and administration.

The Committee on Faculty Affairs shall receive reports from the Faculty Research Committee.

c. The Committee on Planning and Resources (COPAR). The Committee on Planning and Resources shall consist of ten members, two from each of the Areas of Arts & Sciences and one from each school. Members of the Committee shall be elected by the Assembly during the

Annual Meeting by means of the procedures described in IV. Members shall serve one-year terms and shall assume their duties on July 1.

The Committee on Planning and Resources shall report to the Assembly on matters concerning the development and allocation of resources, broadly conceived, including budgeting, undergraduate enrollment policies, fundraising and development, the development or renovation of the physical plant of the university, and financial aspects of faculty compensation and benefits. The Committee will maintain liaison with the Faculty Compensation Board and University Advancement. The members of the Committee on Planning and Resources serve as the faculty members on long-range planning committees.

ARTICLE VII

Other Committees Reporting to the Assembly

Section 1. Standing committees of the Assembly, which are established by the Assembly and whose members are appointed by the Assembly, shall include:

a. The Admission Policy Advisory Committee helps to develop undergraduate admission policy. The Committee advises the office of Undergraduate Admission and acts as a review committee in special cases. The Committee submits to the Assembly's Academic Affairs Committee an annual report that includes a freshman profile developed by Undergraduate Admission.

b. The Faculty Compensation Board works with the Committee on Planning and Resources to improve compensation for all university faculty. It informs itself of evolving statutes and regulations that deal with matters of faculty compensation and discusses with the administration ways to present faculty concerns to state agencies including the General Assembly, Governor's Office, State Council for Higher Education, and the Department of Planning and Budget. The Board reports annually to the Assembly.

c. The Faculty Research Committee fosters and promotes research activity at the university. It administers a program of subsidized faculty research, establishes procedures governing the program, solicits applications, reviews them, and selects grant recipients for recommendation to the Provost. The Committee reports annually to the Assembly's Faculty Affairs Committee.

d. The University Library Committee, in consultation with the Dean of University Libraries, advises the Assembly, the President, and Provost on policy consistent with standards of accrediting agencies. It reports in writing at least once a year to the Assembly's Academic Affairs Committee.

ARTICLE VIII

University-wide Advisory Committees

Section 1. University-wide committees may be established as the Provost or other appropriate person deems necessary upon consultation with the Executive Committee. A university-wide committee is a committee which affects more than one faculty or school or significantly affects

the university's resource allocation or educational mission. Purposes and charges for such university-wide committees shall be determined by the Provost or other appropriate person upon consultation with the Executive Committee.

Section 2. On the advice of the Executive Committee, the Assembly shall recommend to the appropriate appointing authority, in a timely manner, the individuals who represent the faculty on search committees for university-wide administrative positions including President, Provost, Vice Presidents, and Dean of University Libraries, and on all university-wide standing and ad-hoc committees other than long-range planning and long-range advisory committees. Terms of office shall be recommended by the Assembly. Except as specified in VII.3, each constituency has the right of representation on every university-wide committee. Care should be taken to ensure representation of NTE faculty and Arts & Sciences faculty from graduate programs. Each constituency may recommend faculty, administrators, or professional staff to represent it on university-wide committees if appropriate.

Section 3. Long-range planning or long-range advisory committees of the university shall include the President, Vice President, and most recent past President of the Assembly. On the advice of the Executive Committee, other faculty members of any such committees shall be approved by the Assembly.

ARTICLE IX

Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the Assembly in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Assembly may adopt.

ARTICLE X

Amendment of Bylaws

These bylaws may be amended by a two-thirds vote of the full Assembly membership (all members except any NTE appointed under II.5) and approval by the Board of Visitors.

Approved by the Board of Visitors on April 22, 2005; Effective July 1, 2005 and as amended April 15, 2011, November 21, 2014, and April 26, 2019

**RETIREMENT OF ELIZABETH A. CANUEL
SCHOOL OF MARINE SCIENCE**

Elizabeth A. Canuel joined the faculty of William & Mary in 1994 as an Assistant Professor in the School of Marine Science at the Virginia Institute of Marine Science (VIMS). She was a member of the Department of Physical Sciences until her retirement in 2021. Professor Canuel held the position of Chancellor Professor of Marine Science from 2018 to 2021.

Upon her arrival at William & Mary, Professor Canuel established a world-class program studying organic geochemistry of estuaries and continental shelves. Her research has focused on understanding the sources, composition, and fate of organic carbon in freshwater, estuarine, and marine systems. Her expertise and contributions to the field have been recognized by numerous accolades from professional societies. She is a Fellow of the Geochemical Society and the European Association of Geochemistry, and a Sustaining Fellow of the Association for the Sciences of Limnology and Oceanography.

Professor Canuel has provided important leadership at VIMS, William & Mary, and in the broader community. She chaired VIMS' Academic Council for two terms, served as the Secretary to William & Mary's Faculty Assembly, and was a member of the 2004-05 Presidential Search Committee. She has held elected positions in the Geochemical Society's Organic Geochemistry Division, was twice elected Secretary of the American Geophysical Union's Ocean Science section, and served on the governing board for the Coastal and Estuarine Research Federation. Additionally, Professor Canuel has worked on the editorial boards of several highly regarded journals, including *Limnology and Oceanography*, *Marine Chemistry*, *Organic Geochemistry*, and *Geochimica et Cosmochimica Acta*. She also served as a member of the Delta Independent Science Board in California for ten years (2010-2020), chairing the Board in 2019-2020.

Professor Canuel has excelled as an educator. Her efforts have been recognized by awards such as the VIMS Outstanding Teacher Award (2011), Graves Award for Sustained Excellence in Teaching (2014), and Thomas Jefferson Teaching Award (2006). She was instrumental in the implementation of the William & Mary Marine Science Minor program, and served as its co-director from 2009-2018. She has served as the major or co-major advisor to 17 graduate students at VIMS, and six post-doctoral fellows. She made vital contributions via classroom teaching, offering the graduate course, Principles of Chemical Oceanography, on nine occasions; and also the upper level graduate course, Organic Geochemistry on nine occasions. She also pioneered and led the popular William & Mary undergraduate course, Marine Science Mash-up. Professor Canuel has published more than 90 peer-reviewed publications, many of them co-authored with students.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Elizabeth Canuel and expresses its appreciation to her for the many contributions she has made to William & Mary and VIMS in her 27 years of service. The Board hereby approves the change in status for her from Chancellor Professor of Marine Science to Chancellor Professor of Marine Science, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Canuel with best wishes from a grateful Board for her 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 Chancellor Professor of Marine Science to Chancellor 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 WOLFGANG K. VOGELBEIN
SCHOOL OF MARINE SCIENCE**

Wolfgang K. Vogelbein first joined the faculty of William & Mary in 1989 in the Division of Chemistry and Toxicology, what is now the Department of Aquatic Health Sciences, School of Marine Science. He became a tenure-eligible Assistant Professor in 1993, an Associate Professor with tenure in 1998, and a Professor in 2004. He received his B.S. in Marine Science in 1976 from Long Island University, an M.S. in Zoology from the University of California, Long Beach in 1981, and a Ph.D. in Veterinary Microbiology and Parasitology from Louisiana State University in 1991. As a professor of different ranks, he has served William & Mary for over 30 years, as both a scientific leader and an educator in the field of fish pathology.

Professor Vogelbein has mentored eleven graduate students, two undergraduates and two high school students, and served on forty graduate student committees. He has also mentored two postdoctoral trainees and hosted many visiting international students and faculty. As a testament to his mentoring, several of his former students and postdocs are now in faculty positions at other institutions. In addition, he has selflessly assisted numerous VIMS students over the years with their projects by diagnosing and helping to treat their research subjects, the various fishes of Chesapeake Bay and the surrounding region.

As an instructor, Professor Vogelbein has taught many courses during his tenure at VIMS, including one of the Institute's core graduate courses: Fundamentals of Environmental Chemistry, Toxicology, and Pathobiology, which he developed and taught for over ten years, as well as Principles of Pathobiology, Fish Histology, and Methods in Microscopy. His expertise has been passed on through conscientious mentoring and courses covering a broad range of infectious and non-infectious aquatic diseases and guided work on fish histology and pathobiology, and techniques in light and electron microscopy.

His research has focused on assessing metrics of fish health, particularly those associated with the pathobiology of chemical contaminants, infectious pathogens, and harmful dinoflagellates in fishes. During his career he has authored or co-authored over 80 peer-reviewed publications and book chapters, and was awarded over \$10 million in grant funding. In the early 1990s, he discovered that mummichogs (*Fundulus heteroclitus*) inhabiting polluted sites in the Elizabeth River in Virginia had developed unusual lesions and liver cancer. This discovery led to long-term research efforts (funded by the Commonwealth of Virginia, EPA, and the National Institutes of Environmental Health and Safety) at VIMS, Duke University, and other institutions into the cause-and-effect relationship between polycyclic aromatic hydrocarbon (PAH) pollution and their adverse effect in resident mummichog populations. His pioneering work in this arena led to the adoption of the mummichog as an indicator species for contaminated environments and it is now being used to target and track the efficacy of sediment remediation efforts in the Elizabeth River and other sites along the eastern seaboard.

Importantly, over the last 25 years, Professor Vogelbein made substantial contributions to our understanding of mycobacteriosis (fish tuberculosis) in striped bass, an important commercial and recreational fish in the Chesapeake Bay. This research has resulted in over 20 peer-reviewed manuscripts on the subject. These studies resulted in identification of two new species of *Mycobacterium* in Chesapeake Bay that were found to be highly prevalent in the environment and in the forage fish preyed upon by striped bass. These new species are important to the epidemiology of this disease in striped bass and likely drive disease dynamics in the Bay.

Professor Vogelbein was one of the leaders of the VIMS team researching the ecological and health impacts of harmful dinoflagellates species in the *Pfiesteria* group. He was first author on a seminal *Nature* manuscript on *Pfiesteria shumwayae* describing its micropredatory behavior responsible for fish mortalities rather than a toxin, as had been claimed by other scientists. His laboratory group helped to identify the pathogenic water mold causing ulcerative lesions on fish that also had been wrongly attributed to *Pfiesteria* species. These two findings were critical in explaining that *Pfiesteria shumwayae* was not toxic, but rather a facultative micropredator that fed on fish compromised by environmental change. Professor Vogelbein has continued studies of harmful algal bloom (HAB) organisms in the Chesapeake Bay and their impacts on the aquatic life and ecosystem for more than twenty years. Some of this work was part of a six-year, multi-agency state study that contributed to recommendations for new chlorophyll *a* criteria (metrics for water quality) for the James River; criteria based on the results of phytoplankton levels and impacts during different seasons in separate river segments.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Wolfgang K. Vogelbein and expresses its appreciation to him for the many contributions he has made to William & Mary and VIMS over 30 years of service. The Board hereby approves the change in status from Professor of Marine Science to Professor of Marine Science, Emeritus.

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



RICHARD BLAND COLLEGE COMMITTEE

RICHARD BLAND COLLEGE COMMITTEE
THURSDAY, NOVEMBER 18, 2021
4:00 – 5:30 P.M.
ALUMNI HOUSE - HUNTER HALL

VICTOR K. BRANCH, CHAIR
BRIAN WOOLFOLK, VICE CHAIR

4:00 – 4:30 P.M.

- | | | |
|------|--|----------------------|
| I. | Welcome to full Board/Introductory Remarks | Victor K. Branch |
| II. | Approval of Minutes | |
| | A. September 23, 2021 | |
| III. | RBC Foundation Board of Directors – Chair’s Presentation | Charles Patton |
| IV. | General Reports | |
| | A. Report from President and Administration | Debbie L. Sydow |
| | B. Report from Faculty Representative - <i>enclosure A</i> | David McCarthy |
| | C. Report from Student Representative - <i>enclosure B</i> | Thulani Jayasinghe |
| V. | Action Materials | |
| | A. Retirement of Michael Lehman, Associate Professor of Business | Resolution 10 |

4:30 – 5:30 P.M.

- | | |
|-------|-------------------------------|
| VI. | Discussion with full Board |
| VII. | Closed Session (if necessary) |
| VIII. | Adjourn |

WILLIAM & MARY

BOARD OF VISITORS

RICHARD BLAND COLLEGE COMMITTEE

DRAFT MINUTES

ERNST HALL, ROOM 107

RICHARD BLAND COLLEGE

SEPTEMBER 22, 2021

2:00 – 4:00 P.M.

COMMITTEE MEMBERS PRESENT

Mr. Victor K. Branch, Chair
Mr. Brian P. Woolfolk, Vice Chair
Ms. Cynthia E. Hudson
Ms. Barbara L. Johnson
Hon. Charles E. Poston

Ms. Lisa E. Roday
Dr. Karen Kennedy Schultz
Ms. Ardine Williams
Dr. David McCarthy, Faculty Representative
Ms. Thulani Jayasinghe, Student Representative

OTHER BOARD MEMBERS PRESENT

Mr. John E. Littel, Rector

OTHERS PRESENT

Dr. Debbie L. Sydow, RBC President
Ms. Ramona Taylor, RBC College Counsel
Dr. Tyler Hart, Provost
Dr. Adam Zucconi, Faculty Assembly Chair
Mr. Scott Newton, Director of Residence Life & Athletics
Ms. Lisa Johnson, Director of Financial Aid
Mr. Jesse Vaughan, Chief Communications & Marketing Officer
Mr. Jeff Brown, Director of Special Projects & Operations
Dr. Tiffany Birdsong, Director of Academics
Dr. Evanda Watts-Martinez, Director of Counseling, RJ&E Co-Chair
Dr. Thom Addington, Director of Student Success, RJ&E Co-Chair
Ms. Carrie S. Nee, University Counsel
Mr. Kent Erdahl, Internal Audit Director
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors
Members of the President's Council
RBC students, faculty and staff

CALL TO ORDER

Mr. Victor Branch, Chair, called the Richard Bland College (RBC) Committee meeting to order at 2:02 p.m.

INTRODUCTORY REMARK

Mr. Branch recognized and thanked RBC Committee members for their service and welcomed them to the RBC campus. Then he introduced new Committee members – Ms. Ardine Williams, W&M Board of Visitors; Dr. David McCarthy, RBC Faculty Representative to the W&M Board of Visitors; and Thulani Jayasinghe, RBC Student Representative to the W&M Board of Visitors - and asked them to introduce themselves.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Branch asked for a motion to approve the minutes of the April 19, 2021 electronic meeting. Motion was made by Ms. Lisa E. Roday, seconded by Ms. Karen Kennedy Schultz, and unanimously approved by voice vote.

REPORT FROM THE PRESIDENT and ADMINISTRATION

Dr. Debbie L. Sydow, RBC President, began by welcoming Mr. John E. Littel, Rector of the William & Mary Board of Visitors, Mr. Branch, members of the RBC Committee, and other present. President Sydow acknowledged the continued conscientiousness and dedication of the students, faculty and staff in following COVID-19 protocols to keep the campus community safe, and credited them for getting a new academic year successfully underway. Safety remains top of mind as faculty, staff and students continue to navigate the pandemic environment.

President Sydow provided an overview of the action items brought to the RBC Committee: **Resolution 1**, Approve Six-Year Plan; **Resolution 2**, Approve 2022-2028 Capital Outlay Plan; **Resolution 3**, Approve FY23 Operating & Capital Budget Requests; **Resolution 4**, Approve RBC Workforce Planning & Development Report; **Resolution 5**, Fill Vacancies in the Professional Faculty; and **Resolution 6**, Appreciation to Mary Gurnick, Professor of Chemistry and Acting Director of Academics.

President Sydow shared the plan for re-launching RBC's strategic plan, as well as progress to date in refining plan goals and further clarifying a long-range transformative vision for RBC with the assistance of Huron Consulting. In addition, she highlighted language in the 2021 State budget that both encourages and authorizes RBC to pursue strategic partnerships to achieve priority goals relative to the utilization of innovative educational technologies, back-office administrative cost reduction, and academic programming and credentialing that directly ties to high-demand jobs.

Dr. Tiffany Birdsong, Director of Academics, reported on the Academic Success unit that includes counseling services, library services, student success and academics. Dr. Birdsong introduced Department Chairs and reported on strategic partnerships, space modernization efforts, and the experience of Dr. Evanda Watts-Martinez, Director of Counseling, to meet the mental health needs of students on campus. A discussion ensued regarding metrics for success.

Dr. Adam Zucconi, Faculty Assembly Chair, provided an update from the Faculty Assembly and reported that the Faculty Affairs Committee has been tasked with revising committee charges. The second Faculty Assembly meeting of the academic year will take place on Friday, September 24. A discussion ensued regarding faculty promotions.

Mr. Scott Newton, Director of Student Life and Athletics and Head Volleyball Coach, provided an update on sports and Title IX compliance. Mr. Newton gave an overview of what is required to be Title IX compliant. He discussed the 2017 Beverly and Associates audit that resulted in recommendations for improvement to athletics, including Title IX. He provided information on the history of RBC athletics, as well as current and future sports offerings.

A discussion ensued regarding what is involved in starting a new athletics team.

Four RBC student athletes – Josiah Jones, Katherine Fisher, Amanda Marshall, Chris Polymeropoulos – introduced themselves and spoke about their decision to attend RBC.

Mr. Jeff Brown, Director of Special Projects & Operations, provided an update from the Statesman Safe and Secure Task Force. Mr. Brown highlighted five areas of the Safe and Secure Plan, including daily attestation, face coverings, case investigations and contact tracing, partnerships, and vaccinations. He reported that the VCU Health contract has been renewed, and a nurse has been hired to manage testing on campus.

Drs. Evanda Watts-Martinez and Thom Addington, co-chairs of the Racial Justice & Equity Task Force, provided an update on the Task Force which has finalized a report of their findings and recommendations, and that report has been widely disseminated. It is currently posted to the RBC website. President Sydow stated that RBC will integrate Task Force recommendations into the strategic planning process, and metrics will be established to monitor progress. A discussion ensued regarding operationalizing and monitoring data as it relates to equity.

Dr. Tyler Hart, Provost, and his team provided an enrollment update to include a projected fall headcount, student demographics, and admissions activity, noting the fluctuation in student enrollment behaviors throughout the pandemic.

Mr. Jesse Vaughan, Director of Marketing and Communications, provided an update from RBC Creative Services and discussed brand awareness, becoming a thought leader, and growing social media presence. Mr. Vaughan's update included video clips produced since April 2021. A discussion ensued regarding partnerships being formed.

FACULTY REPRESENTATIVE REPORT

Dr. David McCarthy reported on plans for implementation of Racial Justice and Equity Task Force recommendations related to academics and student success. He noted the activities that took place during faculty development week, beginning with an orientation for new faculty on August 23 and updates from the President, the Provost, the Office of Student Success, the Care Team, the Racial Justice & Equity Task Force, and the Honors Program. Faculty development activities on August 25 centered around the Quality Enhancement Plan (QEP) at RBC, which is devoted to enhancing critical thinking throughout the curriculum.

STUDENT REPRESENTATIVE REPORT

Ms. Thulani Jayasinghe reported on her experiences as a Promise Scholar in Chemistry 150 with W&M's Dr. Randolph Coleman. Ms. Jayasinghe discussed the course description that explores recent advances in chemistry, neuroanatomy and physiology of the brain to understand emotions, behavior and personality. She stated that the purpose of the course is to develop critical thinking skills, thoughtful understanding of popular science literature and learning through informal discussions; and the opportunity for an early orientation to the W&M learning environment.

ACTION MATERIALS

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

- **Resolution 1:** Resolution to Approve Six-Year Plan

- **Resolution 2:** Resolution to Approve 2022-2028 Capital Outlay Plan
- **Resolution 3:** Resolution to Approve FY223 Operating & Capital Budget Requests
- **Resolution 4:** Resolution to Approve RBC Workforce Planning & Development
- **Resolution 5:** Appointment to Fill Vacancies in the Professional Faculty
- **Resolution 6:** Resolution of Appreciation, Mary Gurnick

Mr. Branch asked for a motion to approve **Resolutions 1 through 4** as a block. The motion was made by Mr. Woolfolk, seconded by Ms. Hudson, and approved unanimously by voice vote.

Mr. Branch asked for a motion to approve **Resolution 5 and 6** as a block. The motion was made by Ms. Williams, seconded by Ms. Schultz, and approved unanimously by voice vote.

CLOSED SESSION

Mr. Branch moved that the Richard Bland College Committee convene in closed session pursuant to Va. Code §2.2-3711.A.1 for discussion of the performance of the president and senior leadership; and Va. Codes §2.2-3711.A.7 and A.8 for consultation with legal counsel regarding compliance matters. Motion was seconded by Ms. Roday and approved by roll call vote – 8-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

At that time the committee members, President Sydow, RBC Counsel, W&M Counsel, Internal Audit Director, Secretary to the Board of Visitors, and Deputy Secretary entered the closed session at 4:10 p.m.

RECONVENED CLOSED SESSION

Following the closed session, the Committee returned to open session at 4:40 p.m. Mr. Branch moved that we 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 Ms. Roday and approved by roll call vote – 8-0 – conducted by Mr. Fox.

ADJOURNMENT

There being no further business, Mr. Branch adjourned the meeting at 4:45 p.m.



Richard Bland College
of WILLIAM & MARY

REPORT OF THE RBC FACULTY REPRESENTATIVE
November 2021

Dr. David S. McCarthy

W&M Board of Visitors, RBC Faculty Representative

"Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current which can sweep down the mightiest walls of oppression and resistance."—Robert F. Kennedy

Racial Justice & Equity Task Force: Update #1

The Racial Justice & Equity Task Force continues to work tirelessly as they begin to implement the recommendations outlined in their final report.

The Task Force enthusiastically supported a campus event that Dr. Daniel Franke organized to commemorate Constitution Week in September. On two consecutive evenings (September 14-15), Dr. Franke screened *Reconstruction: America After the Civil War* in its entirety. The four-hour documentary on Reconstruction, which first aired on PBS in 2019, is narrated by Dr. Henry Louis Gates of Harvard University. The film has helped revive the History Club at Richard Bland College.

Dr. Evanda Watts-Martinez moderated an "inclusion and equity chat" on September 30. Professors Rachel Finney, Linda Pittman, LeJeanna Raymond, and Alexandra Youmans participated in the conversation, and according to the Task Force, "[a] great take-away from the group's dialogue was shared by Professor Raymond who believes that the cultural and inclusion transition must occur naturally and seamlessly. Raymond's remark sends us a gentle reminder of the nature of change and its effectiveness based on the encounters within and among members of the RBC community. We must remain patient with each other as the changes on campus emerge naturally from the depths and inner strivings of its members ... we realize that presenting and reinforcing new models may bring some hesitation and resistance. Therefore, we intend to address these moments with empathy, grace, confidence, and hope."

November 18-19, 2021

Page 2 of 2

The Task Force is developing a plan to partner with the LGBTQ+ Resource Center at Virginia Tech. They report that “Jason Neiswinter, a former RBC student, a current Virginia Tech student, and an active professional in several non-profit organizations, will join Dr. Evanda Watts-Martinez in a virtual campus program for students at RBC & Virginia Tech” later in the semester.

New Courses: 2022 Spring Semester

Student registration for the spring semester opened at the beginning of October. We are excited to offer a wide range of new courses:

Dr. Eric Earnhardt will be teaching English 299: Technical and Professional Writing.

Professor Jamia Hines is offering Communication 299: Multicultural Communication. This course covers “intercultural communication in domestic and/or global contexts. Influence of cultures, languages, and social patterns on how members of groups relate among themselves and with members of different ethnic and cultural groups. Theory and knowledge of effective communication within and between cultures. Appreciation and comparison of communication of diverse groups within the larger context of American culture.”

Dr. David Morgan has developed Physics 110: How the Universe Works. Dr. Morgan explains that the course “is designed to introduce non-science majors to some of the most important concepts in physics—from the classical mechanics of Galileo and Newton, to heat and electromagnetism, to modern theories of quantum mechanics and relativity. The course focuses on the ways that the laws of physics connect to everyday phenomena, and seeks to develop an interdisciplinary understanding of the history of the field and the changing questions and discoveries that have driven the development of new theories over time. The course ends with a discussion of currently unanswered questions in physics and cosmology—such as the nature of dark matter and dark energy, and the quest for a ‘unified theory’ of physics.”

5th Annual Pecan Festival

The Pecan Festival returned to campus on Saturday, November 6. During the festival, the college hosted an “Admissions Fair” between 10:00AM and 12:00PM. Prospective students had the opportunity to tour classrooms and the residence halls, and application fees were waived. Thanks to all of the faculty and staff who volunteered to make the event so successful!



Richard Bland College
of WILLIAM & MARY

REPORT OF THE RBC STUDENT REPRESENTATIVE
November 2021

Thulani Jayasinghe

W&M Board of Visitors, RBC Student Representative

Students Prepare for Midterms

The anticipation for midterms has replaced welcome week excitement that students experienced at the beginning of fall semester. Students have already started using the available library spaces, tutoring centers, and study halls to prepare for upcoming exams. As a tutor in the Mystic Tutoring Center, the increasing number of students who need help has motivated me, and I am currently creating a study plan for my tutee. Kennedy Bullington, the Biology Tutor, says, "It was a rewarding experience to have the opportunity to help students, not only in Biology but also in other classes, although I only signed up as a tutor in Biology." Resident Assistants have also organized several student resources, such as ASPIRE weekly study halls and events to locate study buddies for help with studying in the residence halls. Aside from preparing for the midterms, students have not forgotten to use their hidden skills to help their peers. lymanii Tatem, a Research Assistant and second-year student, says, "I am working on a book to motivate the unmotivated." She continues saying, "I understand how much college and life can be challenging, and it is a goal of mine to write a book on finding the motivation to achieve goals." The efforts lymanii has put into improving the RBC living and learning community is admirable. The relationship between the students who are willing to help and those in need of help (academics, social, life) creates a supportive and inclusive environment for all students.

Honors Program Opportunities

One of the paths for admission to William & Mary for Richard Bland students is being a part of the Honors or Promise Scholars Program, which significantly benefits students financially, academically, and socially. One of the core features of all of these programs is the opportunity to experience and get familiar with the William & Mary community even before transferring. This year's Honors Program, the "Honors Presents" series, infuses the "TED talk" style of presentation with both the structural and characteristic aspects as one of the requirements. This unique experience challenges Honors students to sharpen their research and communication skills and builds a sense of community with the cohort. Also, to fulfill the service hours requirement this

November 17-19, 2021

Page 2 of 3

year, there are opportunities to volunteer around the Petersburg community, such as tutoring and service at non-profit organizations. To encourage a higher participation rate among students, during the last Honors meeting, students were given a chance to suggest the type of volunteer/service opportunity that would be of interest. A first-year Honors student, Sydney Baker, says, "Since I do not have the transportation to be part of the volunteer opportunities, I am grateful that professors are planning a solution for that." Baker continued, "The professors who coordinate the Honors program are very understanding and will work with you as long as you reach out." Baker wishes to transfer to William & Mary, and she is also a part of the Promise Scholars Program, a subgroup of the Honors Program.

Promise Scholars

The Promise Scholars Program is for high-achieving students who are Pell-grant eligible. The program provides students with the opportunity to take W&M courses at RBC, receive scholarship funds as financial aid, and receive both W&M Fellow and peer-to-peer support and mentorship for those who are transferring to William & Mary. Sydney Baker shared how the program helped her financially and said, "This opportunity would help me boost my resume for future opportunities." Second-year Promise Scholars continue the COLL 150 class, The Chemistry of Emotion & Behavior, instructed by Dr. Randolph Coleman, a William & Mary professor. Dr. Coleman encourages students to use Swem Library resources for the Journal Club series that occurs in every class session. Abigail Holmes, a second-year student who is taking Chemistry 150 this semester, says,

"Participating in Prof. Coleman's COLL class has widened my understanding of how people operate and why. It's been a fascinating and rewarding journey that has given me the opportunity to apply what I've learned by extending my research into a presentation for Journal Club. I was able to research and give a speech on prenatal brain development and discuss the findings among my classmates, which has greatly prepared me for what I might experience in a more professional atmosphere after college."

Campus Engagement

Another requirement for Honors students is maintaining a particular number of campus engagement points through participation in campus engagement opportunities. This year students are re-building several clubs because of the effects of COVID-19 on campus engagement last year. History Club gives students opportunities to explore the past through films, reading clubs, field trips, service, and research opportunities. The Speech and Debate Club helps students build a friendly and supportive community while also honing the communication skills that will make them competitive with their four-year peers when they transfer. Student Assembly is also meeting weekly and opening applications for new members to proceed with elections for this year. Recently, the Anime Club had its first meeting. The club president, Joshua Washington, expressed his excitement, saying, "I am looking forward to meeting people who enjoy anime, and

November 17-19, 2021

Page 3 of 3

this club would be an opportunity for students to have fun, make new friends, and learn about each other."

The 5th Annual Pecan Festival will be held on November 6th, an event open to the public and hosted by RBC. Jasmine Hickson, the RBC Foundation Advancement Committee student representative, emphasized how her position would help bring student insight and perspective to the Committee. She further explained, "The Pecan Festival is an event hosted by RBC to raise funds, and this is also an opportunity to host an Admission Fairs, to communicate scholarship opportunities, and to be part of an overall community gathering." She is also looking for volunteers and believes that this would be an excellent opportunity for Honors students to receive service/volunteer hours that need to be fulfilled as a requirement for the program. In addition, the Residence Life team continues to implement more creative programs, especially for the Halloween season, such as haunted halls and door decorating contests, scavenger hunts, pumpkin carving, and costume parties. So far students are participating enthusiastically in all of these opportunities and looking forward to a fantastic spring semester.



**RETIREMENT OF MICHAEL T. LEHMAN
ASSOCIATE PROFESSOR OF BUSINESS**

Mr. Michael T. Lehman joined Richard Bland College in August 2007 as an adjunct faculty member. He assumed a full-time faculty position on August 10, 2010 as an Assistant Professor in Business and was promoted to the rank of Associate Professor on August 10, 2016.

Mr. Lehman obtained his Bachelor of Arts degree in 1973 from the Holy Cross College in Worcester, Massachusetts and completed graduate courses at the School of Business at Virginia Commonwealth University and the University of Richmond between 1974 and 1977. Mr. Lehman obtained his Master's degree in business administration, with a concentration in finance, from William & Mary in 1978.

Mr. Lehman served as an adjunct faculty member at Averett University, the University of Mary Washington and Exxon Co. U.S.A Marketing, Corporate Training center prior to joining Richard Bland College. He owned and operated his own business, A.M. Express, from February 2000 until January 2007, and served as President of A.M. Petroleum Marketing from July 1995 until September 2006.

Mr. Lehman's extensive knowledge and experience in marketing and business proved valuable to the Richard Bland College mission throughout his tenure, providing instruction, guidance, and support to hundreds of students at the College, many of whom returned to Mr. Lehman's classes as alumni guest lecturers. Mr. Lehman served as Department Chair of Social and Behavioral Sciences for four years, and in recent years he worked closely with industry partners to expand and promote the Logistics Management certificate program. Mr. Lehman has been and will remain a valued member of the Richard Bland College family.

THEREFORE, BE IT RESOLVED, That the William & Mary Board of Visitors acknowledges the retirement of Mr. Michael T. Lehman on January 1, 2022 and expresses its appreciation for the many contributions that he has made to Richard Bland College, and approves, with deep gratitude for his 14 years of devoted service to the College, a change in status from Associate Professor of Business to Associate Professor of Business, Emeritus;

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



ADHOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILTY & INNOVATION

WILLIAM & MARY

AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

NOVEMBER 19, 2021

8:30 – 9:30 A.M.

ALUMNI HOUSE – HUNTER HALL

BARBARA L. JOHNSON, CHAIR

LISA E. RODAY, VICE CHAIR

- | | | |
|------|---------------------------------|--------------------|
| I. | Introductory Remarks | Barbara L. Johnson |
| II. | Dashboard Tools Working Session | Katherine A. Rowe |
| III. | Discussion | |
| IV. | Closed Session (if necessary) | |
| V. | Adjourn | |



MEETING OF THE WILLIAM & MARY BOARD OF VISITORS

WILLIAM & MARY

BOARD OF VISITORS
NOVEMBER 19, 2021
9:45 A.M. – 12:00 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. September 22-24, 2021
- III. Introductory Remarks Mr. Littell
Debbie L. Sydow
Katherine A. Rowe
- IV. Reports of Standing Committee Chairs
 - A. Committee on Audit, Risk and Compliance Charles E. Poston
 - a. **Resolution 1:** William & Mary and Richard Bland College
Approval of 2022 Internal Audit Work Plan
 - B. Committee on the Student Experience Mari Carmen Aponte
 - C. Committee on Financial Affairs James A. Hixon
 - a. **Resolution 2:** Receipt of Unaudited FY 21 Consolidated
Financial Report
 - b. **Resolution 3:** Receipt of Unaudited Financial Report
of Athletics
 - D. Committee on Academic Affairs S. Douglas Bunch
 - a. **Resolution 4:** Appointment to Fill a Vacancy in the
Instructional Faculty
 - b. **Resolution 5:** Designated Professorship
 - c. **Resolution 6:** Resolution to Modify the Bylaws of
the Faculty Assembly
 - Retirement of:
 - d. **Resolution 7:** Elizabeth A. Canuel – School of Marine Science
 - e. **Resolution 8:** John E. Graves – School of Marine Science
 - f. **Resolution 9:** Wolfgang K. Vogelbein – School of Marine Science

- E. Richard Bland College Committee
Victor K. Branch
 - a. **Resolution 10:** Retirement of Michael Lehman,
Associate Professor of Business
- F. AD HOC Committee on Organizational
Sustainability & Innovation
Barbara L. Johnson
Lisa E. Roday
- V. General Reports
 - A. Report from Student Representative – **enclosure C**
 - B. Report from Faculty Representative – **enclosure D**
 - C. Report from Staff Liaison – **enclosure E**

Meghana Boojala
Thomas J. Ward
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

SEPTEMBER 22-24, 2021

WILLIAM & MARY ALUMNI HOUSE AND RICHARD BLAND COLLEGE

The William & Mary Board of Visitors met Wednesday, September 22 through Friday, September 24, 2021.

On Wednesday, September 22, the Richard Bland College Committee meet in Ernst Hall on the campus of Richard Bland College in Petersburg, VA from 2:00 – 4:00 p.m. Later that evening the Board convened in the Great Hall of The Sir Christopher Wren Buildings, on the William & Mary campus, for a meeting with the Posse Scholars.

BOARD MEMBERS PRESENT:

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

Ms. Cynthia E. Hudson
Hon. Charles E. Poston
Ms. Lisa E. Roday
Dr. Karen Kennedy Schultz
Ms. Ardine Williams

BOARD MEMBERS ABSENT:

Mr. James A. Hixon
Ms. Anne Leigh Kerr
Mr. John P. Rathbone
Mr. J.E. Lincoln Saunders
Mr. Brian P. Woolfolk

OTHERS PRESENT:

Dr. Katherine A. Rowe, President
Dr. John D. Riofrio, Hispanic Studies Program Director and Associate Professor of Hispanic Studies & Director of the Posse Program
Dr. Virginia M. Ambler, Vice President of Student Affairs
Mr. Michael J. Fox, Secretary to the Board of Visitors

Temiloluwa Abiodun, Posse Scholar
Shamsullah Ahmadzai, Posse Scholar
Peter Awabdeh, Posse Scholar
Adriek Gill, Posse Scholar
Amaya Jones, Posse Scholar
Darie Levermore, Posse Scholar

Keon Parastaran, Posse Scholar
Kimberly Sejas, Posse Scholar
Mialy Simon, Posse Scholar
Natalie Tubia, Posse Scholar
Alina Uzakpayeva, Posse Scholar

Mr. John E. Littel, Rector to the William & Mary Board of Visitors, convened the Board from 7:30 p.m. – 8:55 p.m. He introduced Dr. John D. Riofrio, Director of the Scholars Program, and spoke about the Program and the first class of scholars. Then each scholar introduced themselves. After introductions a discussion ensued between the scholars and the Board on a number of campus issues.

On Thursday, September 23, the Committee on Audit, Risk and Compliance met for session I from 8:30 – 9:45 a.m. and Executive Committee met from 10:00 – 11:30 a.m. in Leadership Hall of the Alumni House. The Committee on the Student Experience met at the Cohen Career Center from 11:45 a.m. – 12:30 p.m., followed by the Board lunch in Hunter Hall of the Alumni House from 12:30 – 1:15 p.m. Following lunch, the Committee on Institutional Advancement met from 1:15 – 2:00 p.m. in Hunter Hall. The Committee on Academic Affairs and Committee on Administration, Buildings and Grounds met simultaneously from 2:00 – 2:45 p.m. respectively in Hunter Hall and Leadership Hall. The Committee on Audit, Risk and Compliance met for session II from 3:00 – 4:00 p.m. in Hunter Hall, followed by the AD HOC Committee on Organizational Sustainability & Innovation from 4:00 – 5:00 p.m.

Ms. Barbara L. Johnson, chair, called the AD HOC Committee on Organizational Sustainability & Innovation (“AD HOC Committee”), a committee of the whole, to order at 4:03 p.m. and welcomed vice chair, Ms. Lisa E. Roday.

BOARD MEMBERS PRESENT THURSDAY FOR THE AD HOC COMMITTEE:

Ms. Barbara L. Johnson, Chair
Ms. Lisa E. Roday, Vice Chair
Hon. Mari Carmen Aponte
Mr. Victor K. Branch
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Mr. James A. Hixon
Ms. Cynthia E. Hudson
Mr. John E. Littel, Rector
Mr. William H. Payne II

Hon. Charles E. Poston
Mr. John P. Rathbone
Mr. J.E. Lincoln Saunders
Dr. Karen Kennedy Schultz
Ms. Ardine Williams
Mr. Brian P. Woolfolk

Ms. Meghana Boojala, Student Representative
Ms. Shannon H. White, Staff Liaison

BOARD MEMBERS ABSENT THURSDAY FOR THE AD HOC COMMITTEE:

Ms. Anne Leigh Kerr
Dr. Thomas J. Ward, Faculty Representative

OTHERS PRESENT FOR THE AD HOC:

Dr. Katherine A. Rowe, President
Dr. Peggy Agouris, Provost
Ms. Amy S. Sebring, Chief Operating Officer
Ms. Carrie S. Nee, University Counsel
Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs
Mr. Timothy A. Wolfe, Associate Vice President for Enrollment & Dean of Admission
Dr. Jeremy P. Martin, Chief of Staff
Ms. Heather E. Golden, Chief Marketing Officer

Dr. W. Fanchon Glover, Chief Diversity Officer

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Members of the President's Cabinet

W&M Staff and Faculty

Ms. Johnson said the AD HOC Committee will provide oversight of the implementation of the university's strategic plan this year and into the future. She said the focus of the committee for the year is diversity, equity and inclusion, and operating and financial sustainability.

Mr. Johnson introduced Mr. Henry R. Broaddus, Vice President for Strategic Initiatives & Public Affairs, and Mr. Timothy A. Wolfe, Associate Vice President for Enrollment & Dean of Admission, who provided an update on enrollment growth.

Mr. Broaddus noted the goal of the university's planned smart growth initiative, which began in the fall of 2019, has been to increase the number of undergraduates enrolled each year by 150 students for four consecutive years, increasing the undergraduate student body by 600 students at the end of the four-year period. Mr. Broaddus said that the increased applicant pool has allowed the university to skip a year in the planned smart growth initiative. The target for the fall of 2022 was met, and exceeded, in the fall of 2021.

Mr. Broaddus said freshman enrollment growth is attributed to two spring entry methods for freshman. Freshman placed on the waitlist can attend a two-year college for a semester, or study abroad for a semester through the university's partnership with Verto Education which leads to guaranteed admissions for the spring.

Mr. Wolfe highlighted trends in the freshman applicant pool, one of which was a significant increase in applications. He also presented, for the past four years, a snapshot of admissions, the academic profile, and class demographics for the freshman class.

A discussion ensued regarding the variation breakdown of students of color; tracking the success of students who gained admission as test optional.

Mr. Wolfe continued by noting there has been an increase in the admissions of Pell Grant recipient freshman and transfer students in the fall of 2021. He noted that despite the increase in class size the percentage of freshman receiving Pell Grants also increased.

A discussion ensued regarding the impact of the increased enrollment on faculty; the need to communicate the success of increasing the number of Pell Grant students; testing versus test optional, and the metrics used to measure the success of test optional students; and the goal of the number of Pell Grant recipients.

Mr. Woolfolk expressed concern that the number of Pell Grant recipients at William & Mary and other schools in the Commonwealth is too low.

The discussion continued regarding the need for a growth goal of Pell Grant recipients, and analysis of the data that has led to the growth in Pell Grant recipients to date.

Dr. Katherine A. Rowe, President of William & Mary, began the presentation on the university's strategic plan – *Vision 2026*. She said this is the initial roll out of the plan and will include the high-level objectives of the university's strategic plan. President Rowe called on Dr. Jeremy P. Martin, Chief of Staff to talk about the process of the strategic plan since its inception in 2019.

Dr. Martin provided an overview of the process from when the strategic plan was launched in 2019. The process began with Phase I: Vision, Mission, Values, followed by Phase II: Environmental Analysis, and Phase III: Strategy Development. The initial process also incorporated community feedback. Phase III was delayed due to COVID-19 but resumed in March 2021. The three phases were used to create the *Vision 2026* framework.

Ms. Heather E. Golden, Chief Marketing Officer, reminded the Board of the positioning study conducted by SimpsonScarborough in 2019. She noted this has been a helpful tool in thinking about strategic planning and highlighted some of the findings from the study including how William & Mary is viewed differently by in-state students versus out-of-state students; the perception of a college versus a university; disciplines offered at the “best” institutions; attributes used in a student's decision making process; what students view as William & Mary's top attributes; and how people view a liberal arts education.

Mr. Broaddus presented the timeline for the strategic planning framework over the next six months. He said the university will be entering a planning-in process this fall. This timeline will include a process that allows for synthesis and convergence at the local, school and unit level; the ability of the Cabinet to refine and elevate school and unit objectives, initiatives, and actions; provide the Board an update on the “plan-in” process at the November meeting; finalization of the strategic framework; and public rollout of the strategic framework by Charter Day 2022.

President Rowe noted that when *Vision 2026* officially rolls out there will be a series of actions and measurable targets. President Rowe presented the three high-level priorities and associated goals: (1) Expand William & Mary's Reach: aim to address global challenges, forge dynamic partnerships to fuel positive change and model democratic ideals to extend its influence in the world; (2) Educate for Impact: reimagine the liberal arts and professional education in the 21st century to ensure the lifelong success of William & Mary graduates; and (3) Evolve to Excel: embrace change to achieve William & Mary's full potential in environmental and financial sustainability, in diversity, equity and inclusion, and in operational excellence.

A discussion ensued regarding the carbon neutral goal.

There being no further business, Ms. Johnson adjourned the AD HOC Committee at 4:59 p.m.

That evening the Board convened in the Sir Christopher Wren building. Beginning at 5:32 p.m. the Board met in the Chapel to hear a brief history of the building and take the William & Mary Board of Visitors Pledge. Board members then signed the Board of Visitors membership book in the Blue Room and had their annual group photo taken on the steps in the Wren Courtyard. The Board then gathered, from 6:30 – 8:30 p.m., for dinner in the Great Hall. A conversation ensued regarding the upcoming semester and specifically, COVID-19 plans, as well as the status of contextualization approved last year. Following that conversation each Board member shared updates. Next the Board discussed expectations of the President and the Executive Leadership Team relative to committee topics and discussion areas, as well as the preparation of pre-read documents provided to the Board before each

meeting. Lastly the Board had a conversation about the university's strategic planning rollout and Smart Growth plan.

BOARD MEMBERS PRESENT THURSDAY EVENING FOR THE PLEDGE AND DINNER:

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

Ms. Cynthia E. Hudson
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 PRESENT THURSDAY EVENING FOR THE PLEDGE:

Ms. Meghana Boojala, Student Representative
Dr. Shannon H. White, Staff Liaison

BOARD MEMBERS ABSENT:

Ms. Anne Leigh Kerr
Dr. Thomas J. Ward, Faculty Representative

President Rowe was also present for the pledge, book signing, photo and dinner.

FRIDAY, SEPTEMBER 24

On Friday morning, September 24, the Committee on Financial Affairs met from 8:00 – 9:00 a.m. in Hunter Hall.

At 9:34 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. Victor K. Branch
Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Mr. James A. Hixon
Ms. Anne Leigh Kerr
Ms. Cynthia E. Hudson
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. Meghana Boojala, Student Representative
Dr. Thomas J. Ward, Faculty Representative
Dr. Shannon H. White, Staff Liaison

OTHERS PRESENT FOR THE FULL BOARD MEETING:

Dr. Katherine A. Rowe, President
Dr. Debbie L. Sydow, RBC President
Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie S. Nee, University Counsel

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Members of the President's Cabinet

W&M Staff and Faculty

Mr. Littel welcomed Board members, the presidents of Richard Bland College and William & Mary, and all other participants. Mr. Littel welcomed new Board members Ms. Ardine Williams and Mr. John P. Rathbone and asked them to introduce themselves. He also recognized new staff liaison, Dr. Shannon H. White, returning faculty representative, Dr. Thomas J. Ward, and new student representative, Ms. Meghana Boojala, and asked each to introduce themselves. Ms. Boojala introduced Student Assembly leadership and Board student committee representatives present at the meeting. Ms. Boojala recognized current Student Assembly Chief of Staff, John Cho; Student Assembly Vice President, Zenobia Goodman; Committee on Institutional Advancement student representative, Emmanuel Murphy; and Committee on Academic Affairs student representative Tarun Chandrasekar.

Mr. Littel reviewed the Board schedule for the week beginning with the Richard Bland College (RBC) Committee meeting at RBC on Wednesday afternoon and the conversation with the Posse Scholars that evening. He noted the Board had a full day of committee meetings the day before and concluded with the oath and dinner in the Wren Building. Mr. Littel said the Board normally honors outgoing members and retired university officials at its September meeting but in an abundance of caution, due to the pandemic, the event was postponed until the November meeting.

Mr. Littel then called on Dr. Debbie L. Sydow, RBC President to make opening remarks.

President Sydow thanked RBC Committee chair Mr. Victor K. Branch and Mr. Littel for holding the RBC Committee meeting at RBC on Wednesday, September 22. She then noted the financial report and dashboard tracking the progress of the year's priority goals in the pre-reads.

President Sydow noted that the two following items were highlighted at the committee meeting: the plan to relaunch RBC's strategic plan as well as refining goals and further clarifying the transformative vision of RBC; and the language in the 2021 State budget that permits RBC to pursue strategic partnerships to achieve priority goals related to the utilization of innovative technologies, back-office administrative cost reductions, and academic programming and credentialing that directly ties to high-demand jobs. She then reviewed the agenda from the meeting what reports were presented. President Sydow also noted the committee acted on the Six-Year plan, capital outlay plan, Workforce Planning & Development Report, appointment of professional faculty, and a resolution of appreciation.

President Sydow concluded by saying RBC's diversification has helped protect the college from enrollment loss seen in the traditional liberal arts program. She said strategic partnerships with Navitas, dual enrollment high schools, and Verto have presented promise for the future of RBC.

Mr. Littel then called on Dr. Katherine A. Rowe, William & Mary President to make opening remarks.

President Rowe began her remarks with a quote from Opening Convocation 2021 by former Board member Judge John Charles Thomas HON '18, which she said is the theme for the year.

“You need to be builders. We bring you here and embrace you and make you part of the community, because we need you to be builders.”

President Rowe said she is adding this charge to pandemic goals.

President Rowe provided updates on the university's COVID-19 response; financial position; diversity, equity and inclusion; and strategic planning process. During President Rowe's COVID-19 response she noted the initial COVID-19 increase experienced at the beginning of spring 2021 and fall 2021 semesters and William & Mary's students, faculty, and staff's ability to adapt to changing circumstances. President Rowe called on Chief Operating Officer, Ms. Amy S. Sebring.

Ms. Sebring shared the significant drops in the number of active cases on campus for students and staff, and cautioned that COVID-19 is still a concern and the university will continue to adjust as needed.

President Rowe provided an update on the university's financial position. She reminded the Board of the university's financial position a year ago and reviewed action taken to address the FY21 shortfall. President Rowe said that state-mandated cost increases and financial aid for students requires the continuation of cost-containment efforts undertaken in FY21 into FY22. She highlighted the Smart Growth plan presented in the AD HOC Committee, and the use and investment of quasi-endowment funds from the bond sale. She also said the university continues to focus on the long-term financial position of the university.

President Rowe provided an update on diversity, equity and inclusion (DEI). She said DEI drives innovation. She highlighted DEI related items including the fact that William & Mary has been selected for the fourth year in row for the Higher Education Excellence in Diversity (HEED) Award. President Rowe said there is a new report from the Office of Diversity & Inclusion showing the depth of work taken last year by academic and administrative units regarding DEI. She noted the steady growth in Pell Grant students admitted to William & Mary, the dedication of John E. Boswell Hall in August, the upcoming dedications of the Hulon L. Willis Sr. Hall and Arthur A. Matsu Arcade. President Rowe reminded the Board of the newly established Legacy Tribute Garden and Sankofa Seed sculpture, Hearth: Memorial to the Enslaved construction project, and the Asian Centennial taking place during the current academic year.

Lastly, President Rowe presented the objectives and actions of *Vision 2026* presented to the AD HOC committee. President Rowe said the university is working in a phased way and reiterated that the Cabinet will be working with schools and units in “planning-in” the framework this fall and will present the finalized strategic planning process to the Board in November.

President Rowe asked the academic deans present to stand and introduce themselves. Those present included Dean of Arts & Science, Maria Donoghue Velleca, Dean of the Law School A. Benjamin Spencer, Dean of the Business School, Lawrence B. Pulley, Dean of the School of Education, Robert C. Knoeppel, and Dean of the Virginia Institute of Marine Science, Derek Aday. President Rowe then

introduced new Athletics Director, Brian D. Mann. She then noted people in new roles, Heather E. Golden, Chief Marketing Officer; Steve Hanson, Vice Provost for Academic and International Affairs; and Ann Marie Stock, Presidential Liaison for Strategic Cultural Partnerships.

Mr. Littel expressed gratitude to former colleague John Charles Thomas, former justice of the Virginia Supreme Court, for stepping in and speaking at Convocation. He then noted that three President Rowe, Mr. Victor K. Branch, and Mr. William H. Payne II were named in the Virginia Business 500 Power List for education, finance, and economic development respectively. Mr. Littel also recognized Ann Marie Stocks for her contributions as vice provost.

Mr. Littel called on Mr. Michael J. Fox, Secretary to the Board of Visitors, to note some corrections in the April 22-23, 2021 and July 27-29, 2021 minutes before the Board votes to approve. Mr. Fox said there were some grammatical errors in Resolution HC-2: Renaming Buildings and noted Resolution HC-3: Naming of the Zable Stadium Arcade for Arthur A. Matsu needs to be amended to reflect Mr. Matsu emigrated to New York not Canada in the draft April 22-23, 2021 minutes. For the July 27-29, 2021 draft minutes Mr. Fox noted the handout regarding SCHEV's continuing education and Resolution HC-1: Resolution to Clarify Presidential Authorization for Vaccine Policy and Compliance, as approved by the Board in July 2021, needs to be appended to the minutes.

Mr. Littel asked for a motion to approve the minutes from April 22-23, 2021, as amended. Motion was made by Dr. Karen Kennedy Schultz, seconded by Ms. Barbara L. Johnson, and approved by voice vote. Next, Mr. Littel asked for a motion to approve the July 27-29, 2021, minutes as amended. Motion was made by Ms. Johnson, seconded by Ms. Sue H. Gerdelman, and approved by voice vote.

Mr. Littel called for the reports of the standing committees.

Mr. Branch reported for the **RBC Committee** and briefly reviewed the agenda. In addition, he recognized the work being done by RBC'S Chief Marketing & Communications Officer, Jesse Vaughan, and his staff.

On behalf of the Committee, Mr. Branch moved adoption of **Resolution 1**, 2021 Six-Year Plan Narrative (Part II); **Resolution 2**, Resolution to Approve 2022-2028 Capital Outlay Plan; **Resolution 3**, Resolution to Approve FY23 Operating and Capital Budget Requests; **Resolution 4**, Resolution to Approve the College Workforce Planning and Development Report; **Resolution 5**, Approval to Fill Vacancies in the Professional Faculty; and **Resolution 6**, Resolution of Appreciation to Mary Gurnick Professor of Chemistry Acting Director of Academics. **Resolutions 1-4** were approved as a block by voice vote and the **Resolutions 5-6** were approved by voice vote.

Mr. Charles E. Poston reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda of session I and II. Mr. Poston noted that an external audit of the W&M's Department of Internal Audit, conducted every five-years, received the highest rating available. There were no action items.

Ms. Mari Carmen Aponte reported for the **Committee on the Student Experience** and thanked Board members who went to the Cohen Career Center and heard from a panel of students about internships. 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. S. Douglas Bunch reported for the **Committee on Academic Affairs** and briefly reviewed the agenda. On behalf of the Committee, Mr. Bunch moved adoption of **Resolution 7**, Appointment to Fill a Vacancy in the Instructional Faculty; **Resolution 8 (as amended - appended)**, Designated Professorship; **Resolution 9**, Award of Academic Tenure; **Resolution 10**, Faculty Promotions; and **Resolution 11**, Faculty Leaves of Absence. **Resolutions 7-11** were moved as a block and approved by voice vote. Mr. Payne was not present at the time of this vote.

Mr. Bunch then moved the following resolutions on behalf of the Committee on Academic Affairs: **Resolution 12**, Retirement of Donald E. Campbell, Department of Economics; **Resolution 13**, Retirement of John E. Graves, School of Education; **Resolution 14**, Retirement of Christopher L. Owens, Department of Theatre, Speech & Dance; **Resolution 15**, Retirement of Walter Wenska, Department of English; and **Resolution 16**, Retirement of Nahum Zobin, Department of Mathematics. **Resolutions 12-16** were moved as a block and approved by voice vote.

Mr. William H. Payne II 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 (DRB) which met Wednesday, September 22, including the recommendation to contextualize the Marshall-Wythe statue.

On behalf of the Committee, Mr. Payne moved adoption of **Resolution 17**, Resolution to Approve the University Succession Plan. The motion was approved by voice vote.

A discussion ensued regarding the DRB recommendation to contextualize the Marshall-Wythe statue in front of the Law School. Mr. Woolfolk asked about contextualization versus removing the statue. He also asked if the decision incorporated the views of African American students and alumni, particularly of the Law School, and how he believes the statue does not promote inclusivity. Mr. Payne responded saying the decision to contextualize was done based on the defined responsibilities of the DRB approved by the Board in 2020, and comments of stakeholders were included in the request to remove the statue. Mr. Littel added that the process, discussed at prior Board meetings, is to contextualize historic figures and not remove them from campus. Mr. Woolfolk noted he did not recall a vote on this matter.

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

Mr. James A. Hixon reported for the Committee on Financial Affairs and briefly reviewed the agenda. On behalf of the Committee, Mr. Hixon moved adoption of **Resolution 18**, Virginia Institute of Marine Science 2022-2028 Six-Year Plan; **Resolution 19**, William & Mary 2022-2028 Six-Year Plan; **Resolution 20**, Establishment of a Strategic University Quasi-Endowment; and **Resolution 21 (as amended - appended)**, Withdrawal of Funds From Muscarelle Museum of Art Quasi-Endowment. **Resolutions 18-21** were moved as a block and approved by voice vote.

Mr. Hixon reported for the Investments Subcommittee who met August 26, 2021 and briefly reviewed the agenda. He noted the subcommittee approved the investment of \$500,000 in the Millennium Fund and \$500,000 in the Strategic Partners IX Fund.

Mr. Littel reminded Board members of the reports provided in the Board book from the student and faculty representatives, and staff liaison. He then asked both representatives and the liaison to provide an update as to how their respective peers are feeling about health and safety on campus. Mr. Littel called on faculty representative for the Board Dr. Thomas J. Ward, who said the faculty are pleased to be back in person but are tired of dealing with the resurgence of COVID-19. He said faculty are looking ahead and are focused on strategic planning.

Dr. Shannon H. White, staff liaison for the Board, said the workforce is tired. She noted many are taking on more responsibility because of the difficulty to fill vacant positions. The applicant pool for positions is small and not always viable. Dr. White said there was an initial anxiousness about returning to campus, but staff is becoming more comfortable.

Ms. Meghana Boojala, student representative for the Board and Student Assembly, said that when students returned to campus there was an expectation of normalcy. However, when the COVID-19 spike took place there were high levels of anxiety among students. She said the anxiety stemmed from the concern of what to do if a student comes into contact with someone with COVID-19 or the contract COVID-19. The spike has pushed students to alter their expectations.

Mr. Littel said there was no old business.

Prior to entering closed session Mr. Littel noted the Board would have one action item upon its return to open session. He reminded those present that Homecoming is the weekend of October 8-10, 2021, and Commencement Ceremonies for the Class of 2020 will take place at 9:30 a.m. and 2:30 p.m. in Kaplan Arena on Sunday, October 10. Mr. Littel also reminded the Board the next Board meeting will take place November 18-19, 2021.

Mr. Littel told the Board that action has already been taken by the board to confer honorary degrees on Dr. Thomas Lovejoy and Mr. Donald Patten for the Commencement of the Class of 2020.

Mr. Littel moved that the Board of Visitors officially confer a honorary Doctor of Science degree on Anthony Stephen Fauci at the Commencement 2020 ceremony. Motion was seconded by Ms. Gerdelman and approved via voice vote.

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, appointment and other personnel matters related to the presidents, other senior leaders and faculty members;

Pursuant to Va. Code §2.2-3711.A.7 and A.8 for consultation with legal counsel regarding pending litigation, contract and compliance matters for both W&M and RBC;

Pursuant to Va. Code §2.2-3711.A.29 for discussion of the scope and terms of a potential public contract where a conversation in open session would adversely impact the negotiating position of the public body; and

Pursuant to Va. Code §2.2-3711.A.5 for discussion of a potential expansion of a prospective industry's facilities in the community.

Motion was seconded by Mr. Payne and approved by roll call vote – 16-0 – conducted by Mr. Fox. Ms. Williams 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 Board went into closed session at 10:48 a.m. with the W&M President and University Counsel.

The Board reconvened in open session at 12:10 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 Ms. Schultz and approved by roll call vote – 17-0 – conducted by Mr. Fox.

Mr. Littel moved that the Board of Visitors approve a 5% salary increase for President Katherine A. Rowe effective July 1 consistent with the standard 2021 compensation increase provided to state employees and consistent with the average increase provided to William & Mary employees. Motion was seconded by Mr. Payne and approved via voice vote.

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



REPORT OF THE W&M STUDENT REPRESENTATIVE NOVEMBER 2021

MEGHANA BOOJALA
W&M BOARD OF VISITORS, STUDENT REPRESENTATIVE

The Classroom Experience

Over the past year, the Student Assembly (SA) has engaged in multifaceted, systematic efforts to enhance diversity, equity, and inclusivity in academic settings. This core group has been led by the Academic Diversity Project, an internal working committee within SA, alongside key stakeholders in the community. Our efforts to increase DEI in the classroom have been strongly supported and encouraged by the Provost. We are currently working on increasing support with the Deans and faculty.

The Curriculum Enhancement Working Group (CEWG), tasked by Provost Agouris, was created in response to meetings with student leaders seeking ways to augment W&M's engagement on issues of race(ism) and developed ideas to enhance W&M's curricular efforts to recognize and address race(ism), marginalization, and inequity. With the help of 50+ testimonies from a 2018 survey conducted by the Center for Student Diversity (CSD) and a meeting of 30 representatives from over 14 various units, programs, and initiatives across campus that we labeled "sites of equity work," the CEWG established five detailed diversity initiative ideas in their **final proposal**: revisiting the first year experience program, deeping the CSD's Peer Educator Program, revisiting the Common Book program, establishing a Lemon Project Mini-Course program, and enhanced faculty diversity and equity training. Currently, we are working with academic partners to understand methods to implement the ideas from this proposal.

Last year, we conducted a survey on Academic Climate & Curriculum and disseminated it throughout the student body. From a sample size of 138, we assessed these conditions during the pandemic. In order to receive updated data, we have sent out the survey again to increase our sample size and adjust for in-person classes. We will share any new data we find this year with the administration as we understand that the university is currently assessing this same issue:

Question: On a scale of 1-5, how would you rate the current academic climate in your program on diversity & inclusion as it pertains to race, gender, religion, and sexual orientation?

Undergraduate Average: 3.6 Median: 4.0 Std. Deviation: 1.1

Graduate Average: 3.5 Median: 3.0 Std. Deviation: 1.2

Question: Do you believe your school has made a commitment to diversity, equity, inclusion, and justice?

Undergraduate Yes: 89% No: 11%

Graduate Yes: 65% No: 35%

Question: If so, how well do you believe your academic department actualizes its commitment to diversity, equity, inclusion, and justice?

Undergraduate Average: 3.7 Median: 4.0 Std. Deviation: 1.1

Graduate Average: 3.2 Median: 3.0 Std. Deviation: 1.4

Question: How well do you believe your professors' syllabuses/ curriculum encompass diverse, equitable, inclusive, and justice-oriented pedagogical practices? If possible, please list specific examples.

Undergraduate Average: 3.6 Median: 3.5 Std. Deviation: 1.2

Graduate Average: 3.5 Median: 3.3 Std. Deviation: 1.7

Trip to Monroe's Highland Plantation

Members of the Student Assembly and particularly, those involved in SA's The Plan to Tackle Systemic Racial Injustice at W&M (The Plan), will be visiting James Monroe's Highland Plantation on Saturday, November 20th, 2021. Our goal is to learn more about the plantation, its history, current operations and programming, and the staff members who work there currently. In the long term, we hope to increase student engagement with Highland to better educate students about our history.

Advisory Groups

Over the last two months, we have successfully facilitated the start of three advisory groups for the Provost, the Dean of Arts & Sciences, and the Chief of WMPD. All three of these positions have significant student interaction and through these advisory groups, we hope to increase communication and trust while elevating student voices, especially populations that have been historically marginalized.

Town Halls

The Student Assembly started a series of town halls this year to bring various student communities together in a safe-space to engage in difficult conversations. In October, our first town hall explored the current impacts of COVID-19 on the student body — student insight made us aware of how adaptability methods for COVID-19 have benefited students with disabilities. Features of virtual learning such as recorded lectures, remote attendance, and increased faculty awareness of student health significantly improved the experience of vulnerable student populations. We believe that this information should drive long-term academic policy.

Our November town hall was centered around DEI within student life. By using leaders of SA's The Plan as facilitators, we engaged multicultural organizations, student clubs, fraternity and sorority organizations, and athletic teams into our discussion on racism within student-run activities. Insights from this discussion helped equip SA to refine our efforts to increase student accountability. More importantly, we hope to continue cultivating respectful and meaningful community discussions. We will continue to host town halls focused on relevant issues to unite the student body.



WILLIAM & MARY

CHARTERED 1693

REPORT OF THE W&M FACULTY REPRESENTATIVE NOVEMBER 2021

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

“Persistence and resilience only come from having been given the chance to work through difficult problems.”— **Gever Tulley**

The fall semester continues with a pseudo normalcy that permeates the climate of the campus. Faculty are grateful that there has not been a COVID surge on campus to push us back to the conditions we experienced in the fall of 2020. They are wary but hopeful of what the colder conditions and Thanksgiving break might bring. They are thankful that in-person interactions, both in class and outside, with students are happening on a regular basis. They are getting accustomed to seeing and recognizing the masked faces of colleagues and students. They are learning to deal with the humid build up in their own masks near the end of a class or meeting. Most recognize that compared to what others may experience, these are not major issues to overcome if they help us to stay well.

Resilience has been defined as *the ability to become strong, healthy, or successful again after something bad happens* (Merriam-Webster). The continuation of pandemic conditions is certainly testing the resilience of the institution more than we would have expected this summer. The lessons learned from the initial impact have allowed us to respond more deftly to recent iterations of restrictions. However, there is a desire to move on in a way that accommodates but does not over emphasize COVID realities. There was a learning through the adaptations that continues to be a reservoir of ideas. There is a belief that now is the time to consider which modifications to those unanticipated conditions should be adopted moving forward.

The second part of the Merriam-Webster definition of resilience provides an insight that we must keep in mind as we consider how to move forward. That second part says that resilience is *the ability of something to return to its original shape after it has been pulled, stretched, pressed, bent, etc.* Embedded in that definition is that notion of returning to the original. Although the idea came from physics, it has been shown to apply to humans and organizations as well. There is a comfort in returning to what is known. The implication is that W&M can take advantage of positive outcomes that arose from the unfortunate circumstances, but it must make conscious the effort to not return to just normal.

The current planning around the future of the institution is an attempt to make sure that we do not just return to our original shape. It tries to give some guidance about the areas where changes might be indicated and beneficial. It will be essential that the elements decided upon are well

understood and backed by administrators, staff, students, and faculty. It will be important that everyone is able to find a place in the actions and new directions. The balance between the original and the revised is one that will require processing and care taking if W&M is to remain resilient to the changes that will accompany new actions and directions. Efforts to communicate, and not just inform, with all constituencies will be most important. Using the Assemblies of those groups was very successful amid the pandemic response. They can be just as informative and helpful in the more positive process of visioning forward.

A substantial difference between responding to the pandemic, like any crisis, and the visioning process that is going on currently is the ability to anticipate the stressors that will come with the implementation of actions and initiatives. We should make sure to incorporate the consideration of these stressors and possible solutions before we take actions. Communicating about the plans and the contingencies would provide the best opportunity for success.

The current planning efforts are coming at a time where we are dealing with the lingering effects of the pandemic, a new state administration, and the impact of a fiscal plan that encourages growth in undergraduate enrollment. All of these add stress to the environment. The effects of some of these are unknown and not under the control of the institution. We should do our best to anticipate and react to those. The effects of others, like growing the undergraduate enrollment, can be better understood now. While providing a better opportunity for fiscal stability in the long run, there can be immediate impacts that cause stress to staff, faculty, students, and systems. Attending to and mitigating issues that arise in a real and substantial manner helps to build a climate of positive change. To not do so, saps resilience and fosters a climate of resistance. The goal is to have an excellent W&M where people want to work and study. We need to evolve toward that end attending to the issues that will arise on the path to the new waypoint.



WILLIAM & MARY

CHARTERED 1693

**Report of the W&M Staff Liaison representing the
Professional and Professional Faculty Assembly (PPFA) and Staff Assembly (SA)
*with input from other representative employee groups***

November 2021

Shannon H. White, PhD

The following report is a candid report of the current campus climate synthesized from feedback from leadership of the Assemblies and other representative employee groups. While I want to be as optimistic as possible, I also must acknowledge the general exhaustion of our employees in this time I am calling “the Transition”. We seem to be out of a state of emergency, but we aren’t in a new normal and we aren’t completely out of a global pandemic.

The last question asked of me during the September Board of Visitors meeting was, what, if anything, has changed since submitting my liaison report. I would like to begin with a continued answer to that question. Much of the issues shared, regarding transition to in-person work from September, continue to remain. There is stress, uncertainty, staff retention and hiring needs, compensation questions as new hires are brought on board, and continued conversations around Diversity, Equity, and Inclusion issues from hiring to representation on the landscape. These are not easy to fix issues, nor should they be.

While we did learn many lessons, the pace of returning to a more normal academic environment with the majority of students, courses and employees on-campus has caused many of the W&M staff to feel there is a reversion to a business as usual mindset, when business is not usual. One employee leader shared with me,

Many employees feel that the grace and flexibility that administration afforded us during the pandemic is being forgotten, and that the new normal is going back to old ways, ways that remove the good parts of what we’ve learned from working during challenging times, such as flexibility to have meetings with virtual options, doing brief phones calls/Teams chats instead of lengthy, drawn out meetings. ... We convened great minds and hearts and did really amazing work during early pandemic—not allowing for flexibility now doesn’t respect all those efforts.

During the pandemic the staff felt less siloed and that there was a community feeling of solidarity in finding solutions together across the campus. We don’t want to see the old operational hierarchies return.

This time period has also included a mental/emotional transition for some employees. In September many employees were upbeat and trying to not discuss their stress and workload but to press on with the work. Now, we are starting to see cracks in the armor. The Assembly leadership are hearing more among our colleagues of the toll they are feeling in the workplace from the transition back to campus that has been difficult for them. Fatigue plays a role in this but it can be attributed sometimes to issues beyond pandemic. The Assemblies and the Employee affiliated groups (such as the VIMS PPFC, Women’s Network, the Forum for Black Faculty and Staff, and EqualityWM) are offering more programming now around well-being in the workplace, belonging, and thinking around transitioning from isolation to being in the community. We are all referring our constituents to resources such as the Employee Assistance Program (for financial assistance, counseling services, and other resources) and other resources. Our hope is that this too shall pass, but we must acknowledge it at this moment. A deeper understanding that experiences, such as isolation and depression, and a variety of needs (childcare, financial issues, interpersonal) found across our workforce is a national issue we are seeing echoed at a smaller scale here in the W&M community.

There were some areas of concern that our staff have asked to continue to give attention to:

- The “Great Resignation” impact on the W&M Community. Our current staff is seeing the amplified compression issues of salary. Long-term, committed staff members seeing newly hired employees being compensated far greater than what is represented in their salary with their level of knowledge. This is a morale issue around feelings of value among the employees impacted by this, with many confiding their considerations of leaving or considering earlier retirement than initially planned.
- Extended hiring times and smaller pools of qualified candidates.
- Equity issues across schools and divisions regarding work-from-home policies are still being shared with Assembly and other employee group leaders.
- Issues with childcare (Scarcity of affordable childcare in the communities in which our employees live is a struggle but even our own childcare center isn’t back to normal hours to meet the needs of various hours of our staff and faculty. We understand this is a nationwide issue).
- Requests for a bereavement policy, especially for those who have exhausted other leave types to take care of that individual prior to death
- Requests to widen or change leave share policies, this awareness came directly from the desire of employees to assist colleagues especially as COVID-19 illness was a common awareness.
- The recent death of a long term member of our staff brought forward a discussion of the W&M death announcements via email & web. It is commonly found there is sharing of faculty and emeritus faculty deaths but not always an equivalent announcement of our staff deaths in the W&M community.
- Struggles with balancing the understanding of a long-term vision for BuyWM which is agreed to be positive among employees, with day-to-day frustrations in the learning curve, the need for more vendors to be on-boarded, and immediate purchasing needs during another software transition for staff. The Employee Help sessions hosted by Procurement have been seen as a good resource for resolving issues.

At this time, across the campus the bigger picture planning has been around Vision 2026. The focus on “in-planning” taking place in the academic schools and across divisions including Student Affairs, HR, Development, Facilities Management, etc has solicited input from all. Staff, professionals and professionals have been highly encouraged to participate in the Vision 2026 planning process in their own divisions and also in any surveys or input meetings being held by other divisions or departments.

The Staff Assembly and Professional & Professional Faculty Assembly executive groups have met to discuss, review and evaluate the [Development Support fund](#) that is available to their constituents. These monies were not available last year for budget and cost-saving measures. While we are grateful that there is a fund for employees to apply to, the total amount requested has been far more than the amount available. In addition, there have been instances where monies were awarded and not spent. An ad hoc committee of the two assemblies are collaborating with HR to revise the current guidelines and propose new processes. We would like to bring to the Board of Visitors attention the need to visit or revisit the need to invest in professional development at all levels of our organization. This fund allows us to support those who might not have professional development fund allocations in their departments or to support cross departmental teams. It is our belief that professional development and training funds for *all* employees should be prioritized in the upcoming budgeting and visioning processes.

As it is nearing Thanksgiving, the Staff, Professionals and Professional Faculty are thankful for their colleagues across the campus. We are thankful for the extension of 80 hours of carry forward leave into 2022. We are thankful for a winter break where many of us will continue to work but also to slow the pace and take time to rest, recharge, and refocus for the second part of our academic year.

Change can require time, energy, and creativity. While our W&M Staff are not lacking in creativity, the time and energy bandwidth is low at this time. We were all able to stop, switch and make amazing changes out of necessity at the beginning of the pandemic. And most people can deal with change and uncertainty in a short period of time. Thinking long term was not occurring for many of us when we couldn’t see a light at the end of the tunnel. Now that we are seeing the light or are emerging from the tunnel, will we be blinded by the light of the many possibilities? Or too focused on the tracks we originally started down when we entered the tunnel to see other tracks and pathways emerge? In this transition period, our vision will adjust, our directions will be chosen, and our Staff, Professionals and Professional Faculty are looking forward to the next destination with a good map and great colleagues joining in along the way.

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.