



# WILLIAM & MARY

CHARTERED 1693

## BOARD OF VISITORS MEETING

### MINUTES

FEBRUARY 9-12, 2022

WILLIAM & MARY

ALAN B. MILLER HALL

The William & Mary Board of Visitors (“the Board”) met Wednesday, February 9, through Saturday, February 12, 2022.

On Wednesday, February 9, the Executive Committee met from 3:30 – 5:30 p.m. in room 2018B in Alan B. Miller Hall (“Miller Hall”). Following the Committee meeting the Board gathered for dinner from 7:15 – 9:15 p.m. in Brinkley Commons, Miller Hall. A conversation ensued regarding DEI updates; how to best to communicate Vision 2026 and next steps for Board involvement and approval; integration of undergraduate internships into degrees, status of RBC budget requests; and preparation for April 2022 board topics.

#### **BOARD MEMBERS PRESENT FOR WEDNESDAY EVENING DINNER:**

Hon. 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 ABSENT FOR WEDNESDAY EVENING DINNER:**

Ms. Anne Leigh Kerr

President Katherine A. Rowe was also present for the dinner.

#### **THURSDAY, FEBRUARY 10**

On Thursday, February 10, the Richard Bland College Committee met from 9:00 – 11:00 a.m. in Brinkley Commons, followed by concurrent meetings of the Committee on Academic Affairs in Brinkley Commons and the Committee on Administration, Buildings and Grounds in room 2018B from 11:15 a.m. – 12:00 p.m. and 11:15 a.m. – 12:15 p.m. respectively. The Committee on Financial Affairs met from 1:15 – 2:00 p.m. in Brinkley Commons.

Members of the Board participated in a joint meeting of the William & Mary Foundation Board of Trustees, Alumni Association Board of Directors, and Annual Giving Board of Directors from 3:00 – 5:30 p.m. in the Matoaka Woods Room, School of Education.

**BOARD MEMBERS PRESENT THURSDAY FOR JOINT BOARD MEETING:**

Hon. Mari Carmen Aponte

Mr. Victor K. Branch

Mr. S. Douglas Bunch

Ms. Sue H. Gerdelman

Mr. James A. Hixon

Ms. Cynthia E. Hudson

Ms. Barbara L. Johnson

Hon. John E. Littel, Rector

Mr. William H. Payne II

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

**BOARD MEMBERS ABSENT THURSDAY FOR JOINT BOARD MEETING:**

Ms. Anne Leigh Kerr

**OTHERS PRESENT FOR THURSDAY JOINT BOARD MEETING:**

Dr. Katherine A. Rowe, President

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Dr. Derek Aday, VIMS Dean & Director

Dr. Stephen E. Hanson, Vice Provost for Academic and International Affairs

Ms. Kathleen Powell, Chief Career Officer

Mr. Cliff Fleet, Chair of the W&M Foundation Board of Trustees

Ms. Anna Dinwiddie Hatfield, President of the W&M Alumni Association Board of Directors

Ms. Christine Mahoney Anderson, Chair of the W&M Annual Giving Board of Directors

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

Members of the Foundation Board of Trustees

Members of the Alumni Association Board of Directors

Members of the Annual Giving Board of Directors

W&M Staff

Mr. John E. Littel, Rector of the William & Mary Board of Visitors, presided over the joint meeting and called it to order at 3:01 p.m. Mr. Littel welcomed those present and remarked on the importance of the joint meeting and building relationships.

Mr. Littel recognized the leadership of each board present and asked the members of the corresponding board to stand following the recognition of their respective board leader: Mr. Cliff Fleet, Chair of the Foundation Board of Trustees; Ms. Anna Dinwiddie Hatfield, President of the Alumni Association Board of Directors; and Ms. Christine Mahoney Anderson, Chair of the Annual Giving Board of Directors.

Mr. Littel said that while he has been Rector of the Board of Visitors, leadership of the Foundation and Alumni Association participate in a quarterly call to ensure coordination regarding the work each

board is doing. Mr. Littel spoke about how all board members are volunteers and he thanked them for their continued work and support, especially during pandemic. Lastly, Mr. Littel provided an overview of the agenda, and introduced Dr. Matthew T. Lambert, Vice President for University Advancement.

Prior to his presentation Dr. Lambert recognized the new leadership hired since the last joint meeting in February 2020 and asked them to stand – Mr. A. Benjamin Spencer, Dean of the Law School; Dr. Robert C. Knoeppel, Dean of the School of Education; Dr. Maria Donoghue Velleca (wasn't present), Dean of Arts & Sciences; Dr. Edward Aractingi, Chief Information Officer; Mr. Brian Mann, Director of Athletics; and Dr. Derek Aday, Dean of the Virginia Institute of Marine Science.

Dr. Lambert provided an update on University Advancement engagement, participation and philanthropy. Dr. Lambert talked about the expanding roll of University Marketing, led by Ms. Heather E. Golden, Chief Marketing Officer, and noted their focus is to increase enrollment, begin preparing for the next campaign, and raise brand reputation and awareness.

Dr. Lambert discussed how alumni engagement has changed during the pandemic and the need to pivot and adapt to a digital world. He said that the alumni engagement program under the leadership of Ms. Marilyn W. Midyette, Chief Executive Officer of the Alumni Association and Associate Vice President for Alumni Engagement, has evolved to include intellectual, cultural, professional and social opportunities. Dr. Lambert said that the needs of younger alumni are shifting, and William & Mary is progressing to become a lifelong career partner for alumni. He also highlighted several upcoming alumni events – Professionals Week, February 28-March 4; Traditions Weekend, April 22-24; Black Alumni Reunion, May 6-8 (dedication of Hearth: Memorial to the Enslaved will also take place); and W&M Women's Weekend, September 16-18.

Dr. Lambert provided an overview of the evolution of annual giving. He announced that One Tribe One Day will take place on April 12, 2022 and showed the giving history since 2014.

Dr. Lambert discussed the importance of philanthropic campaigns. He showed a summary of gift giving and commitments prior, during and after the *For the Bold* Campaign. Dr. Lambert said the coming weekend (February 11-12) will be the official celebration of the conclusion and success of *For the Bold* Campaign. He said that as part of the celebration there would be a walking tour to highlight areas where donors of the *For the Bold* Campaign have had an impact. Dr. Lambert also provided a brief history of William & Mary campaigns in the modern era and steps toward the next campaign.

Dr. Lambert provided an overview of the current *All In* athletics campaign in progress and presented the priorities of all W&M coaches – construction of a sports performance center, locker room renovations, Kaplan Arena improvements and renovations, and office space improvements. Lastly, he presented the history of growth in the consolidated W&M endowment.

Mr. Littel introduced Dr. Katherine A. Rowe, President of William & Mary, who officially launched Vision 2026, William & Mary's strategic plan. Before beginning her presentation, President Rowe noted the Vision 2026 Toolkit (**appended**) provided to each person provides additional details on Vision 2026.

President Rowe discussed why 2026 was chosen as the end of this strategic plan and presented the three overarching goals of Vision 2026.

1. Expand William & Mary's Reach – 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 21<sup>st</sup> century to ensure the lifelong success of William & Mary graduates
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.

President Rowe said that strategic plan began as an expansive process that was paired down to areas William & Mary has a competitive advantage and can lead. She said an important take away from the strategic planning process is great universities are known for specific things. William & Mary no longer wants to be known as small, old, or solely for the aesthetic of campus. Virtual recruitment has shown prospective students are drawn to William & Mary for the intellectual and social community.

President Rowe presented four initiatives – Data, Water, Democracy, Careers – designed to capitalize on comparative advantages. She invited Dr. Peggy Agouris, Provost, to join her on stage to discuss the area of Data. President Rowe and Provost Agouris engaged in a Q&A session addressing why William & Mary should incorporate computational thinking and data fluency into its liberal arts and sciences program, why it's capable of doing so, and the definition of data science.

A discussion ensued regarding technology transfer, and the opportunity to form partnerships with the private sector.

President Rowe invited Dr. Derek Aday, VIMS Dean & Director, to join her on stage to discuss the area of Water. President Rowe shared the challenge and noted that next to human talent water is the most valuable resource, and the most threatened. President Rowe and Dean Aday engaged in a Q&A session discussing what William & Mary can do to address challenges in this area. Dean Aday said there are three paths to address – (1) conserve systems that can still be conserved; (2) adapt to changes to present changes; and (3) how can systems be made resilient to future changes.

A discussion ensued regarding watersheds, the number of undergraduate students involved in marine science and the possibility of a marine science undergraduate degree.

President Rowe invited Dr. Stephen E. Hanson, Vice Provost for Academic and International Affairs, to join her on stage to discuss the area of Democracy. President Rowe shared the challenge and noted the country is deeply divided and the human capacity to have productive debates about the issues that divide is challenged. President Rowe and Dr. Hanson engaged in a Q&A session discussing how William & Mary can effectively teach democracy. Dr. Hanson spoke about the importance of libraries, the partnership with Colonial Williamsburg, community engagement, and what makes William & Mary distinct in this area.

A discussion ensued regarding leveraging William & Mary's DC campus, and student's data literacy and democracy by 2026.

President Rowe invite Ms. Kathleen Powell, Chief Career Officer, to join her on stage to discuss the area of Careers. President Rowe shared the challenge and the need for a work-based learning experience. President Rowe and Ms. Powell engaged in a Q&A session discussing the fundamental change in internships, the change in expectations from employers regarding education, and how William & Mary's network can be a resource to create career pathways.

A discussion ensued regarding encouraging graduates to return to William & Mary for further education and how a shift to hybrid work environments may affect internships.

There being no further business, Mr. Littel, adjourned the Joint Board meeting at 5:04 p.m.

Members of the Board of Visitors attended a Joint Board meeting at the Muscarelle Museum between 6:30 – 8:00 p.m. This was a social event and no business took place.

### **FRIDAY, FEBRUARY 11**

On Friday morning, February 11, the Committee on Audit, Risk and Compliance met from 8:00 – 9:30 a.m. in Brinkley Commons.

At 9:52 a.m. Mr. John E. Littel, Rector, convened the full Board.

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

Hon. 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  
Ms. Anne Leigh Kerr  
Hon. Charles E. Poston

Mr. John P. Rathbone  
Ms. Lisa E. Roday  
Mr. J.E. Lincoln Saunders  
Dr. Karen Kennedy Schultz  
Ms. Ardine Williams  
Mr. Brian P. Woolfolk

Ms. 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 Nee, University Counsel  
Dr. Virginia M. Ambler, Vice President for Student Affairs  
Mr. Henry R. Broadus, Vice President for Strategic Initiatives & Public Affairs  
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

Mr. Littel welcomed Board members and all those present. He noted how nice it was to be on campus and thanked Ms. Amy S. Sebring, Chief Operating Officer and Director of the COVID-19 Response Team, and her team for their nimbleness during the COVID-19 pandemic. Mr. Littel said he knows President Katherine A. Rowe and Ms. Sebring are in communication about the COVID-19 offramp and the Board is looking forward to hearing more.

Mr. Littel wished William & Mary a happy 329<sup>th</sup> birthday and reminded the Board that while it is Charter Day weekend, the official Charter of the university was issued on February 8.

Mr. Littel noted that an issue that continues to confront higher education institutions is mental health. He said mental health has been exacerbated by the pandemic and is a top priority. Mr. Littel said William & Mary has a good approach to wellness and mental health but there is more the university can do, including spreading the word of the work that is being done among students, faculty, and staff.

Mr. Littel spoke about the deaths of law enforcement officials at Bridgewater College the week prior. He then asked William & Mary Police Chief Deb Cheesebro to stand and told her how appreciative the Board is of the work she and her team do to keep the university safe. Applause ensued for Chief Cheesebro and the William & Mary Police Department.

Recognizing a quorum was present. Mr. Littel asked for a motion to approve the minutes of the November 18-19, 2021 meeting. Motion was made by Mr. William H. Payne II, seconded by Ms. Mari Carmen Aponte, and approved by voice vote.

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

President Sydow provided an overview of the RBC Committee that took place the day before. She highlighted the Federation for Advance Manufacturing Education (FAME) program presentation. Dr. Sydow noted that there was a legislative update, and an update on operational efficiencies during the Committee meeting. She spoke about IT Managed Services and the Shared Service Consortium (“the consortium”), which launched in early February. The consortium is being launched to work towards the strategic goal of operational sustainability. Dr. Sydow said the Committee also received an update on the Promise Scholars programs and noted that RBC has been designated by the U.S. Department of Education as a Title III and Title V eligible institution. Dr. Sydow thanked RBC Committee Vice Chair, Mr. Brian P. Woolfolk, for volunteering to work with RBC’s grant writer to provide insights into grant funding opportunities for minority serving institutions, a designation RBC plans to have by the end of 2022.

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

President Rowe provided remarks on COVID-19, semester goals, DEI, and Vision 2026. She said COVID-19 transmission rates are beginning to decline nationwide, the university has high vaccination rates and a strong mask culture consistent with current public health conditions. She said the hallmark of

the university's decision-making process has been to adapt based on data available in a continuing effort to teach, learn and work in person. President Rowe said university leadership is starting to map out an offboarding plan and the importance of planning ahead. She said the goals during pandemic have been to keep teaching and learning, keep the community safe to the best of the university's ability, and to keep students on track to degrees. She added that each semester has brought additional goals. President Rowe said that the goal for the spring semester is to reconnect and prioritize relationships.

President Rowe presented several milestones related to DEI. She said the Ivy Planning Group completed its organizational assessment in January. President Rowe added that the administration will present a DEI dashboard to the Board in April, in addition to a strategic planning dashboard. She said year two of the faculty hiring pilot is moving forward and provided a brief progress report of the pilot. President Rowe said the university recently launched a Diversity and Cultural Competency course for faculty and staff. The mandatory course provides practical tools to create a workplace culture of inclusion.

President Rowe concluded her remarks with comments on the rollout of Vision 2026. She said there are three university goals in which each department is planning, and their strategic plans are on the website. The goals are to expand William & Mary's reach, educate for impact, and evolve to excel. President Rowe said that in addition to the goals there are four university-wide initiatives where William & Mary has a distinct competitive advantage: data, water, democracy and careers. She added there will be community conversations on campus this semester cross cutting the four initiatives/domains.

Mr. Littel commented on the fact the Board was meeting in Alan B. Miller Hall and the success of the Mason School of Business. He added that the success is in large part to the leadership of Dr. Lawrence B. Pulley, Dean of the School of Business, who will be retiring at the end of the academic year. Applause ensued for Dean Pulley's service to the university.

Mr. Littel called for the reports of the standing committees<sup>1</sup>.

Mr. Victor K. Branch reported for the **RBC Committee** and briefly reviewed the agenda and referenced items President Sydow highlighted in her opening remarks. On behalf of the Committee, Mr. Branch moved adoption of **Resolution 1**, Appointment to Fill Vacancy in the Professional Faculty; **Resolution 2**, Appointment to Fill Vacancies in the Instructional Faculty; and **Resolution 3**, Retirement of Deborah K. James, Information Security Officer/Architect. **Resolutions 1-3** were approved as a block by voice vote.

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 4**, Authorize a Voluntary Phased Transition Program for Tenured Faculty; **Resolution 5**, Appointment to Fill Vacancies in the Instructional Faculty; **Resolution 6**, Designated Professorship; **Resolution 7-R (appended)**, Award of Academic Tenure; **Resolution 8-R (appended)**, Faculty Promotions; **Resolution 9**, Leave of

---

<sup>1</sup> Note: The Committee on Institutional Advancement, Committee on the Student Experience, Investments Subcommittee and AD HOC Committee on Organizational Sustainability & Innovation did not meet during this Board meeting.

Absence; **Resolution 10**, Retirement of James I. Armstrong Jr., Music; **Resolution 11**, Retirement of Robert S. Leventhal, Modern Languages & Literatures; **Resolution 12**, R. Heather Macdonald, Geology; **Resolution 13**, Brent E. Owens, Geology; **Resolution 14**, Retirement of Eugene R. Tracy, Physics; and **Resolution 15**, Patricia M. Wesp, Theatre, Speech & Dance. **Resolution 4** was approved by voice vote. **Resolutions 5, 6, 7-R, 8-R, and 9** were approved as a block by voice vote, and **Resolutions 10-15** were approved as a block by voice vote.

Mr. William H. Payne II reported for the **Committee on Administration, Buildings and Grounds**, and briefly reviewed the agenda, commented on the shooting at Bridgewater College and thanked Chief Cheesebro and the William & Mary Police Department for its strong work. On behalf of the Committee, Mr. Bunch moved adoption of **Resolution 16**, Updates to Muscarelle Project; and **Resolution 17**, Mackesy Sports Performance Center at the W&M Athletics Complex. **Resolutions 16-17** were approved as a block by voice vote.

A discussion ensued regarding the construction of the Mackesy Sports Performance Center, which is set to be completed in late 2024.

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**, Transfer of BOV Endowment to 1693 Partners Fund; and **Resolution 19**, FY23 Law School Tuition. **Resolutions 18-19** were approved as a block by voice vote.

Mr. Littel requested that at the April Board meeting additional information be included in the budget on student loans in various schools beyond Arts & Sciences.

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

Mr. Littel noted that the Committee on the Student Experience and Committee on Institutional Advancement did not meet and asked the chairs if they had anything to report. Ms. Sue H. Gerdeman, Chair of the Committee on Institutional Advancement, noted that while the university is not in the midst of a campaign it is important for the Board to fulfill their commitments to the university. Ms. Marie Carmen Aponte, Chair of the Committee on the Student Experience, noted the Committee will host another tour at the upcoming April meeting as it did in September and November of 2021.

Mr. Littel called for the reports from the student and faculty representatives, and staff liaison.

Ms. Meghana Boojala, student representative for the Board and Student Assembly President, said that student life is rebounding but there is some hesitancy among students with another potential spike in COVID-19 cases predicted. However, there is a sense of security among students given the high vaccination rate. She said students seem less stress academically because professors are continuing to record classes and make remote learning more accessible.

Ms. Boojala spoke about a concern among students regarding the tradition of bestowing an honorary degree on the newly elected governor of the Commonwealth. She strongly encouraged the Board to consider and review the tradition. Ms. Boojala said it makes sense to bestow an honorary degree



after a governor has completed their term, not immediately following an election.

Dr. Thomas J. Ward, faculty representative to the Board, added to President Rowe's comments on planning for the offramp of the pandemic. He also spoke about how people have disengaged due to COVID-19 fatigue and the importance of encouraging engagement and getting people involved once again. Dr. Ward said Vision 2026 will be an opportunity for engagement among the William & Mary community.

Dr. Shannon H. White, staff liaison for Board, said there are issues around recruitment and retention. She said COVID-19 has affected every sector in the United States. Dr. White spoke about mental health and wellness among staff, and the role of caregiver so many have had. She said she hopes the offramp from the pandemic will involve selfcare. Dr. White said there is fatigue among staff that takes a physical and mental toll. She said the attention the Board has given to health and wellness is important, along with looking at what is working for students and shifting that to employees.

Mr. Littel said mental health and wellness will be part of the offramp discussion. He also added that communication around mental health and wellness is important too.

Mr. Littel said there was no old business.

Mr. Littel moved to officially confer honorary degrees on the following individuals for Charter Day 2022:

- Howard James Busbee '65, J.D. '67, M.L.T. '68 – Doctor of Humane Letters
- Robert Cortez Scott – Doctor of Public Service
- Glenn Youngkin – Doctor of Public Service

The motion was seconded by Mr. Payne. Prior to the vote Mr. Brian P. Woolfolk made a substitute motion to separate the vote on honorary degrees in a block. The motion to separate the vote was seconded by Ms. Cynthia E. Hudson. The voice vote result was unclear and Mr. Woolfolk requested a roll call vote which was conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

Littel	No	Kerr	Yes
Payne	No	Poston	No
Johnson	Yes	Rathbone	No
Aponte	Yes	Roday	No
Branch	Yes	Saunders	No
Bunch	Yes	Schultz	No
Gerdelman	No	Williams	No
Hixon	No	Woolfolk	Yes
Hudson	Yes		

The motion to separate the vote on honorary degrees in a block failed 7-10.

The original motion of conferring the honorary degrees on Busbee, Scott and Youngkin passed by voice vote. Since the vote was not unanimous Mr. Woolfolk asked for a roll call vote. The roll call vote was conducted by Mr. Fox.

Littel	Yes	Kerr	Yes
Payne	Yes	Poston	Yes
Johnson	Yes	Rathbone	Yes
Aponte	Yes	Roday	Yes
Branch	Yes	Saunders	Yes
Bunch	Yes	Schultz	Yes
Gerdelman	Yes	Williams	Yes
Hixon	Yes	Woolfolk	No
Hudson	Yes		

The motion to confer honorary degrees was approved 16-1.

Mr. Littel said that pursuant to the Board bylaws he nominated the following to serve on the nominating committee for the purpose of presenting a slate of officers to the Board at the April meeting to serve from July 1, 2022 to June 30, 2024. Mr. Payne will serve as the chair of the nominating committee, along with Ms. Gerdelman, Ms. Lisa E. Roday, and Mr. Branch. Mr. Littel also announced that he has asked Ms. Karen Kennedy Schultz to work with the Secretary and Deputy Secretary of the Board to improve the Board orientation process.

Board Secretary, Ms. Barbara L. Johnson, said she had a new business item and read the following resolution.

**A RESOLUTION CONGRATULATING JOHN E. LITTEL  
SECRETARY OF HEALTH AND HUMAN RESOURCES  
COMMONWEALTH OF VIRGINIA**

**WHEREAS**, on Monday, January 11, 2022, William & Mary Rector John E. Littel was appointed as the incoming Secretary of Health and Human Resources for the Commonwealth of Virginia, by then Governor-elect Glenn Youngkin.

**WHEREAS**, as a graduate of the University of Scranton with a law degree from The Catholic University of America, Rector Littel has held numerous senior-level positions with healthcare organizations such as Amerigroup Corporation, Anthem, and Magellan Health. He also served as the Deputy Secretary of Health and Human Resources from 1994-1996;

**WHEREAS**, Rector Littel has been appointed to William & Mary's Board of Visitors by three different governors from two different parties and has served as Rector of the university since 2018;

**WHEREAS**, Rector Littel has been a passionate advocate for health on this campus –

*and especially for the mental health of William & Mary students; and*

***WHEREAS***, Rector Littel has steadfastly supported the President and senior leadership team in their COVID-19 response throughout the uncertainties and trials of pandemic. William & Mary's success in this unprecedented effort is due in no small part to his thoughtful guidance and care – and his total commitment to ensuring that the university's students stay on track to their degrees;

***THEREFORE, BE IT RESOLVED***, That the Board of Visitors congratulates Rector John E. Littel for his appointment as Secretary of Health and Human Resources to the Commonwealth of Virginia;

***BE IT FURTHER RESOLVED***, That the Board of Visitors recognizes Rector Littel's longstanding commitment to health care and his outstanding leadership at William & Mary and as a member of the Board; and

***BE IT FINALLY RESOLVED***, That this resolution be included in the minutes of the Board and a framed copy of the same be delivered to Rector Littel with congratulations from this university.

A standing ovation took place at the conclusion of the reading of the resolution. Ms. Johnson moved adoption of the resolution and Ms. Payne seconded. **A Resolution Congratulating John E. Littel Secretary of Health and Human Resources Commonwealth of Virginia**, was approved by voice vote.

Prior to going into closed session Mr. Littel noted that the Board would not have any business following closed session.

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

Pursuant to Va. Code §2.2-3711.A.1 for evaluation of the performance of schools and departments, which will necessarily involve discussion of the performance of the President of William & Mary and the President of Richard Bland College;

Pursuant to Va. Code §2.2-3711.A.3 for discussion of the disposition of real property owned by Richard Bland College where discussion in open session would adversely affect the college's negotiating strategy or bargaining position;

Pursuant to Va. Code §2.2-3711.A.7 for consultation with legal counsel regarding pending litigation and regulatory matters;

Pursuant to Va. Code §2.2-3711.A.8 for consultation with legal counsel regarding RBC regulatory compliance; and

Pursuant to Va. Code §2.2-3711.A.19 for discussion of plans to protect the institution from specific cybersecurity threats.

Motion was seconded by Mr. Payne and approved by roll call vote – 17-0 – conducted by Mr. Fox. Ms. Observers were asked to leave the room and the Board went into closed session at 10:43 a.m. with the W&M and RBC Presidents, University Counsel and Director of Internal Audit.

The Board reconvened in open session at 11:16 a.m. Ms. Johnson moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Payne and approved by roll call vote – 17-0 – conducted by Mr. Fox.

Mr. Littel reminded Board members with more than two years of service to complete the SCHEV continuing education requirement, and noted the next Board meeting will be April 21-22, 2022.

There being no further business, Rector Littel adjourned the meeting at 11:17 a.m.

### **SATURDAY, FEBRUARY 12**

On Saturday, February 12, members of the Board participated in a hard hat tour of the Sadler Center Expansion.

#### **BOARD MEMBERS PRESENT SATURDAY FOR SADLER CENTER EXPANSION TOUR:**

Hon. Mari Carmen Aponte  
Mr. S. Douglas Bunch  
Ms. Sue H. Gerdelman  
Ms. Barbara L. Johnson  
Mr. William H. Payne II

Mr. John P. Rathbone  
Ms. Lisa E. Roday  
Dr. Karen Kennedy Schultz  
Ms. Ardine Williams

#### **BOARD MEMBERS ABSENT SATURDAY FOR SADLER CENTER EXPANSION TOUR:**

Mr. Victor K. Branch  
Mr. James A. Hixon  
Ms. Cynthia E. Hudson  
Ms. Anne Leigh Kerr  
Mr. John E. Littel, Rector  
Hon. Charles E. Poston

Mr. J.E. Lincoln Saunders  
Mr. Brian P. Woolfolk  
Dr. Thomas J. Ward, Faculty Representative  
Ms. Meghana Boojala, Student Representative  
Dr. Shannon H. White, Staff Liaison

#### **OTHERS PRESENT SATURDAY FOR SADLER CENTER EXPANSION TOUR:**

Dr. Virginia M. Ambler, Vice President for Student Affairs  
Ms. Anna M. Sease, Director for Parent & Family Giving and Student Affairs Philanthropy  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Amber N. Hall, Senior Project Manager

Members of the Board of Visitors toured the Sadler Center Expansion, new home of Student Affairs, from 9:00 – 9:55 a.m.



WILLIAM & MARY

CHARTERED 1693

---

# VISION 2026

---

TOOLKIT

---

## For the sake of what ...

**Our nation — our world — is at a crossroads. At a time when trust in institutions is wavering, technological change is accelerating and great challenges are becoming more urgent, William & Mary is ideally positioned to be a solution-seeking, knowledge-advancing, world-transforming innovator, convener and leader.**

The issues facing humankind, from deepening ideological divides to climate change and global conflicts, are both extraordinary and daunting.

Today is a moment for all of us to act swiftly and with purpose. William & Mary's new strategic plan, Vision 2026, will enable us to do just that.

William & Mary has led in powerful ways during the most challenging times. The key to that success has been understanding the moment that we are in while seeing the possibilities ahead. At this juncture, W&M has particular power to unite our community and to prepare tomorrow's leaders to think boldly and act humanely, to defy perceived limits and to advance the ideals that will profoundly impact our future.

**Building on our success will require a collective execution of vision, risk-taking, critical thinking and creative collaboration. It will require us to do what we have done for centuries: convene great minds and hearts to meet the most pressing needs of our time.**

After all, our people are our greatest asset, and it is our people who will enable William & Mary to be an engine of ingenuity, a source of great pride and a beacon of hope for all times coming.

Education is the bedrock of our nation — of our society as a whole. A William & Mary education is key to a brighter, more inclusive and prosperous tomorrow.



# Goals

**Our strategic framework rests on the following goals:**



- **Expand William & Mary's Reach**, in which the university will:
  - » Address global challenges, forge dynamic partnerships to fuel positive change and model democratic ideals to extend its influence in the world.



- **Educate for Impact**, in which the university will:
  - » Reimagine the liberal arts and professional education in the 21st century to ensure the lifelong success of our graduates.



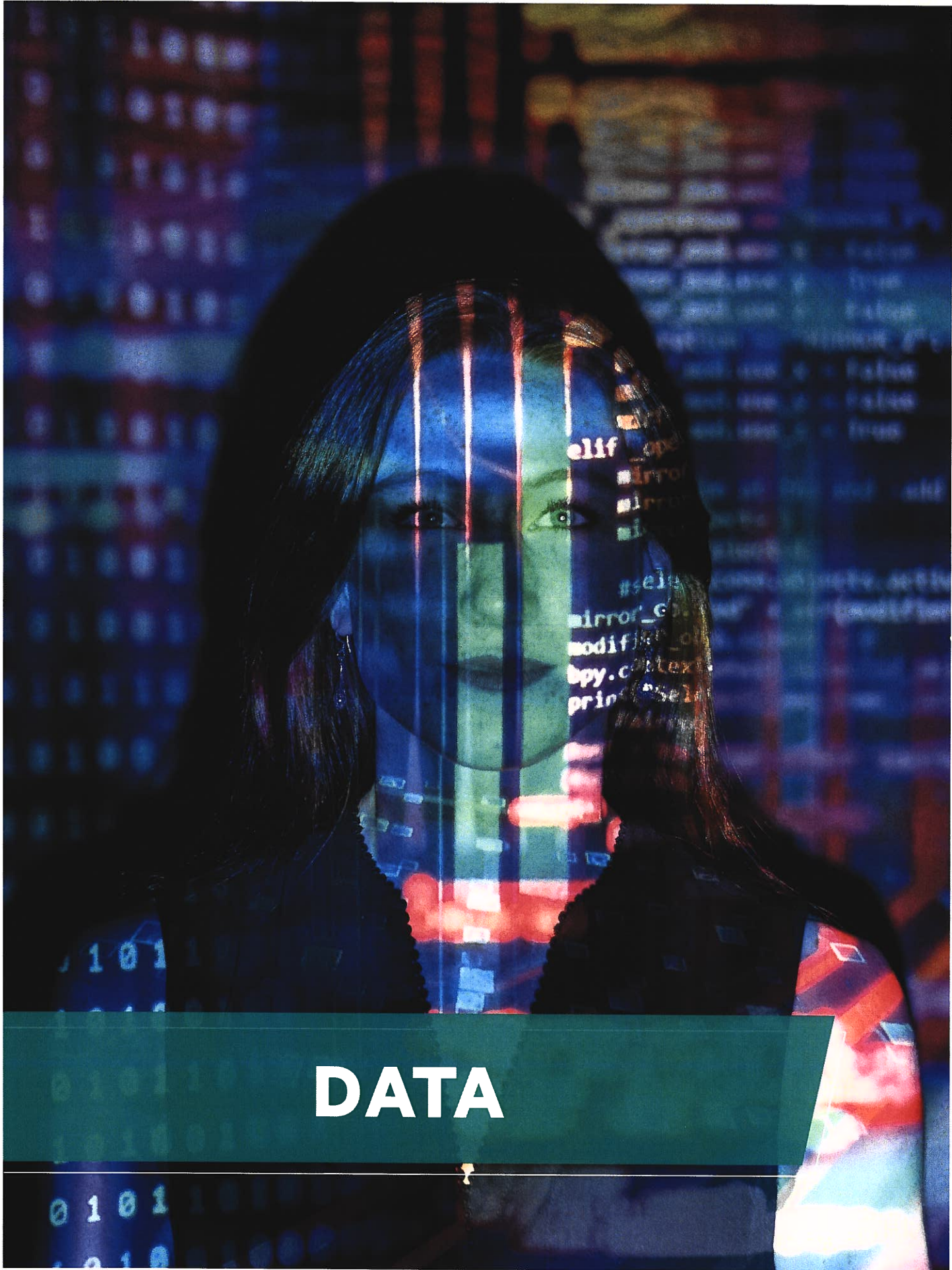
- **Evolve to Excel**, in which the university will:
  - » Embrace change to achieve our full potential in environmental and financial sustainability; in diversity, equity and inclusion; and in operational excellence.

# Initiatives

**In the next five years, we will build on our strengths and focus efforts on four cornerstone initiatives — that are pan-university and transcend all of the goals — of significant national and global impact:**

**Data | Water | Democracy | Careers**





# DATA



# DATA



A recent report examined the technologies transforming the world and considered to be major factors in the Fourth Industrial Revolution.

“Overall, the internet of things — which connects the digital and physical worlds by collecting, measuring and analyzing data to predict and automate business processes — is viewed as the technology expected to have the most profound impact on organizations. Artificial intelligence technologies — which perform and/or augment tasks that have traditionally required human intelligence — and cloud were close behind, followed by big data/analytics. It’s perhaps no surprise that these ‘big four’ technologies were the top technologies selected. These bedrock technologies all work together to connect organizations, generate data and drive more intelligent operations.”

- Deloitte Report on the Fourth Industrial Revolution

**William & Mary will lead the evolution of the liberal arts and sciences by integrating computational thinking and data fluency into a bold and dynamic learning experience that advances inquiry, discovery and innovation.**

## CHALLENGE:

- Approximately 85 million jobs will be displaced by 2025, and 97 million new jobs will be created. The top growing jobs will be data analysts and scientists, artificial intelligence, machine learning and big data specialists, according to the World Economic Forum’s Future of Jobs Report.
- Nine out of 10 jobs will require digital skills, according to the World Economic Forum.
- Eighty-nine percent of companies say that building data fluency is a priority for their business, according to a DataCamp survey.
- Experts are forecasting a tenfold increase in worldwide data by 2025, and data is now regularly discussed as the driver of the Fourth Industrial Revolution and referred to by some as the second language of business, according to the Pew Research Center.
- More than 1 billion jobs, a third of all global jobs, will be transformed by technology over the next 10 years, according to the Organisation for Economic Cooperation and Development. This will require 1 billion people to retrain and reskill by 2030.
- G20 countries could be putting \$11.5 trillion of potential GDP growth at risk over the next decade if the skills demand is not met, according to Accenture.

## **OPPORTUNITY:**

For centuries, William & Mary has trained critical thinkers to tackle complex challenges of broad social relevance. As the world becomes increasingly immersed in data, and to ensure our graduates will thrive in data-rich environments, the university is advancing its distinctive excellence — as befits a well-rounded education — by accelerating the integration of data and computational sciences across fields. William & Mary graduates will be distinguished by the ways they combine quantitative and qualitative expertise with human understanding, enabling them to design innovative solutions to the pressing complex challenges facing society.

## **VISION 2026 WILL ENABLE WILLIAM & MARY TO ...**

- Prepare our students to lead in a data-rich world.
- Become a thought leader at the intersection of computational and data sciences and the multitude of disciplines that study human societies, culture and experiences, including the humanities, social sciences, arts, education, law and business.
- Develop a research portfolio that builds upon the emerging confluence between data analysis and a broad range of liberal arts and sciences to advance discovery and innovative design.
- Foster an entrepreneurial mindset, priming our campus and region for data science innovations through stronger connections with commonwealth, federal and corporate partners.

## **WHY IT MATTERS:**

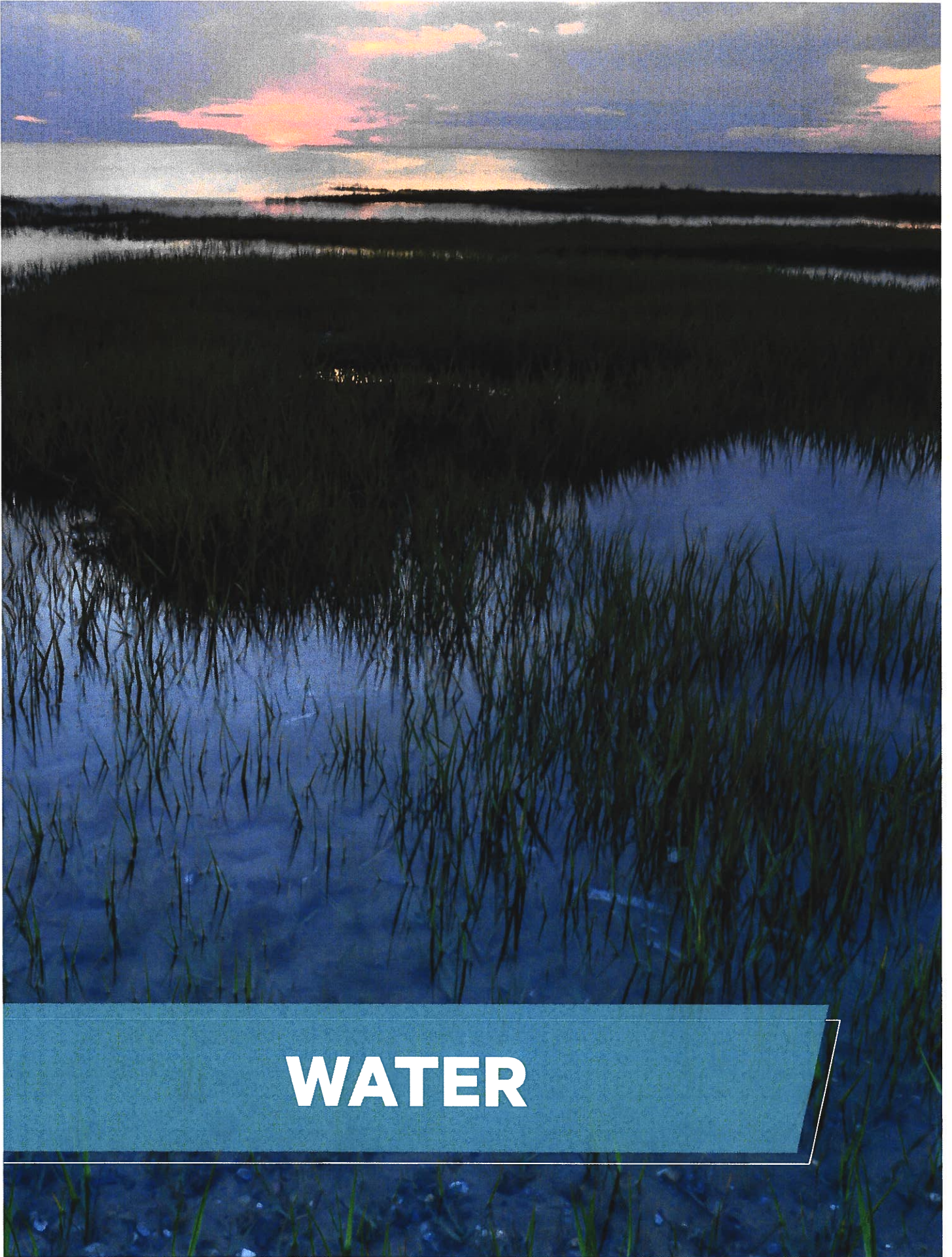
Understanding data, when blended with core communication and analytical skills, spurs curiosity. Curiosity stimulates inquiry and drives problem solving, which helps cultivate an understanding of data-related outcomes and naturally leads learners to draw more complete conclusions, according to experts. Students who are immersed in data and have data fluency will be better prepared for a rapidly evolving workforce today and the future.



**PRIDE POINTS:**

- W&M graduates more students, per capita, with computer science degrees than most leading universities in Virginia.
- Data collection, synthesis and application to real-world issues are hallmarks of a William & Mary experience. For example:
  - » AidData, a research lab housed in W&M's Global Research Institute, recently issued a report detailing how China's spending patterns, debt levels and project implementation problems have changed over time. The project was a four-year effort by a team of faculty, analysts and more than 130 student research assistants who helped compile a massive granular dataset that captures 13,427 projects across 165 countries worth \$843 billion.
  - » William & Mary's Center for Geospatial Analysis focuses on analyzing data and mapping the results. In the past five years, students in the geoLab have partnered with NASA, the National Geospatial-Intelligence Agency and the Bill & Melinda Gates Foundation and have landed jobs at Intel Corp., Google, Capital One Financial Corp., Booz Allen Hamilton Inc. and Deloitte.
  - » The U.S. Environmental Protection Agency has chosen a computer model developed by researchers at William & Mary's Virginia Institute of Marine Science as its next-generation tool for managing Chesapeake Bay restoration in an era of rapid climate change. According to a VIMS faculty member, "We take data from the sensors and feed the information into our model, but we also use the sensors to validate the accuracy of our model after major storm surge events."





**WATER**



# WATER



Global change “is causing alterations in ocean chemistry and many oceanic processes, and it is threatening many species of marine animals that cannot cope with higher temperatures. Overfishing is a serious problem in many parts of the world. ... Many pesticides and nutrients used in agriculture end up in the coastal waters, resulting in oxygen depletion that kills marine plants and shellfish. Factories and industrial plants discharge sewage and other runoff into the oceans. Invasive species such as poisonous algae, cholera, and countless plants and animals have entered harbor waters and disrupted the ecological balance.”

– National Geographic

**William & Mary will lead in finding innovative solutions to ensure the resilience of the world’s oceans, coasts and waterways.**

## CHALLENGE:

- Around 74% of natural disasters between 2001 and 2018 were water-related, including droughts and floods. The frequency and intensity of such events are only expected to increase with climate change, according to UNICEF.
- Today in Virginia’s Hampton Roads region, water levels are a foot and a half higher than they were a century ago. They are expected to rise another 5 feet by the year 2100, while the land sinks as much as 7.5 inches, according to William & Mary’s School of Marine Science.
- More than one-third of the shellfish-growing waters of the United States are adversely affected by coastal pollution, according to the National Oceanic and Atmospheric Administration.
- Water is the primary medium through which we will feel the effects of climate change, according to UN-Water.

## **OPPORTUNITY:**

Over the next 50 years, one of the world's most threatened and valuable resources will be water. Solving grand global issues related to water will require innovative approaches to conservation and strategies to increase resilience. Virginia's coastal systems — from the Chesapeake Bay and its tributaries and watershed to the outer coast — are vital to the commonwealth's ecological and economic future, yet they will face greater stress from rising temperature, increasing sea level, drought and storm-induced flooding over the next half century. As home to one of the world's preeminent marine science institutes — and outstanding conservation, law, policy and education programs — William & Mary is poised to be a leader in the development of solutions to these complex challenges. Our students will lead the next generation of scientists and industry professionals who steward the world's water resources.

## **VISION 2026 WILL ENABLE WILLIAM & MARY TO ...**

- Lead the innovation of adaptation and conservation strategies and solutions that will enhance coastal Virginia's resilience — and the communities, economies and environments that rely on them — via research and analysis, education, advisory service and collaborative implementation efforts.
- Support and strengthen connections among W&M research, education, advisory service, external partnerships and community engagement to foster success and extend W&M's global impact.
- Enhance existing academic programs, develop new undergraduate programs and certificates, and grow enrollments in marine, conservation and environmental sciences.
- Develop a signature public science center and curriculum to create opportunities for current students and the next generation of global professionals and scientists.

## **WHY IT MATTERS:**

William & Mary's Virginia Institute of Marine Science's mantra is Science for the Bay, Impact for the World. Professors, fellows and students embrace this mantra, collaborate across disciplines and with other schools and programs, including W&M Law School's Virginia Coastal Policy Center and the Institute for Integrative Conservation (IIC), to advance data and research and develop practical solutions for our waters, communities and economy. Not only are they taking the skills they learn while at W&M and applying them to help solve local, national and global water threats, they are also gaining experiences that reinforce the importance of taking risks, navigating ambiguity and nurturing curiosity that spurs disruption.

**PRIDE POINTS:**

- William & Mary's Virginia Institute of Marine Science (VIMS) is ranked among top institutions in the U.S. in the list of best schools with marine science degrees in America.
- W&M has one of the largest marine science centers in the U.S. and partners with top international, business and government organizations on their research endeavors.
- The Virginia Coastal Policy Center (VCPC) at William & Mary Law School provides science-based legal and policy analysis of ecological issues affecting the state's coastal resources, providing education and advice to a host of Virginia's decision-makers, from government officials and legal scholars to nonprofit and business leaders.
- W&M's IIC is at the forefront of transformational research and education to solve some of the most critical conservation issues our planet faces today and collaborates with top environmental organizations worldwide.





**DEMOCRACY**



# DEMOCRACY



“In the urgent endeavors that lie before us, I have no doubt that the graduates and scholars of William & Mary have a special role, and a special obligation, to be part of solutions. It will require not only inclusivity, but mutual respect, open minds, the conviction that every person has intrinsic value, and as King William and Queen Mary declared so long ago, that each person is well-beloved.”

– Chancellor Robert M. Gates '65, L.H.D. '98

**William & Mary will lead essential efforts to practice and promote democratic ideals in the pursuit of a more perfect union.**

## CHALLENGE:

- Sixty-four percent of people in the U.S. lack the ability to have constructive and civil debates about issues they disagree on, according to Edelman's 2022 Trust Barometer report.
- Sixty-nine percent of people trust our education institutions — up 3% from last year, according to the Edelman report.
- Trust in the government and media is at an all-time low. Concerns about fake news are at an all-time high. A deeply polarized U.S. does not believe that institutions are addressing existential challenges, according to the report.
- Sixty-four percent of Americans believe U.S. democracy is “in crisis and at risk of failing,” according to an NPR/Ipsos poll.

## **OPPORTUNITY:**

At a time when our country is deeply divided, we have the opportunity to rediscover the ideals that make pluralistic democracies strong. W&M has played a pivotal role in shaping democracy since the founding of the United States. As we prepare for our country's 250th anniversary, W&M will ensure that our nation's origin stories are expansive, honest and unite us in a commitment to knowledge as a public good. By studying, teaching and illuminating the rights and obligations of 21st-century citizenship, the Alma Mater of the Nation is uniquely positioned to ensure that democratic ideals thrive for generations to come.

## **VISION 2026 WILL ENABLE WILLIAM & MARY TO ...**

- Elevate W&M's voice in local, national and global conversations to uphold the democratic ideals and institutions in the 21st century.
- Generate and disseminate research that fosters reconciliation, produce inclusive histories, and models ways to engage local communities in this endeavor.
- Strengthen W&M academic offerings through better integration of civics education, American history, and worldwide democracy in the student experience, thereby attracting new and more diverse cohorts of students.
- Partner with Indigenous and Black descendant communities, and our entire W&M community, to create a model for a more inclusive and just society.

## **WHY IT MATTERS:**

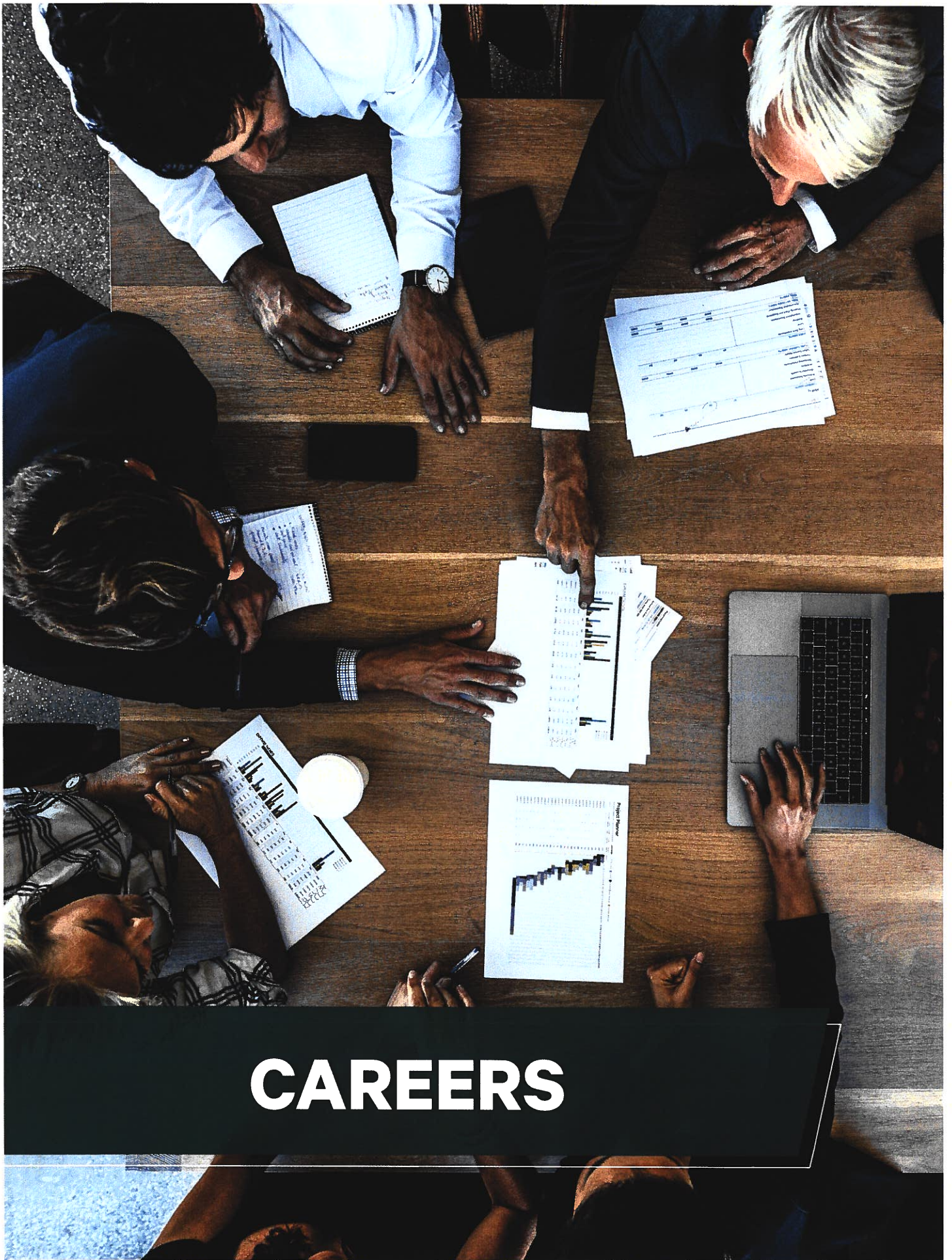
For centuries, William & Mary has cultivated a community of active and responsible citizens who do remarkable things for the common good. In pursuit of leading lives of purpose and profound impact, students and faculty, often in collaboration with public, private and academic partners on and off campus, convene to meet the greatest needs of our time. These powerful interactions and partnerships help us acknowledge, study and reconcile with our past to deepen understanding, broaden our diverse, inclusive and vibrant community and ensure our nation can flourish.



**PRIDE POINTS:**

- William & Mary's graduate program in U.S. Colonial history is the best in the country, according to U.S. News & World Report.
- William & Mary is located in Williamsburg, Virginia — the birthplace of our nation — and has close partnerships with Colonial Williamsburg and the Jamestown-Yorktown Foundation.
- The university has a robust presence in the nation's capital, with its Washington Center only a few blocks away from the U.S. Capitol. Students who learn there develop leadership skills and an astute understanding of the legislative, executive and judicial workings and history of our nation.
- William & Mary's partnership with the Colonial Williamsburg Foundation on the Williamsburg Bray School Project is uncovering a trove of African American history centered in education, faith, and striving for liberation. The partners will preserve, relocate, research and restore what is believed to be the only remaining Colonial-era building in the nation dedicated to the education of Black children. According to State Senator Monty Mason '89, this unique discovery "will position Williamsburg as a model for broadening and deepening nation-wide dialogue around the origins of our democracy, leading up to the 250th anniversary of our nation's founding in 2026."
- William & Mary educated key figures pivotal to the development of the United States, including the first president of the Continental Congress Peyton Randolph, the fourth U.S. Supreme Court Chief Justice John Marshall, four U.S. presidents, 16 members of the Continental Congress, four signers of the Declaration of Independence, among others. Many of our alumni today are serving at the local, state and federal levels.
- W&M is No. 1 for best schools making an impact and No. 7 for most engaged in community service, according to Princeton Review.





# CAREERS



# CAREERS



“W&M aspires to serve as every student’s and alumnus’ lifelong career partner. Along with guaranteeing funded internships as a core component of a W&M education, we will help students find their first job after graduation as well as their third, fifth and seventh jobs. We will mobilize our network of 100,000+ alumni to provide meaningful career pathways, and in turn graduates will pay it forward by helping the next generation. In the next five years and beyond, W&M will be known as the university that brings together an exceptional education with extraordinary experiential learning and provides connections that will support alumni throughout their professional lives.”

– President Katherine Rowe

**William & Mary will lead in the preparation of lifelong learners equipped to navigate rapid change and thrive from their first job to their last.**

## CHALLENGE:

- More than one-third of internships are unpaid, making it difficult for students to afford accepting an internship opportunity if they don’t have the financial means to do so.
- Competition is very fierce to gain an internship experience, while research shows that nearly 60% of students who interned while pursuing a degree turned that experience into a full-time hire with the company.
- Women and minorities are overrepresented among unpaid interns and underrepresented among paid interns, according to data collected by NACE.
  - » Women account for 81% of unpaid internships and 68% of paid internships.
  - » Black students are more likely to be unpaid interns.
  - » Hispanic American students are more likely to never have an internship than an unpaid or paid internship.
  - » Multiracial Americans are more likely to be unpaid.

## **OPPORTUNITY:**

At a moment when work is transforming at extraordinary speed in every profession and industry, employees who can learn continually, think critically and adapt quickly are powerful assets. W&M will provide the best preparation for principled success. The fluent integration of work and learning that will last a lifetime must begin in college — and it will be the hallmark of a W&M education. This evolution of the liberal arts to include internships and other work-integrated experiences will span every discipline. Building on distinctive excellence in research, athletics and study abroad, along with a strong global network, W&M is well positioned to deliver on this promise. W&M will be known as the university that brings together an exceptional education with extraordinary experiential learning and that provides connections to support alumni throughout their professional lives.

## **VISION 2026 WILL ENABLE WILLIAM & MARY TO ...**

- Lead the nation's selective liberal arts & sciences institutions in applied learning opportunities for every student.
- Cultivate and retain exceptional talent for our commonwealth and nation.
- Mobilize W&M's worldwide network of alumni, employer and parent partners to broaden learning experiences and career pathways for graduates and support a lifetime of professional success.
- Create innovative curricular pathways to credentials in high demand skills and fields, such as summer "jump-start" minors.
- Guarantee a funded internship opportunity or other applied learning experience for every undergraduate.

## **WHY IT MATTERS:**

High quality experiential learning opportunities — including internships — that allow students to develop as professionals and leaders in their fields are integral to the academic experience. They serve to cultivate cognitive capacities, refine human competencies, synthesize lessons learned and enhance communications skills. They promote mastery and holistic integration of skills that are necessary to navigate our rapidly changing world. Students need more partners to invest in their future and afford them opportunities that encourage them to take risks, persevere through failure and be resilient in the face of adversity.

**PRIDE POINTS:**

- William & Mary is ranked No. 1 in the U.S. for internships, according to Princeton Review, and has a strong alumni network that provides mentoring, career development and experiential learning opportunities during college and after graduation.
- Eighty-three percent of W&M's Class of 2020 reported positive career outcomes — employed or attending graduate/professional school — within six months of graduation. Knowledge rate for the Class of 2020 is 79% compared to the national average, which is 65%.
- Ninety-four percent of those who are employed reported their career interests align very well/somewhat well with their work.
- W&M is ranked No. 7 among public universities with the highest 40-year return on investments for low-income students.
- More than 80% of undergraduates have participated in mentored research with faculty.
- William & Mary is the No. 4 public university for study abroad. Nearly 60% of all undergraduates study abroad in their W&M careers.
- Our graduating classes are hired, on average, by 300 to 400 different organizations annually.

Please visit **[wm.edu/vision2026](http://wm.edu/vision2026)** for more information about Vision 2026.



**WILLIAM & MARY  
AWARD OF ACADEMIC TENURE**

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

**BE IT RESOLVED**, That upon recommendation of the President, the Board of Visitors of William & Mary approves the following members of the Faculty be awarded academic tenure, effective with the beginning of the 2022-23 academic year:

Kami N. Chavis, William & Mary Law School

David A. Dominique, Department of Music

Margaret Hu, William & Mary Law School

Heartley B. Huber, School of Education

Michael Iyanaga, Department of Music

Saskia Mordijck, Department of Physics

Iyabo Obasanjo, Department of Kinesiology

Leandra Parris, School of Education

Bin Ren, Department of Computer Science

Faraz M. Sheikh, Department of Religious Studies

William L. Skimmyhorn, Mason School of Business

Justin R. Stevens, Department of Physics

Philip Swenson, Department of Philosophy

Andrew B. Tobolowsky, Department of Religious Studies

Erin Webster, Department of English

Andrea G. Wright, Department of Anthropology and Asian and  
Middle Eastern Studies



**WILLIAM & MARY  
FACULTY PROMOTIONS**

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

**BE IT RESOLVED**, That upon recommendation of the President, the Board of Visitors of William & Mary approves the academic promotion of the following members of the Faculty, effective with the beginning of the 2022-23 academic year:

Assistant Professor to Associate Professor

David A. Dominique, Department of Music

Heartley B. Huber, School of Education

Michael Iyanaga, Department of Music

Saskia Mordijck, Department of Physics

Iyabo Obasanjo, Department of Kinesiology

Leandra Parris, School of Education

Bin Ren, Department of Computer Science

Faraz M. Sheikh, Department of Religious Studies

William L. Skimmyhorn, Mason School of Business

Justin R. Stevens, Department of Physics

Philip Swenson, Department of Philosophy

Andrew B. Tobolowsky, Department of Religious Studies

Erin Webster, Department of English

Andrea G. Wright, Department of Anthropology and Asian and  
Middle Eastern Studies