WILLIAM & MARY Board of Visitors

APRIL BOARD BOOK

COMMITTEE MEETINGS

APRIL 20-22, 2022 | W&M ALAN B. MILLER HALL & RICHARD BLAND COLLEGE

BOARD OF VISITORS APRIL 20-22, 2022

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CHARTERED 1693

BOARD OF VISITORS MEETINGS APRIL 20-22, 2022 RICHARD BLAND COLLEGE & ALAN B. MILLER HALL AT WILLIAM & MARY

WEDNESDAY, APRIL 20

10:30 – 11:30 a.m. Richard Bland College Public Hearing on Tuition & Fees

(RBC - RM 107, Ernst Hall)

11:30 a.m. - 12:00 p.m. Lunch

(RBC - RM 107, Ernst Hall)

12:00 – 2:00 p.m. Richard Bland College Committee

(RBC - RM 107, Ernst Hall)

4:00 – 6:00 p.m. Executive Committee

(Brinkley Commons, Alan B. Miller Hall)

6:00 p.m. Reception

(Executive Dining Room and Patio, Alan B. Miller Hall)

THURSDAY, APRIL 21

8:00 – 9:30 a.m. Committee on Audit, Risk and Compliance

(Brinkley Commons)

9:30 – 9:45 a.m. Break

9:45 a.m. – 12:15 p.m. RBC Strategic Work Session

(Brinkley Commons)

12:15 – 1:15 p.m. Nominations Committee – Committee Members Only

(2018B, Alan B. Miller Hall)

12:15 – 1:15 p.m. Lunch

(Brinkley Commons)

1:15 – 2:00 p.m. Committee on Academic Affairs

(Brinkley Commons)

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April 20-22, 2022

2:00 – 3:15 p.m. JOINT MEETING: Committee on Administration, Buildings and Grounds,

Committee on the Student Experience, AD HOC Committee on

Organizational Sustainability & Innovation

(Brinkley Commons)

3:15 – 3:30 p.m. Break

3:30 – 4:30 p.m. Committee on Administration, Buildings and Grounds

(Brinkley Commons)

4:30 - 5:00 p.m. Committee on Financial Affairs

(Brinkley Commons)

5:00 – 6:30 p.m. Endowed Professorship Reception

(Wren Courtyard)

7:00 – 9:00 p.m. Rector's Dinner

(Williamsburg Inn)

FRIDAY, APRIL 22

8:00 a.m. Breakfast Available

8:15 - 8:45 a.m. Investments Subcommittee

(RM 2018B)

8:45 - 9:00 a.m. Break

9:00 a.m. – 12:00 p.m. Full Board Meeting

(Brinkley Commons)

12:00 - 12:30 p.m. Lunch

(Brinkley Commons)

2:30 - 4:30 p.m. VIMS Tour

(VIMS - Owens-Bryant Board Room, Davis Hall)

5:00 - 8:00 p.m. VIMS Faculty Seafood Feast

(VIMS - Riverfront Lawn)

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 Emmanel Murphy, student representative Henry R. Broaddus Matthew T. Lambert

RICHARD BLAND COLLEGE COMMITTEE

Victor K. Branch, Chair Brian P. Woolfolk, Vice Chair Cynthia E. Hudson Barbara L. Johnson Charles E. Poston Lisa E. Roday Karen Kennedy Schultz **Ardine Williams** David McCarthy, faculty representative Thulani Jayasinghe, student representative Debbie L. Sydow

COMMITTEE OF THE WHOLE:

COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

Barbara L. Johnson, Chair Lisa E. Roday, Vice Chair Peggy Agouris Henry R. Broaddus Amy S. Sebring Chon Glover

RICHARD BLAND COLLEGE COMMITTEE

RICHARD BLAND COLLEGE COMMITTEE APRIL 20, 2022 12:00 - 2:00PM RICHARD BLAND COLLEGE - ERNST ROOM 107

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

I.	Introductory Remarks	Victor K. Bra	nch
II.	Approval of Minutes		
	A. February 10, 2022		
III.	General Reports		
	A. Report from President and Administration	Debbie L. Syc	wok
	i. Virtual High School Dual Enrollment (Huron) ii. Enrollment Report	Steven Ha	
		•	
	B. Report from Faculty Representative – <i>enclosure A</i>	David McCa	rthy
	C. Report from Student Representative – enclosure B	Thulani Jayasin	ghe
IV.	Action Materials		
	A. Appointment to Fill Vacancy in the Instructional Faculty	Resolution	1
	B. Approval of Academic Promotions	Resolution	2
	C. Retirement of Becky Toombs, Financial Services Specialist	Resolution	3
	D. Honorary Degree – Nakeina Douglas-Glenn	Resolution	4
	E. Adoption of Projects under the Public-Private Facilities and Infrastructure Act of 2022 (PPEA)	Resolution	5
V.	Closed Session (if necessary)		
VI.	Discussion		
VII.	Adjourn		

BOARD OF VISITORS RICHARD BLAND COLLEGE COMMITTEE DRAFT MINUTES FEBRUARY 10, 2022

BRINKLEY COMMONS - ALAN B. MILLER HALL

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

Hon. Mari Carmen Aponte Mr. S. Douglas Bunch Ms. Sue H. Gerdelman Mr. James A. Hixon Hon. John E. Littel, Rector Mr. William H. Payne II Mr. J.E. Lincoln Saunders Mr. John P. Rathbone

OTHERS PRESENT

Dr. Debbie L. Sydow, RBC President

Dr. J. Tyler Hart, Provost

Mr. Paul Edwards, Chief Business Officer

Mr. Jeffrey Brown, Director of Special Projects and Operations

Dr. Thom C. Addington, Director of Student Success

Mr. Thomas Midgette, FAME Project Director

Ms. Lashrecse D. Aird, RBC Chief of Staff

Ms. Ramona Taylor, Senior Assistant Attorney General

Dr. Peggy Agouris, W&M Provost

Mr. Henry R. Broaddus, W&M VP for Strategic Initiatives & Public Affairs

Mr. Kent Erdahl, W&M Director of Audit

Ms. Carrie Nee, W&M University Counsel

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

Ms. Jessica Walton, Deputy Secretary to Board of Visitors

INTRODUCTORY REMARKS

Mr. Victor Branch, Chair, called the Richard Bland College (RBC) Committee meeting to order at 9:00 a.m. Mr. Branch made opening remarks, welcomed participants and thanked RBC leadership and other representatives for traveling to Williamsburg.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Branch asked for a motion to approve minutes of the November 18, 2021 meeting. Motion was made by Ms. Karen Kennedy Shultz, seconded by Ms. Ardine Williams, and unanimously approved by voice vote.

REPORT FROM THE PRESIDENT AND ADMINISTRATION

Dr. Debbie L. Sydow, RBC President, provided an overview of the presentations that the RBC Committee would receive from the administration. She highlighted the following: RBC Federation for

RBC Committee Meeting – February 10, 2022 DRAFT Minutes Page 2

Advanced Manufacturing Education (FAME) program, legislative update, RBC Safe & Secure (COVID-19) update, transition to IT Manager Services, Shared Services Consortium, Promise Scholars program assessment, and status of RBC's application for designation as a Minority Serving Institution.

President Sydow introduced Mr. Thomas Midgette, FAME Program Director. Mr. Midgette reviewed the FAME "earn and learn" Program, including benefits to students and collaboration with regional businesses: Coesia, Sabra, EPT Connectors, Niagara, AMPAC Fine Chemicals, CIVICA, Phlow, Amsted Rail and BluePrint Automation. He noted that the goal of the program is for local manufacturing partners to hire local students while allowing them to gain the skills and education needed for a successful career. He emphasized that while students take classes from RBC two days a week, they receive salary and benefits from their assigned companies. He also shared that when they complete the program they are eligible for full-time employment with the company.

Mr. Jeff Brown, Director of Special Projects & Operations reviewed RBC's legislative priorities under consideration at the Virginia General Assembly, including budget language in the state budget to allow RBC to develop and transition to an innovative model for higher education, and language that authorizes RBC to enter into a ground lease with a foundation of the College. He noted that the College has adopted a 60-day communication plan in support of the legislative and budget requests. Mr. Brown also provided an overview of RBC's COVID-19 strategies for the spring semester and other updates to the Safe and Secure Plan. A discussion ensued regarding the process for budget amendments and legislative initiatives being submitted to the General Assembly.

Mr. Paul Edwards, Chief Business Officer, provided an update on RBC's transition to Ellucian Managed Services. He noted that Ellucian Managed Services has been in the higher education industry for 50 years and has 160 IT managed service engagements. He explained the rationale for moving to a managed services solution and described the evaluation, negotiation and contract process. Mr. Edwards also provided an update on the RBC Shared Services Consortium, including the process for inviting new members and the timeline. A discussion ensued regarding the vetting process of Ellucian and their engagement with RBC as an outsourced solution.

Dr. J. Tyler Hart, Provost, provided an overview on the status of the Promise Scholars program. Dr. Hart began by sharing the current landscape of the higher education marketplace as a result of COVID-19. He presented RBC's enrollment and how it compares with national trends. He also shared a breakdown of the students who have made up the Promise Scholars program since 2018, the challenges they have experienced, and opportunities to strengthen the program. A discussion ensued regarding the Promise Scholars Program goals and how to strengthen W&M's role in the program.

Ms. Ramona Taylor, Senior Assistant Attorney General, provided an overview of the US Department of Education's Title III and Title V Program eligibility, requirements to receive the Minority Serving Institution designation, and the benefits associated with these designations. Ms. Taylor also reviewed RBC's eligibility data. She highlighted that RBC meets the metric as an Asian and Native American serving institution. She stated that gaining the classification as a minority serving institution would also lay the groundwork to petition for a modification to the long-standing injunction prohibiting RBC from issuing four-year degrees. A discussion ensued regarding grants RBC is eligible to receive as a result of the federal designation.

FACULTY AND STUDENT REPRESENTATIVE REPORT

Dr. David McCarthy, faculty representative, introduced Professor Thom C. Addington, Assistant Professor of English and Director of Student Success. Dr. Addington provided an update on the RBC Honors Program, which included an overview of the student experience, the makeup of the current student cohort, and updates to the program. He shared that the RBC Honors Program is made up of students who have a cumulative 3.5 GPA when accepted and maintain a minimum cumulative GPA of 3.2. He also shared that as participants in the program, students have access to a dedicated curriculum and are required to complete community service as a cohort and individually. He noted that programmatic changes are underway to expand the cohort from the existing 17, and that he is reviewing the current experience, opportunities for improvement, and soliciting curricular feedback from faculty and staff.

ACTION MATERIALS

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

Resolution 1: Approval to Fill Vacancy in the Professional Faculty
 Resolution 2: Appointment to Fill Vacancy in the Instructional Faculty
 Resolution 3: Retirement of Deborah K. James, Information Security

Officer/Architect Engineer

Resolutions 1-3 were moved as a block by Ms. Williams, seconded by Ms. Cynthia E. Hudson, and unanimously approved by voice vote.

CLOSED SESSION

Mr. Branch moved that the RBC Committee convene into closed session pursuant to Virginia Code Sections: $\S 2.2-3711.A.1$ for evaluation of the performance of schools and departments, which will necessarily involve discussion of the performance of the President and other individuals at Richard Bland; and $\S 2.2-3711.A.8$ for consultation with legal counsel regarding RBC regulatory compliance. Motion was seconded by Ms. Lisa E. Roday and approved by roll call vote -8-0- conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

At that time Committee and Board members, RBC President, Senior Assistant Attorney General, W&M University Counsel, W&M Provost, W&M VP for Strategic Initiatives & Public Affairs, RBC Chief of Staff, W&M Director of Audit, and Secretary to the W&M Board of Visitors entered the closed session meeting at 10:25 a.m.

RECONVENED OPEN SESSION

Following the closed session, the Committee returned to open session at 11:05 a.m. Mr. Branch 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 Ms. Williams and approved by roll call vote – 7-0 – conducted by Mr. Fox. Ms. Hudson departed just before the closed session concluded.

ADJOURNMENT

There being no further business, Mr. Branch adjourned the meeting at 11:08 a.m.

Board of Visitors Enclosure A

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REPORT OF THE RBC FACULTY REPRESENTATIVE April 2022

Dr. David S. McCarthy

W&M Board of Visitors, RBC Faculty Representative

"You can fool all the people some of the time, and some of the people all the time, but you cannot fool all the people all the time."—Abraham Lincoln

Inclusive Excellence Committee Update

Dr. Evanda Watts-Martinez is excited to report that "the IEC has rolled out its *Inclusion and Workplace Empathy Initiative* on campus using the iPondr@work Learning and Development Platform. This platform is designed to provide virtual cinematic programming with immersive content using a wide range of topics, stories, readings, and podcasts as resources to support and amplify the campus' efforts to cultivate a more empathetic and inclusive learning and working environment. Currently, RBC employees and student leaders will have access to bi-weekly, research-based interactive programs and data-driven insights that will assist RBC in making progress in our inclusion efforts." Faculty and staff will have the opportunity to explore a wide range of topics: Chief Change-Makers; Diversity, Equity, and Inclusion; Generation Diversity in the Working and Learning Spaces; and Code-Switching and Covering.

Ms. Jneva Norfleet, who chairs the IEC Campus Engagement Subcommittee, hosted a program entitled "Addressing Barriers in Changing Work Cultures" on March 31. The event was scheduled in association with Women's History Month. The IEC plans on organizing more roundtables in the future. "It is expected that the information from the discussions will assist RBC as it continues to move toward inclusion thinking and actions per the suggestions highlighted in the Racial Justice & Equity Task Force's Final Report," explains Dr. Watts-Martinez.

New Faculty Spotlight: Dr. Adnan Shahid, Assistant Professor of Business & Economics

Having recently completed his Ph.D. in economics at the University of New Mexico, Professor Adnan Shahid joined the faculty in January. His research focuses on "health economics, particularly the economics of chronic illnesses, such as cancer, and human responses to natural shocks. However, [his] broad research interests include work at the intersection of health,

Board of Visitors Enclosure A

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development, and environmental economics." Dr. Shahid is currently researching the economics of healthcare and health insurance markets.

This semester Dr. Shahid is teaching two sections of Economics 201 (Macroeconomics) and two sections of Economics 202 (Microeconomics). "I am really enjoying my interaction with in-person and online students," Dr. Shahid says. "The number of students per teacher is low, which allows me to focus on each student's learning. Aside from students, the faculty here is awesome and friendly. They helped me greatly in settling in." He will be offering Business 104 (Introduction to Business) in the fall in addition to the Economics 201-202 sequence.

"Teaching and Learning @ RBC"

During the 2020-2021 academic year, Professor Jena Zarling (née Morrison) provided students with stress relief and self-care tips each week via the OneStop Canvas page to help support their mental health during the pandemic. She has now moved this to a more public space where it is currently receiving hits from students, alumni, faculty, and staff at colleges throughout Virginia: https://academiclifestress.blogspot.com

In February, Professor Zarling launched the first edition of "Teaching and Learning @ RBC," a newsletter by faculty for faculty. She created this monthly newsletter as a place for Richard Bland faculty to share pedagogical tips, tricks, and lessons learned as well as resources tied to enhancing the classroom experience in all its modalities. February's edition included articles on insights from the online classroom and fine-tuning the Canvas navigation menu. March's edition more than doubled in size with contributions from Professors Bob Maher, David Majewski, Dave Morgan, and Jena Zarling. The second edition included articles on faculty experiences as an online student, success with breakout rooms, banned books, and resources for creating better videos. It also added permanent features such as the "QEP Quad" and "Library Lounge" where resources and information for these areas will appear each month. The April edition was recently published, and it showcases articles from Professors Rachel Finney, Ashley Fuller, and Linda Pittman.

Academic Awards Ceremony

The annual Academic Awards Ceremony took place on April 19 in Ernst 112. Students received Awards of Academic Excellence in the following categories: Communication; English; Foreign Language; Religion & Philosophy; Life Science; Math and Computer Science; Physical Science; Business and Economics; History and Government; Psychology and Sociology; and Visual and Performing Arts. The Faculty Excellence Award recipient was also announced. Congratulations to the award winners!

Publications & Presentations

Professor Dan Franke currently serves as advisor to the Speech and Debate Team. Three students—Vicki Chrepta and Abigail Dowdy in International Public Debate Association (IPDA) debate and Sangjae Lee in Extemporaneous and Impromptu Speaking—competed in the final

Board of Visitors Enclosure A

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tournament at West Chester University on February 27. Professor Franke reports that Richard Bland College "took home the third-place sweepstakes in IPDA debate, in a strong end to the season. We look forward to even greater things next season." Professor Franke also coordinated the History Club's visit to Pamplin Park on March 4 where they examined "the soldier experience in the American Civil War."

In addition to advising the Debate Team and History Club, Professor Franke delivered an invited paper at Florida State College Jacksonville on March 25 for the college's inaugural annual history symposium. The symposium's topic was Holy War in World History, and Professor Franke's paper addressed holy war and national war in the European Middle Ages. There are plans to produce an edited volume from the symposium.

Professor Franke will be publishing *The Routledge Handbook of Medieval Military Strategy* (Routledge, Fall 2023), co-edited with Professor John Hosler of the U.S. Command and General Staff College. As Professor Franke explains, "The volume will contain 38 essays from an international roster of experts, and will be the first volume of its kind on this subject."

Professor Katie S. Heffernan is the lead author of a fascinating study that was recently published in *Folia Primatologica* (March 2022): "Diademed Sifakas (*Propithecus diadema*) In Intact and Degraded Forest Habitat at Tsinjoarivo, Madagascar, Show High Reproductive Success and No Evidence that Dental Senescence or Rainfall Affects Reproductive Output." Her research on sifakas (lemurs) "suggests that the long-term viability of *Propithecus diadema* at Tsinjoarivo is promising and reproductive output is high, even in disturbed fragments where nutrient intakes are reduced. Further research is needed to contextualize and understand these differences among sites and regions within Madagascar and avoid over-generalizing from single study sites."

Board of Visitors Enclosure B

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REPORT OF THE RBC STUDENT REPRESENTATIVE April 2022

Thulani Jayasinghe

W&M Board of Visitors, RBC Student Representative

Student Engagement

In contrast with last year when there was no return to classrooms following spring break, this year students energetically returned to campus to wrap up the end of the semester. With the RBC Safe and Secure Task Force's revised plan that lifted mask mandates for students, faculty, staff, and guests, it is refreshing to see how everything feels normal again. The Residence Life team organized "50ish Days" for students graduating this spring, providing a forum for sharing next steps and taking pictures with peers. In addition, events like "Midnight Madness" enabled students to have quality time with their peers by getting involved in a variety of activities, and RAs continued to hold entertaining events that promote an environment conducive to academic and social development. First-year student Senuvi Jayasinghe has enjoyed these campus programs, saying, "They gave me the confidence to open up to people and meet new people." Moreover, students are looking forward to showcasing their talents in "RBC' Got Talent" and other events like RBC Field Day, Late Night Breakfast, and Spring Brunch. These events will help students to relieve their stress during the exam season.

IGNITE Campus Ministries

IGNITE Campus Ministries is a student-led organization that was started but then halted due to COVID-19. However, with the initiative of several students and staff, this semester students were able to relaunch the IGNITE club. This organization offers students an opportunity to learn and grow with peers in a Christian community on campus. Jasmine Hickson, president of the organization, shares its purpose, saying, "We meet weekly each Wednesday at 4:30, study the Bible, and explore sermons." She further described her Bible study experiences by saying, "Ignite Campus Ministries has allowed me to meet like-minded people who are spiritually in tune, which has allowed me to make deep friendships." This inclusive group provides a safe space for students to be vulnerable and open up to various topics.

Board of Visitors Enclosure B

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Graduate Reflections

With most transfer applications submitted, second-year students have begun to reflect on the past two years at RBC while preparing for graduation. Many students look back on the impact they have made on RBC, and their growth as individuals as a result of being a part of RBC. For example, Jamea Thompson, a second-year student and a Resident Assistant shared how RBC influenced her, saying, "I have grown to be very mature in my views of life after being at Richard Bland College. It was such a great experience with ORL and being an RA." Thompson further expressed how she was able to give back to the RBC community, particularly how she promoted a positive residential community by working as a RA.

Another fellow graduate, Iyosias Assefa, articulates why choosing RBC was the right decision for him, and his gratefulness to the supportive faculty. "I have had the opportunity to watch myself progress mentally over the previous two years at Richard Bland. When I was in high school, I was afraid that I would not be able to adjust to college life and would have a terrible experience, but when I came to Richard Bland, it made everything easier for me and helped me meet wonderful people. The best part about attending this institution was that all of the professors were willing to go out of their way to assist you to succeed; I am grateful that I chose to spend a portion of my life here."

Looking Back On the Year

In the U.S., it was a lurching, faltering year that began in hope as the miraculously effective vaccines showed up. The whole world has adopted a "new normal," although what that looks like is different for everyone. For RBC students, the result has been a year that began with more inperson classes while continuing mask mandates and social distancing. Although the pandemic was a strange and disorienting experience for all of us, the RBC community has prevailed over these past years through "resiliency." Mask mandates were lifted this semester, and students are ending the year with memories of great, uplifting moments on campus. Like everyone else around the world, the RBC community hopes that things will get under control and onto the right track soon.

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APPOINTMENT TO FILL VACANCY IN THE INSTRUCTIONAL FACULTY

A vacancy in the Instructional Faculty of Richard Bland College of William & Mary has resulted because of a retirement, a vacancy, or a newly created position.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the William & Mary Board of Visitors approves the appointment of the following individual to fill this position:

WESTFIELD, DAMIEN Associate Professor of Communications, effective August 10, 2022:

Ph.D., University of Nebraska, 2010 M.A., Bellevue University, 2007 B.A., Creighton University, 2004

Richard Bland College of William & Mary
Associate Director of Online and Continuing Education, 2021
Head Men's Soccer Coach, 2018

Truett McConnell University

Men's Soccer Coach, 2012 – 2015

Assistant Men's Soccer Coach, 2011

Lanier Sharks

Boy's U16 and U17 Head Soccer Coach, 2013 - 2016

Century Converting Recycling
Assistant Manager, 2004 - 2010

Creighton University

NE Elite Summer Camp Coach, 2002 – 2010

Omaha FC Academy

Boys U9 and U14 Academy Soccer Coach, 2010

Bellevue West High NE Head Boys Soccer Coach, 2006 - 2007

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APPROVAL OF ACADEMIC PROMOTIONS

The following members of the instructional faculty of Richard Bland College have been recommended for the award of academic promotion by the Peer Review Committee and the Provost.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the William & Mary Board of Visitors approves the award of academic promotion to the following faculty members, effective with the beginning of the 2022-2023 academic year:

ERIC D. EARNHARDT, PH.D, from Assistant Professor of English to Associate Professor of English, effective August 10, 2022:

Ph.D, English and Anglo American Literature, Case Western Reserve University, 2016 M.A., English and American Literature, Ohio University, 2011 B.A., English and Literature, Geneva College, 2006

Richard Bland College, Assistant Professor of English, 2016 – Present Case Western Reserve University, 2011, Graduate Fellow Ohio University, 2011, Graduate Fellow Workforce Initiative Association, 2009, Resource Specialist

DANIEL FRANKE, from Assistant Professor of History to Associate Professor of History, effective August 10, 2022:

Ph.D., History, University of Rochester, 2014 B.A., Rice University, 2005 A.A., Lower Columbia College, WA, 2003

SUNY New Paltz, Adjunct Lecturer, 2016
Mount Saint Mary College, Adjunct Instructor, 2015
Marist College, Adjunct Instructor, 2015
United States Military Academy, Assistant Professor, 2015
Eastman School of Music, Graduate Instructor, 2007 – 2011
University of Rochester, Instructor, 2009 – 2010

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DAVID MORGAN, from Associate Professor of Physics and Math to Professor of Physics and Math, effective August 10, 2022:

Ph.D., Physics, William & Mary, 1998 M.S. in Physics, William & Mary,1994 BA, Mathematics, Townson University,1992

Eugene Lang College, The New School, Assistant Professor of Physics, 2002 - 2012 Averett College, Physics Instructor (Adjunct), 1997 – 1998 Thomas Nelson Community College, Astronomy Instructor (Adjunct), 1996 - 1997 William & Mary, Graduate Teaching Assistant, 1992 - 1994

<u>ADAM ZUCCONI</u>, from Assistant Professor of History to Associate Professor of History, effective August 10, 2022:

Ph.D., Philosophy, West Virginia University, 2016 M.S., Arts, Clemson University, 2011 B.S., Arts, Bridgewater College, 2009

Richard Bland College, History Instructor, 2016 West Virginia University, History Instructor, 2011 - 2015 Clemson University, Teaching Assistant, 2009 - 2011

April 20-22, 2022 Page 1 of



RETIREMENT OF BECKY H. TOOMBS FINANCIAL SERVICES SPECIALIST/CASHIER

Becky H. Toombs joined Richard Bland College ("the College") on September 10, 2000 as a Fiscal Technician in the Business Office. During her tenure with the College, she was promoted to Financial Services Specialist.

Ms. Toombs held the position of Bank Teller at Central Fidelity Bank from 1974-1979 and at Bank of America from 1979 to 2000.

Ms. Toombs attended classes at both Richard Bland College and John Tyler Community College during her early years of employment with the College.

Ms. Toombs has comprehensive knowledge of accounting and auditing principles, and applicable computer systems. She has extensive knowledge and experience providing high level services to students and their families regarding student accounts and payments. She is well respected for her expertise and her positive energy.

THEREFORE, BE IT RESOLVED, That the William & Mary Board of Visitors acknowledges the retirement of Becky H. Toombs on July 1, 2022 and expresses its appreciation for the many contributions that she has made to Richard Bland College, and approves, with deep gratitude for her 21 years of devoted service to the College, a change in status from Financial Services Specialist/Cashier to Financial Services Specialist/Cashier, 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 Becky H. Toombs with best wishes from a grateful Board for her years of dedicated service to Richard Bland College.

April 20 – 22, 2022 Page 1 of 2



APPROVAL OF HONORARY DEGREE DR. NAKEINA DOUGLAS-GLENN

Richard Bland College ("the College") seeks to honor meritorious and outstanding service to the College and the community at large, and to recognize persons whose lives serve as examples of the College's aspirations for its students by awarding the honorary Associate degree.

Dr. Nakeina Douglas-Glenn serves as the Director and Associate Professor of the Grace E. Harris Leadership Institute at Virginia Commonwealth University (VCU). Dr. Douglas-Glenn is a higher education academic and practitioner with more than 15 years of experience in organizational development, leadership development, public policy analysis, and racial equity. She has been the recipient of numerous awards and honors at VCU, including the President's Outstanding Achievement Award and the Presidential Award for Community Multicultural Enrichment.

Dr. Douglas-Glenn previously served as a research and evaluation associate at the National Science Foundation. She was also an adjunct professor at George Mason University in the Department of Public and International Affairs.

Dr. Douglas-Glenn is active in the community and professional organizations. She previously served on the YWCA Richmond board of directors and was appointed to the Millennial Civic Engagement Task Force by Governor Terry McAuliffe. Dr. Douglas-Glenn is an elected member of the American Council on Education's (ACE) Virginia Women's Network executive board and serves as the Women's Network's institutional representative at VCU. She is also a member of the board of directors for the Health Brigade free and charitable clinic (formerly the Fan Free Clinic) and SOAR365, an organization providing services and opportunities for individuals with disabilities.

Dr. Douglas-Glenn holds a B.A. in political science and a B.S. in sociology from Virginia Tech, an M.S.W. from Radford University and a Ph.D. in public administration and public affairs with a certificate in race and social policy from the Center for Public Administration and Policy at Virginia Tech.

Board of Visitors	Resolution	4
April 20 – 22, 2022	Page 2 of	2

Dr. Douglas-Glenn will honor Richard Bland College by supporting Inclusive Excellence efforts and delivering the Commencement Address on May 19, 2022.

THEREFORE, BE IT RESOLVED, That in recognition of Dr. Nakeina Douglas-Glenn's public service, professional achievements, distinguished career, and commitment to higher education in the Commonwealth of Virginia, she receive the highest form of recognition offered by Richard Bland College to persons of exceptional distinction.

BE IT FURTHER RESOLVED, That upon recommendation of the President, the William & Mary Board of Visitors, hereby approves the awarding of the honorary Associate of Science degree to Dr. Nakeina Douglas-Glenn at the Richard Bland College Commencement Ceremony on May 19, 2022.

April 20-22, 2022 Page 1 of 1



Adoption of PPEA Guidelines

WHEREAS, The Public-Private Education Facilities and Infrastructure Act of 2002, Va. Code §56-575.1 et seq. (the "PPEA"), grants state agencies and institutions the authority to enter into agreements with private entities for the development of a wide range of projects for public use so long as certain criteria are met and the private involvement will provide the project to the public in a timely or cost- effective fashion;

WHEREAS, in order to accept proposals under the PPEA, an agency or institution is statutorily required to adopt guidelines governing use of PPEA processes;

WHEREAS, Richard Bland College seeks the authority to accept solicited or unsolicited PPEA proposals for qualifying projects;

WHEREAS, Richard Bland College continues to implement its Campus Master Plan and evaluate projects of strategic importance for the university while considering all methods of delivery;

THEREFORE, BE IT RESOLVED, that the Board of Visitors acknowledges the potential benefit of such partnerships and adopts these guidelines for use in such a future partnership.

*PPEA Guidelines sent as a pre-read

EXECUTIVE COMMITTEE

EXECUTIVE COMMITTEE $APRIL\ 20,\ 2022 \\ 4:00-6:00\ P.M. \\ BRINKLEY\ COMMONS-ALAN\ B.\ MILLER\ HALL$

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. February 9, 2022
- III. Discussion
- IV. Closed Session (if necessary)
- V. Adjourn

BOARD OF VISITORS
EXECUTIVE COMMITTEE
DRAFT MINUTES
FEBRUARY 9, 2022
ROOM 2018B – ALAN B. MILLER HALL

COMMITTEE MEMBERS PRESENT

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

Ms. Sue H. Gerdelman

OTHER BOARD MEMBERS PRESENT

Ms. Cynthia E. Hudson

Dr. Karen Kennedy Schultz

Mr. John P. Rathbone

Ms. Ardine Williams

OTHERS PRESENT

Dr. Katherine A. Rowe, President

Dr. Debbie L. Sydow, President of Richard Bland College (RBC)

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Dr. Laura McGrane, 2021-2022 ACE Fellow

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

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

CALL TO ORDER AND APPROVAL OF MINUTES

Mr. John E. Littel, Rector, called the Executive Committee to order at 3:32 p.m. and welcomed all who were present.

Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the November 18, 2021 meeting. Motion was made by Mr. William H. Payne II, seconded by Mr. James A. Hixon, and approved by voice vote.

Mr. Littel asked Mr. Michael J. Fox, Secretary to the Board of Visitors, to summarize the Board meeting schedule. Mr. Fox also introduced Dr. Laura McGrane, 2021-2022 ACE Fellow.

DISCUSSION

Mr. Littel called on Dr. Katherine A. Rowe, W&M President, to provide an overview of the agenda for the upcoming Joint Board meeting taking place on Thursday, February 10, 2022. President Rowe said the meeting will focus on the launch of Vision 2026.

President Rowe called on Ms. Amy S. Sebring, Chief Operating Officer, to provide an update regarding ongoing operations under pandemic. Ms. Sebring reported that the number of positive cases remain low two weeks into the semester and attributed that to pre-arrival testing.

Executive Committee – February 9, 2022 DRAFT Minutes Page 2

Ms. Sebring said the the university had partnered with Colonial Williamsburg and had access to the Woodlands hotel for students who need to quarantine and cannot return home. She said Dr. Virginia M. Ambler, Vice President for Student Affairs, and her team are staffing the space and Sodexo is providing meals to those in quarantine.

Ms. Sebring said that faculty are still recording lectures to ensure students in quarantine have access to their respective academic program.

Ms. Sebring indicated that with the low positivity rate, the administration has started to consider the possible COVID-19 offramp.

A discussion ensued regarding testing programs and vaccination numbers.

Dr. Debbie L. Sydow, President of RBC, provided a brief update on RBC operations under pandemic and an overview of the RBC Committee agenda.

President Sydow passed out a document titled *Seize Your Potential* (appended). The handout listed RBC's three strategic goals: (1) Educational Product of High Value with Streamlined Pathways; (2) An Unmatched Student Experience; and (3) Sustainability in Operation. President Sydow provided an overview of each strategic goal and highlighted programs RBC is involved with to meet the goals.

As part of Strategic Goal 3: Sustainability in Operation, President Sydow noted that RBC has had multiple visits from DroneUp. She said DroneUp has selected RBC as their site for development and a ground lease will be presented to the Board at its April meeting.

President Sydow mentioned the possible creation of a 501(c)(3) to manage the lease(s). Mr. Littel requested a spreadsheet be provided that shows alternative ways to manage the lease(s).

A discussion ensued regarding who determines the pricing for the lease, lease term, and ground and airspace.

Lastly, President Sydow noted that RBC had recently be notified it is an eligible institution under Title III and/or Title V of the Higher Education Act of 1965.

Mr. Hixon provided an overview of the Committee on Financial Affairs agenda and pending action items.

A discussion ensued regarding the School of Law tuition proposal, 1693 Partners Fund and investment strategies.

Mr. Payne provided an update on the mold remediation at the RBC President's house. He then gave an overview of the Committee on Administration, Buildings and Grounds agenda and pending action items.

A discussion ensued regarding fundraising for the athletics complex, and the upcoming housing and dining plan.

Executive Committee – February 9, 2022 DRAFT Minutes Page 3

Dr. Peggy Agouris, Provost, provided an overview of the Committee on Academic Affairs Agenda and pending action items. She highlighted the establishment of a Voluntary Phased Transition Program for Tenured Faculty. Provost Agouris said she will be working with the Faculty Assembly on creating the parameters of the plan.

A discussion ensued regarding the establishment of the transition program.

Mr. Littel asked for an update on admissions. President Rowe said applications have increased another 3% over the 23% increase from last year. Admissions is currently working to review over 18,000 undergraduate applications. She also provided an update on Posse enrollment for the 2022-2023 Academic Year.

A discussion ensued regarding test optional in the admissions process.

Ms. Sue H. Gerdelman noted that the Committee on Institutional Advancement will not meet in February. She said there will be a celebration of the *For the Bold* Campaign on Saturday, February 12, during Charter Day festivities, along with campus tours that highlight impacts of the campaign.

Mr. Littel said Board member orientation needs to be improved and asked Ms. Karen Kennedy Schultz to work with the Secretary of the Board to improve the process.

Mr. Littel said the Council of President's (COP) met with Governor Glenn Youngkin and a major topic of discussion was mental health on college campuses. He said Governor Youngkin will announce, during the Charter Day Ceremony, the convening of the COP with state officials to discuss how the state can better support colleges. President Rowe noted that she too is convening a subgroup of the COP who will be the point group for this effort between higher education institutions and the state.

Provost Agouris added that there is a campus initiative underway to examine academic stress and stress factors. She said by delving deeper into what causes the stress the university will be in a better position to help resolve and support students.

Mr. Littel mentioned the recent shooting at Bridgewater College and said the tragedy is a reminder to thank university police for their work and dedication.

CLOSED SESSION

Ms. Johnson moved the Executive Committee convene into closed session pursuant to Virginia Codes Sections: $\S 2.2-3711.A.1$ for evaluation of the performance of schools and departments, which will necessarily involve discussion of the performance of the President of Richard Bland and President of William & Mary; and $\S 2.2-3711.A.7$ for consultation with legal counsel regarding pending litigation and regulatory matters. Motion was seconded by Mr. Payne and approved by roll call vote -7-0- conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

At that time committee and Board members, and University Counsel entered the closed session meeting at 4:48 p.m.

Executive Committee – February 9, 2022 DRAFT Minutes Page 4

RECONVENED OPEN SESSION

Following the closed session, the Committee returned to open session at 4:58 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 by roll call vote -7-0- conducted by Mr. Fox.

ADJOURNMENT

There being no further business, Mr. Littel adjourned the meeting at 5:00 p.m.

Seize Your Potential (SP 2025)

RBC President's Report to Executive Committee 2/9/2022

Strategic Goal 1: Educational Product of High Value with Streamlined Pathways

Transfer VA (SCHEV)

Guided Pathways (LSL)

Program Clusters (LSL)

Dual Enrollment – Hopewell High School and Virtual High School (Huron)

Joint RBC-VSU School of Technical and Professional Studies (Huron)

VSU baccalaureate degree at RBC

Strategic Goal 2: An Unmatched Student Experience

RJ&E Initiative / Inclusive Excellence

Verto Study Abroad

GSSP International

FAME "earn and learn" program (CCAM Academy)

Residence Life / Learning Communities (Honors, Promise Scholars, ROTC, etc.)

Streamlined communication from application to graduation (Salesforce)

Reconstructed marketing/recruitment/admissions process (Creative Services Group)

New sports programs, including Women's Beach Volleyball, Women's Track and Cross-Country / Basketball, Men's Baseball

Strategic Goal 3: Sustainability in Operation

Shared Services Consortium (Everett Ross Consulting)

Ellucian Managed services IT

Site Characterization Study - Tier 2 to Tier 4

Grants and Sponsored Programs

Eligibility for Title III and Title V funding / MSI designation

COMMITTEE ON AUDIT, RISK AND COMPLIANCE

COMMITTEE ON AUDIT, RISK AND COMPLIANCE APRIL 21, 2022 8:00AM - 9:30AM ALAN B. MILLER HALL - BRINKLEY COMMONS

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

I.	Introductory Remarks	Charles E. Poston
II.	Approval of Minutes	
	A. February 11, 2022	
III.	Report from Auditor of Public Accounts	Eric Sandridge
IV.	Report from Director of Internal Audit	Kent B. Erdahl
V.	Report from Chief Compliance Officer	Pamela H. Mason
VI.	Closed Session (if necessary)	
VII.	Discussion	
VIII.	Adjourn	

BOARD OF VISITORS
COMMITTEE ON AUDIT, RISK AND COMPLIANCE
DRAFT MINUTES
FEBRUARY 11, 2022

ALAN B. MILLER HALL - BRINKLEY COMMONS

COMMITTEE MEMBERS PRESENT

Hon. Charles E. Poston, Chair Mr. John P. Rathbone Ms. Cynthia E. Hudson, Vice Chair Mr. J.E. Lincoln Saunders Mr. William H. Payne II Mr. Brian P. Woolfolk

OTHER BOARD MEMBERS PRESENT

Hon. Mari Carmen Aponte
Mr. S. Douglas Bunch
Mr. Victor K. Branch
Ms. Lisa E. Roday
Dr. Karen Kennedy Schultz
Ms. Sue H. Gerdelman
Ms. Ardine Williams
Ms. Barbara L. Johnson

OTHERS PRESENT

Dr. Katherine A. Rowe, President

Dr. Debbie L. Sydow, RBC President

Ms. Amy S. Sebring, Chief Operations Officer

Ms. Carrie S. Nee, University Counsel

Dr. Christopher D. Lee, Chief Human Resources Officer

Dr. Derek Aday, VIMS Dean & Director

Dr. Edward Aractingi, Chief Information Officer

Dr. Deborah Cheesebro, W&M Police Chief

Ms. Melanie T. O'Dell, Assistant Vice President for Financial Operations

Mr. Kent Erdahl, Director of Internal Audit

Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator

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

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

W&M Staff and Students

INTRODUCTORY REMARKS

Mr. Charles E. Poston, Chair, called the meeting to order at 8:00 a.m.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Poston asked for a motion to adopt the minutes of the November 18, 2021 meeting. Motion was made by Mr. William H. Payne II, seconded by Mr. John P. Rathbone, and approved by voice vote.

REPORT FROM AUDITOR OF PUBLIC ACCOUNTS

Mr. Eric Sandridge, Deputy Auditor for Technology and Innovation for the Office of the Auditor of Public Accounts, provided an update on the fiscal year 2021 audit. He reported this is a group audit which includes William & Mary, the Virginia Institute of Marine Science, and Richard Bland College (RBC). The Auditor of Public Accounts will issue an opinion on the financial statements and issue a separate report on internal controls and compliance. He noted a modification to the RBC scope because of recent control enhancements. Mr. Sandridge communicated that reliance is placed on the university's external audits of affiliated foundations and he outlined the responsibilities of

Committee on Audit, Risk & Compliance – February 11, 2022 DARFT Minutes Page 2

management and of the committee. The Auditor of Public Accounts is targeting the April committee meeting to have the audit completed for presentation at that time.

REPORT FROM DIRECTOR OF INTERNAL AUDIT

Mr. Kent Erdahl, Director of Internal Audit, provided a recap of 2021 audit activity which included six completed audits, two in-progress audits, and one cancelled audit. During the year one audit was added and one investigation was performed. No Inspector General hotline investigations were received in 2021. A Quality Assurance Review was performed in 2021, which recommended expanding internal audit staffing and a search for an additional auditor is underway. A recent resignation of an existing member of the audit staff has increased the search from one to two auditors.

Mr. Erdahl commented on two recent RBC audit reports. The first was an IT Security audit and the report was straightforward. The second was a management requested assessment of the IT Department. The audit was requested to aid in the transition of the recently hired Director of Information and Technology. Shortly after the audit report was issued RBC outsourced IT operations to Ellucian; Internal Audit will work with Ellucian on the report recommendations.

Mr. Erdahl commented on the recently issued Law School Internal Control audit. Mr. A. Benjamin Spencer, Dean of the School of Law, requested the audit and Mr. Erdahl thanked the Law School for their collaborative approach to the audit. The audit report was short with the primary finding related to enhancing restricted fund documentation and procedures.

Mr. Erdahl presented a follow-up scorecard documenting un-remediated corrective action for completed audits. He reported recent corrective action and noted action plans to fully remediate some of the oldest audits on the scorecard.

REPORT FROM CHIEF COMPLIANCE OFFICER

Ms. Pamela Mason, Chief Compliance Officer/Title IX Coordinator, presented data on 2nd quarter Title IX and VAWA reports and disposition of reports. She also presented data for confidential reports received by The Haven. Based on two years of data, she estimated that approximately two-thirds of sexual assaults and sexual harassment incidents on campus are not reported to the Title IX Coordinator. More analysis will be done and presented to the Committee in the fall. More data collection and analysis is necessary for a better understanding of the scope of misconduct on campus, which will be conducted at the end of this academic year and presented next fall. Ms. Mason also provided an update on the pilot program for informal resolution to sexual misconduct reports and the efforts of Ms. Liz Cascone, Director of The Haven, to develop a policy and train staff members to conduct Adaptive Resolution mediations. Ms. Mason also provided more detailed Title IX training to Student Affairs and Human Resources leadership in January and has plans to provide similar training to Facilities Management and Athletics this semester.

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 the RBC Athletics Department where the conversation will necessarily involve discussion of the performance of individuals; §2.2-3711.A.8 for consultation with legal counsel regarding RBC regulatory compliance; and §2.2-3711.A.19 for discussion of plans to protect the institution from specific cybersecurity threats. Motion was seconded by Mr. Rathbone and approved by roll call vote – 6-0 – conducted by Mr. Michael J. Fox,

Committee on Audit, Risk & Compliance – February 11, 2022 DARFT Minutes Page 3

Secretary to the Board of Visitors.

Committee members, other Board members present, President, RBC President, Chief Operating Officer, University Counsel, Chief Information Officer, RBC Director of Online and Continuing Education, Director of Internal Audit, and Chief Compliance Officer/Title IX Coordinator entered the closed session meeting at 8:29 a.m.

RECONVENED OPEN SESSION

Following the closed session, Committee members and others returned to open session at 9:28 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. J.E. Lincoln Saunders and approved by roll call vote -6-0 – conducted by Mr. Fox.

ADJOURNMENT

There being no further business, Mr. Poston adjourned the meeting at 9:29 a.m.

RBC STRATEGIC WORK SESSION

WILLIAM & MARY

RBC STRATEGIC WORKING SESSION
APRIL 21, 2022
9:45 a.m. – 12:15 p.m.
ALAN B. MILLER HALL – BRINKLEY COMMONS

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

I. Welcome and Introductory Remarks

John E. Littel Barbara L. Johnson

- II. Discussion
- III. Closed Session (if necessary)
- IV. Adjourn

NOMINATIONS COMMITTEE

WILLIAM & MARY

NOMINATIONS COMMITTEE
APRIL 21, 2022
12:15 – 1:15 p.m.
ALAN B. MILLER HALL – 2018B

WILLIAM H. PAYNE II, CHAIR VICTOR K. BRANCH SUE H. GERDELMAN LISA E. RODAY

I. Welcome and Introductory Remarks

William H. Payne, II

- II. Discussion
- III. Closed Session (if necessary)
- IV. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS

WILLIAM & MARY

COMMITTEE ON ACADEMIC AFFAIRS APRIL 21, 2022 1:15 – 2:00 p.m. ALAN B. MILLER HALL – BRINKLEY COMMONS

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

l.	Introductory Remarks	S. Douglas Bunch
II.	Approval of Minutes	
	A. February 10, 2022	
III.	Provost's Report	Peggy Agouris
IV.	Faculty Liaison Committee Report	John Gilmour
V.	Faculty Presentation	Vivian Hamilton
VI.	Action Materials	Peggy Agouris
	 A. Appointments to Fill Vacancies in the Instructional Faculty B. Designated Professorships C. Faculty Promotions D. Faculty Leaves of Absence E. Modify the Bylaws of the Faculty of Arts & Sciences 	Resolution 6 Resolution 7 Resolution 8 Resolution 9 Resolution 10
	Retirement of	
	 F. Brent Allred, School of Business G. Aaron Paul Blossom, School of Business H. Johnston M. Brendel, School of Education I. Herrington J. Bryce, School of Business J. Judith B. Harris, School of Education K. John M. Hoenig, School of Marine Science L. Rex M. Holmlin, School of Business M. Paul Marcus, William & Mary Law School N. Carol L. Tieso, School of Education O. Robert E. Williams, School of Business 	Resolution 11 Resolution 12 Resolution 13 Resolution 14 Resolution 15 Resolution 16 Resolution 17 Resolution 18 Resolution 19 Resolution 20
VII.	Closed Session (if necessary)	
/III.	Discussion	
IX.	Adjourn	

WILLIAM & MARY

BOARD OF VISITORS COMMITTEE ON ACADEMIC AFFAIRS DRAFT MINUTES FEBRUARY 10, 2022

ALAN B. MILLER HALL - BRINKLEY COMMONS

COMMITTEE MEMBERS PRESENT

Mr. S. Douglas Bunch, Chair Mr. Victor K. Branch
Dr. Karen Kennedy Schultz, Vice Chair Mr. John P. Rathbone

Hon. Mari Carmen Aponte Mr. Tarun Chandrasekar, Student Representative

COMMITTEE MEMBERS ABSENT

Ms. Anne Leigh Kerr Mr. John Gilmour, Faculty Representative

OTHER BOARD MEMBERS PRESENT

Ms. Cynthia Hudson Mr. Brian P. Woolfolk

Hon. John E. Littel, Rector Ms. Shannon White, Staff Liaison

Hon. Charles E. Poston Ms. Meghana Boojala, Student Representative

OTHERS PRESENT

Dr. Peggy Agouris, Provost

Ms. Carrie Nee, University Counsel

Dr. W. Fanchon Glover, Chief Diversity Officer

Dr. Henry R. Broaddus, Vice President, Strategic Initiatives and Public Affairs

Dr. Jeremy P. Martin, Chief of Staff

Dr. D. Derek Aday, VIMS Dean and Director

Dr. Maria Donoghue Velleca, Dean of the Faculty of Arts & Sciences

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

Dr. Peter Kemper, Associate Professor of Computer Science

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

Members of the President's Cabinet

W&M Staff and Faculty

CALL TO ORDER AND INTRODUCTORY REMARKS

Mr. S. Douglas Bunch, Chair, called the Committee on Academic Affairs to order at 11:18 a.m.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Bunch asked for a motion to adopt the minutes of the November 18, 2021, meeting. Motion was made by Mr. Victor K. Branch, seconded by Ms. Karen Kennedy Schultz, and approved unanimously by voice vote.

PROVOST'S REPORT

Dr. Peggy Agouris, Provost, provided an update regarding campus operations under COVID-19 and noted positive cases remain low. She also gave an update on admissions and said there are a record number of freshman and transfer students' applications.

Committee on Academic Affairs – February 10, 2022 DRAFT Minutes Page 2

Provost Agouris said a search committee has been formed to pursue the selection of a successor for the Dean of the Mason School of Business, Lawrence B. Pulley. The search committee has representatives from across the university, and a search firm has been engaged.

Provost Agouris announced the formation of the Provost's Student Advisory group which will work to address academic stress for students. She recognized the Student Assembly for its help choosing the 12-member group. Provost Agouris also said the university has a new pass-fail policy in effect this semester, and it has been well received.

Provost Agouris said the university has launched an initiative on mid-level academic leadership to identify, prepare and support tenure eligible and non-tenure eligible faculty who are interested in pursuing careers as academic leaders. There are currently 23 faculty members involved.

Provost Agouris said the university has a faculty hiring proposal that examines how to improve diversity hiring. She said that as a result of the proposal Dr. W. Fanchon Glover, Chief Diversity Officer, and Dr. Christopher D. Lee, Chief Human Resources Officer, have implemented implicit bias in hiring training.

Lastly, Provost Agouris provided an overview of the pending action items before the Committee.

A discussion ensued regarding **Resolution 4**: Voluntary Phased Transition Program for Tenured Faculty and the Provost said she will be working with the Faculty Assembly on creating the parameters of the program.

FACULTY LIAISON COMMITTEE REPORT

Dr. Peter Kemper, Associate Professor of Computer Science, presented on departmental activities. Dr. Kemper said the Computer Science Department is focused on preparing students for the real world. He said the department works to develop talents, teach valuable skills, and show the diversity of roles and career paths to students with a Computer Science degree. Dr. Kemper said a Computer Science degree gives students career opportunities in a wide range of industries.

Dr. Kemper said the question of what to do after receiving a degree can be a daunting task. He said students are informed and encouraged to work with the Cohen Career Center to see what pathways and opportunities are available. Dr. Kemper said that in addition to the services offered by the career center there is also a class regarding career pathways in Computer Science which helps students identify a path and coordinates conversations with older students and Computer Science Alumni. Dr. Kemper also highlighted the entrepreneurship class in Computer Science that emphasizes the problem solving and creative side of the field. He said opportunities within the Computer Science program include access to conferences, hackathons, coding competitions, internships, and research experiences.

Lastly, Dr. Kemper said the goal of the Computer Science Department is to provide students with a solid technical education, stimulate curiosity, build confidence, and provide networking opportunities.

Committee on Academic Affairs – February 10, 2022 DRAFT Minutes Page 3

ACTION MATERIALS

Mr. Bunch asked Committee Vice Chair, Ms. Schultz, to provide an update on James Monroe's Highland ("Highland"). Ms. Schultz provided an overview of a report (appended) compiled by Dr. Sara Bon-Harper, Executive Director of Highland, that highlighted multiple academic activities completed, underway or scheduled at Highland.

Mr. Bunch brought forth **Resolution 4**, Authorize a Voluntary Phased Transition Program for Tenured Faculty, and requested a motion. **Resolution 4** was moved by Ms. Mari Carmen Aponte, seconded by Mr. John P. Rathbone, and approved by voice vote.

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

• Resolution 5: Appointments 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 Absence

Resolutions 5-9 were moved as a block by Ms. Aponte, seconded by Mr. Victor K. Branch, and approved by voice vote.

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

Retirement of...

Resolution 10: James I. Armstrong, Jr. – Department of Music
 Resolution 11: Robert S. Leventhal – Department of Modern

Languages & Literature

• Resolution 12: R. Heather Macdonald – Department of Geology

Resolution 13: Brent E. Owens – Department of Geology
 Resolution 14: Eugene R. Tracy – Department of Physics

• **Resolution 15:** Patricia M. Wesp – Department of Theatre, Speech and Dance

Resolutions 10-15 were moved as a block by Mr. Branch, seconded by Ms. Schultz, and approved by voice vote.

ADJOURNMENT

There being no further business, Mr. Bunch adjourned the meeting at 11:42 a.m.

Selected academic activities at Highland

- We completed the 2021 Institute for Integrative Conservation student project, which
 produced a proposal for utilizing Highland as a multidisciplinary research station. See a
 video about this work: https://youtu.be/o1SXH4vNCSA.
- Highland will be utilized as the field site for "Field Methods in the Earth & Environmental Sciences" (GEOL 311) this spring, providing hands on learning in the field and additional content in the classroom.
- The Highland and Lemon Project Mellon Post Docs are teaching a course "Public History Workshop: Descendant Engagement" (HIST 312) that will include community participation and field trips in Williamsburg and at Highland.
- Two IIC faculty members are teaching "The Plantationocene Campus" (CONS 440 & SOCL 340) understanding the ongoing social and environmental effects of plantations. The course will include study of Highland and overlap field trips with "Public History Workshop".
- The year-long 2022 IIC project will include a student selected by the Highland Council of Descendant Advisors, and will examine African American foodways in context of history and the environment. The three students and the team's advisors (including director Bon-Harper) will work closely with the Council of Descendant Advisors.
- Mellon Post Doc Maria DiBenigno will serve as guest curator this spring for a small exhibition on Highland in Special Collections on campus.
- We continue the second phase of site reinterpretation, with support from the Andrew W.
 Mellon Foundation "Sharing Authority" grant, and input from the Highland Council of
 Descendant Advisors. See recent video about the Council and its interaction with W&M
 students: https://youtu.be/0GuTd7kaYX0.

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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

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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

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WILLIAM & MARY APPOINTMENTS TO FILL VACANCIES IN THE INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty have resulted because of a resignation, termination or approval of an additional position.

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

<u>REBECCA GREEN</u>, Associate Professor of Law, without tenure, effective 2022-23 academic year

B.A., Connecticut College, 1993 M.A. (1996) and J.D. (2001), Harvard Law School

William & Mary Law School Professor of the Practice of Law, 2011-2022

William & Mary University Ombuds, 2021-2022

<u>PEYMAN JAFARI</u>, Assistant Professor of History & International Relations, effective 2022-23 academic year

M.A., University of Amsterdam, 2007 Ph.D., Leiden University, 2018

Princeton University Research Associate, 2019-2022

University of Amsterdam Lecturer, 2017-2022 Lecturer, 2014-2019

Leiden University Lecturer, 2018-2019

MARY LISA KELLOGG, Research Assistant Professor of Marine Science, effective 2022-23 academic year

B.S., Duke University, 1992 Ph.D., University of South Alabama, 2004

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MARY LISA KELLOGG (con't)

Virginia Institute of Marine Science Senior Research Scientist, 2016-2022 Assistant Research Scientist, 2011-2015 Assistant Director for Education, Eastern Shore Laboratory, 2011-2013

University of Maryland, Center for Environmental Science Assistant Research Scientist, Horn Point Laboratory, 2009-2010

University of Maryland, College Park Research Associate, 2005-2009

University of South Alabama Research Technologist III, 2003-2004

<u>SAURAV PATHAK</u>, Clinical Associate Professor of Business, effective 2022-23 academic year

B.S., Birla Institute of Technology, 2000 M.S., Ohio University, 2003 Ph.D., University of Florida, 2007 Ph.D., Imperial College Business School, 2011

Xavier University
Associate Professor and Faculty Fellow, 2020-2022

Kansas State University Assistant Professor, 2015-2020

Michigan Technological University Assistant Professor, 2011-2015

<u>HAMISH SMALL</u>, Research Assistant Professor of Marine Science, effective 2022-23 academic year

B.Sc., University of Strathclyde, Scotland, 1999 M.Res. (2000) and Ph.D. (2004), University of Glasgow, Scotland

Virginia Institute of Marine Science Associate Research Scientist, 2015-2022 Assistant Research Scientist, 2008-2015 Postdoctoral Research Associate, 2004-2006

Centre for Environment, Fisheries and Aquaculture (Cefas) Weymouth Laboratory, England Molecular Pathologist, 2007

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WILLIAM & MARY DESIGNATED PROFESSORSHIPS

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

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 as of the 2022-23 academic year:

GÉRARD CHOUIN, Margaret Hamilton Associate Professor of History

MELANIE V. DAWSON, Sara E. Nance Professor of English

LAURA W. EKSTROM, Chancellor Professor of Philosophy

M. BRENNAN HARRIS, Ken Kambis Associate Professor of Kinesiology & Health Sciences

<u>CHRISTOPHER HEIN</u>, David D. & Carolyn B. Wakefield Associate Professor of Marine Science

LU ANN A. HOMZA, James Pinckney Harrison Professor of History

SIMON MIDDLETON, William E. Pullen Associate Professor of History

DENYS POSHYVANYK, Chancellor Professor of Computer Science

<u>JENNIFER PUTZI</u>, Margaret Hamilton Professor of English & Gender, Sexuality and Women's Studies

<u>JAIME E. SETTLE</u>, Cornelia Brackenridge Talbot Associate Professor of Government

FARAZ M. SHEIKH, Hans Tiefel Associate Professor of Religious Studies

MONICA CHIARINI TREMBLAY, Dorman Family Professor of Business

<u>CHRISTOPHER S. TUCKER</u>, Francis S. Haserot Associate Professor of Philosophy

THOMAS J. WARD, Chancellor Professor of Education

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WILLIAM & MARY FACULTY PROMOTIONS

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

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

Associate Professor to Professor

James P. Barber, School of Education

Kveta E. Benes, Department of History

Mark J. Brush, School of Marine Science

Cheryl L. Dickter, Department of Psychological Sciences

Jamel K. Donnor, School of Education

Catherine A. Forestell, Department of Psychological Sciences

Shantá D. Hinton, Department of Biology

William E. Hutton, Department of Classical Studies

Brent Z. Kaup, Department of Sociology

Eleanor T. Loiacono, Mason School of Business

Peter McHenry, Department of Economics

M. Mumtaz Qazilbash, Department of Physics

Amy A. Quark, Department of Sociology

Randi L. Rashkover, Department of Religious Studies

Enrico Rossi, Department of Physics

Nicole M. Santiago, Department of Art & Art History

Jonathan R. Scheerer, Department of Chemistry

Maria R. Swetnam-Burland, Department of Classical Studies

Yu Amy Xia, Mason School of Business

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Assistant Professor to Associate Professor

Katherine Mims Crocker, William & Mary Law School

Clinical Assistant Professor to Clinical Associate Professor

Hugh Marble, III, Mason School of Business

Noelle St. Germain-Sehr, School of Education

Rachel M. Stephens, Mason School of Business

Phillip Wagner, Mason School of Business

Clinical Associate Professor to Clinical Professor

Joseph Wilck, Mason School of Business

Lecturer to Senior Lecturer

Timothy A. Davis, Department of Computer Science

Nicole K. Dressler, Department of History

Judith A. Hand, Department of Sociology

Joseph L. Jones, Department of Anthropology

Katie E. Lopresti, Department of Economics

Jackson N. Sasser, Jr., Department of Government

Dennis Alcides Velazco Smith, Department of Government

Jerry Watkins, III, Department of History

Dana Willner, Department of Computer Science

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WILLIAM & MARY FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence effective with the 2022-23 academic year for the reasons given.

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

<u>Mitchell D. Brown</u>, Assistant Professor of Classical Studies, to accept a Harvard Loeb Classical Library Foundation Fellowship

Myriam L. Cotten, Associate Professor of Applied Science, to train at the National Institutes of Health

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WILLIAM & MARY RESOLUTION TO MODIFY THE BYLAWS OF THE FACULTY OF ARTS & SCIENCES

WHEREAS, the Faculty of Arts & Sciences has reviewed carefully the Bylaws of the Faculty of Arts & Sciences and made several modest corrections and improvements; and

WHEREAS, the Faculty of Arts & Sciences approved these changes at their meeting on February 1, 2022;

THEREFORE, BE IT RESOLVED, That the proposed changes are made, effective immediately, and the Bylaws of the Faculty of Arts & Sciences are now amended as per the attached document.

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Bylaws of the Faculty of Arts & Sciences William & Mary April 3, 2012 as amended March 12th, 2019 and April 7 2020

Article VI Other Committees of the Faculty

Redline:

Section 3. There shall be a standing Committee on Interdisciplinary Studies (CIS), which will consist of six faculty members (appointed for terms of three years in consultation with the Vice-Deans),. It will be chaired by one of the Vice-Deans. CIS serves as the curriculum committee for all self-designed majors, and for all courses with an INTR prefix.

Clean Version:

Section 3. There shall be a standing Committee on Interdisciplinary Studies (CIS), which will consist of six faculty members (appointed for terms of three years in consultation with the Vice-Deans). It will be chaired by one of the Vice-Deans. CIS serves as the curriculum committee for all self-designed majors, and for all courses with an INTR prefix.

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RETIREMENT OF BRENT ALLRED RAYMOND A. MASON SCHOOL OF BUSINESS

Brent Allred joined the faculty of W&M's Raymond A. Mason School of Business as Assistant Professor in 1999. He earned his Ph.D. from The Pennsylvania State University and an MBA and B.S. in Accounting from Brigham Young University. He was promoted to Associate Professor in 2005 and to Professor in 2016. He was named the Larry Ring Executive MBA Professor of Business in 2020.

Professor Allred has distinguished himself in his commitment to a global understanding and to international experiences, which significantly influence his teaching. He has traveled extensively, having lived in Belgium, The Netherlands, Hong Kong, England, Bulgaria, New Zealand, Scotland, and Israel. He also had extended stays in several countries, including Uganda, Estonia, Hungary, and Australia. He has held visiting positions at The Hebrew University of Jerusalem, University of Cambridge, University of St Andrews, and Victoria University of Wellington in New Zealand.

Professor Allred's skill as an exceptional teacher is evident from the many studentand dean-nominated teaching awards he has received in the School of Business, including in the Undergraduate Business Program (2008, 2002), Full-Time MBA Program (2010), Executive MBA Program (2018, 2012), and Evening/Flex MBA Professorship because of his continued excellence in teaching executives in the school's Executive MBA Program and in custom programs.

Professor Allred's research interests are in global corruption, technology sourcing, and patent rights. He has published in many journals in his fields, including the *Journal of International Business Studies*, *Management International Review*, *Journal of International Management*, *Academy of Management Executive*, and *Journal of Product Innovation Management*.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Brent Allred; expresses its deep appreciation to him for the many contributions he has made to the Mason School of Business and to William & Mary during his 23 years of devoted service; and approves a change in status from Larry Ring Executive MBA Professor of Business to Larry Ring Executive MBA 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 Professor Allred with best wishes from a grateful Board for his years of dedicated service to William & Mary.

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RETIREMENT OF AARON PAUL BLOSSOM RAYMOND A. MASON SCHOOL OF BUSINESS

Aaron Paul Blossom joined the faculty of William & Mary's Raymond A. Mason School of Business as Clinical Associate Professor of Business in 2011, and was named Chancellor Clinical Professor in 2021. He received his Ph.D. in Operations Management, M.S. in Operations Research and B.S. in Psychology from Michigan State University. His interests include information technology, quality management, Six Sigma, and lean management issues in the healthcare and non-profit sectors.

Professor Blossom has published articles in *Interfaces*, *APICS* and other journals in his field. His experience ranges from the factory floor to the executive suite; from journeyman millwright (a skilled trade) to chief operating officer at a venture capital-funded software development company. Professor Blossom has also held a variety of increasingly more responsible positions at several employers, and has taught Information Systems and Operations Management at five universities.

Professor Blossom received the Faculty Excellence Award-OMBA in 2019; held the Thomas and Teri Dungan Teaching Fellowship in 2016-2017; and is a member of Beta Gamma Sigma Honor Society. He was elected to the Decision Sciences Institute Doctoral Student Consortium, and received the first non-sales Commendation for A Job Well Done from the CyberNET Group.

In 2011-2012, Professor Blossom, led the Online MBA Committee and was the driving force behind the creation of the online initiative, helped to determine the form of the program and developed the financial modeling spreadsheets. Professor Blossom also instigated the effort to revise his department's undergraduate major in Business Analytics, and was an integral part of the M.S. in Business Analytics and Online M.S. in Business Analytics programs' development and implementation. He also served as a judge for the Deloitte Case Competition from 2010-2016 and assisted on the committee to develop the proposal for Innovation in Teaching and Learning in 2012.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Aaron Paul Blossom; expresses its deep appreciation to him for the many contributions he has made to the Mason School of Business and to William & Mary during his eleven years of devoted service; and approves a change in status from Chancellor Clinical Professor of Business to Chancellor Clinical 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 Professor Blossom with best wishes from a grateful Board for his years of dedicated service to William & Mary.

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RETIREMENT OF JOHNSTON M. BRENDEL SCHOOL OF EDUCATION

Johnston M. Brendel received his undergraduate degree in Communications and Business from Virginia Tech in 1983. After receiving his master's degree in Counseling from Virginia Commonwealth University in 1991, Dr. Brendel worked as a school counselor for three years in Hanover County Public Schools. In 1992 he began graduate studies at William & Mary where he earned an Ed.S. degree in 1994 and an Ed.D. in 1996. During his graduate studies at William & Mary he worked at New Horizons Family Counseling Center and served as Student Clinical Director from 1995-1996. In 1996, he joined the faculty of Texas A&M University-Corpus Christi, where he coordinated the School Counseling program, created and directed The Family Place for Counseling & Referral and helped launch the Early Childhood Development Center on the university campus. In 2005, Dr. Brendel returned to William & Mary where he joined the faculty of the Counselor Education program in the School of Education.

During his 17 years at William & Mary, Professor Brendel has been devoted to producing exemplary members of the counseling profession, both as practitioners and as counseling educators. He has served in a number of roles within the Counselor Education program, most notably Coordinator of the Program, and Coordinator of Practicums and Internships. He has also provided leadership and consultation in developing the Online Program in Clinical Mental Health and School Counseling. In preparation for creating the counseling clinic in the new School of Education, he visited other exemplary clinics and advised on best practices for design, technology and procedures when the clinic moved to the current state-of-the-art building.

Professor Brendel also developed the School Counseling element of the Clinical Faculty program and oversaw the training and preparation of seven cohorts of professional school counseling site supervisors. With funding from the Virginia Department of Education, the program trained over 50 professionals to work with William & Mary counseling students conducting field training in area school districts. He created numerous evidence-based training and assessment materials for clinical supervision.

Since 2009, Professor Brendel has been appointed by three Virginia governors to serve on the Virginia Board of Counseling, comprising a dozen years of service to the Commonwealth. During this time, he chaired the Credentials Committee, the Regulatory Committee and served three terms as Chair.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Johnston M. Brendel; expresses its deep appreciation to him for the many contributions he has made to the School of Education and William & Mary during his 17 years of devoted service; and approves a change in status from Clinical Associate Professor of Education to Clinical Associate Professor of Education, Emeritus.

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

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RETIREMENT OF HERRINGTON J. BRYCE RAYMOND A. MASON SCHOOL OF BUSINESS

Herrington J. Bryce holds a Ph.D. in economics from the Maxwell School, Syracuse University, a B.A. degree from Minnesota State University, and the CLU and ChFC designations in the insurance and financial planning and services profession. Professor Bryce joined the faculty of William & Mary in 1986. Before coming to William & Mary he served as a member of the Treasury Board of the Commonwealth of Virginia, which issues tax-exempt bonds and oversees cash management and custodial policies for state depositories. He also served as president of the National Policy Institute, president of the Carlogh Corporation, vice president of the National Academy of State and Local Governments, director of research for the Joint Center for Political and Economic Studies, and senior economist at the Urban Institute.

Professor Bryce has also served as a fellow at the Institute of Politics at Harvard University, economic policy fellow at The Brookings Institution, and as a NATO fellow in Belgium. He has taught at the Massachusetts Institute of Technology, the University of Maryland, and Clark University in Worcester, Massachusetts. He was a visiting Scholar and Practitioner with Blavatnik School of Government at Oxford University in 2020.

Professor Bryce teaches corporate financial strategy, corporate cost and profit-planning, and nonprofit finance and management and has a well-deserved reputation for encouraging his students to challenge themselves. In 2006, he received the prestigious Thomas Ashley Graves, Jr. Award for Sustained Excellence in Teaching. He has served on numerous school and university-wide committees.

Professor Bryce is author or editor of several books and articles, including op-ed pieces for *The Washington Post*, *The Wall Street Journal*, and *The New York Times*. He was the writer-editor of the Not-for-Profit Financial Strategies, a newsletter for CFOs, CEOs, J.D.s, and CPAs published by Harcourt Brace. Most prominently, he is the author of *Financial and Strategic Management for Nonprofit Organizations*, which has undergone several editions and is the source book for graduate courses on the topic taught at many top schools and found in university libraries throughout the world. His technical work on the U.S. Census has been a backdrop of the Supreme Court's decision on the undercount and published in its entirety by the U.S. Bureau of the Census on its methodologies.

Professor Bryce's other works have received written accolades from senior professors at such schools as Harvard, Princeton and Stanford, and used by the United Nations, in U.S. Congressional testimonies, by professional organizations including an international prize for innovation, and in his work with governments in the United States and abroad. He has been awarded the keys to the cities of Atlanta and New Orleans.

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BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Herrington J. Bryce; expresses its deep appreciation to him for the many contributions he has made to the Mason School of Business and to William & Mary during his 36 years of devoted service; and approves a change in status from Life of Virginia Professor of Business to Life of Virginia 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 Professor Bryce with best wishes from a grateful Board for his years of dedicated service to William & Mary.

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RETIREMENT OF JUDITH B. HARRIS SCHOOL OF EDUCATION

Judith B. Harris received a Bachelor of Arts in Elementary Education from the University of Pennsylvania in 1980, a Master of Education from Beaver College (now Arcadia University) in 1983, and a Ph.D. in Instructional Technology from the University of Virginia in 1990. From 1980-1986 she taught as a computer-using sixth-grade classroom teacher, then as a mathematics education specialist and educational technology resource teacher, also designing and coordinating an after-school academic enrichment program for K-6 students from 1984-1986.

From 1983-1986, while working as a K-6 teacher, she taught educational technology graduate courses for in-service teachers as an adjunct instructor at Beaver College/Arcadia University, the University of Pennsylvania, Bank Street College of Education, and The Pennsylvania State University-King of Prussia. In 1988, she served as Specialist-in-Residence for a travelling U.S. Information Agency public information technology exhibit in Irkutsk, Siberia. Dr. Harris was Assistant Professor at the University of Nebraska-Omaha from 1990-1992, and Assistant, then Associate Professor at the University of Texas at Austin from 1992-2002, where she earned tenure in 1998. In 2002, she was appointed as Professor and Pavey Family Chair in Educational Technology at William & Mary's School of Education.

During her twenty years at William & Mary, Professor Harris has taught 19 different graduate (mostly doctoral-level) courses and one undergraduate course that addressed curriculum-based technology integration, curriculum and learning design, and nonpositivistic ("qualitative") research design and methods. She chaired or co-chaired 24 doctoral dissertation committees and was a member on six more. She served as academic advisor to students in the Curriculum & Educational Technology and Curriculum & Learning Design Ph.D. programs, also coordinating both programs, from 2004 to 2022. Her governance work in the School of Education and for the university comprised membership on 25 different committees, including six years on the Faculty Evaluation Committee (two as chair or co-chair), seven years on the Education Institutional Review Committee, six years on university-wide instructional/educational technology committees, and five years on personnel committees, including those conducting searches for Dean, Associate Provost, and Provost. She has served as Associate Editor for the *Australasian Journal of Educational Technology* since 2017, and on the editorial boards for five other research journals.

While working at the University of Texas at Austin, she founded and directed an online suite of services to support new teachers called WINGS Online, which became the basis of a similar effort at William & Mary entitled Electronic Networking to Develop Accomplished Professional Teachers. She also directed the nonprofit Electronic Emissary from 1992-2012, a web-based telementoring service for K-12 students and their teachers or parents. Emissary was a finalist in the international Stockholm Challenge

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2000 and was the world's longest-running K-12 e-mentoring service when it was retired after 20 years.

Professor Harris has published more than 250 articles, chapters, books, and pedagogical aids, and contributed more than 225 presentations to research and professional meetings. Her research addresses educators' pedagogical knowledge, design and learning, especially in curriculum-based use of educational technologies for instruction. Her *Way of the Ferret: Finding and Using Educational Resources on the Internet* (1994, ISTE), *Virtual Architecture: Designing and Directing Curriculum-based Telecomputing* (1998, ISTE), and *Design Tools for the Internet-supported Classroom* (1998, ASCD) were among the first professional books published to assist K-12 teachers with integrating online tools and resources effectively into their students' curriculum-based learning.

Professor Harris and Studio for Teaching & Learning Innovation Director Mark Hofer collaborated with colleagues at seven other universities from 2009-2017 to develop, test and update web-based taxonomies of learning activity types for K-6 literacy, mathematics, science, social studies, secondary English, world languages, music, visual arts, physical education and English for Speakers of Other Languages (ESOL) curricula, plus a design model and online professional learning short courses, that help in-service and preservice teachers to integrate educational technologies into their students' curriculum-based learning.

Professor Harris received the Thomas Ashley Graves, Jr. Award for Sustained Excellence in Teaching in May 2021, a Plumeri Award for Faculty Excellence in 2012, the Thompson TPACK Award in 2011, the Dean's Award for Outstanding Leadership in Collaborative Initiatives in 2006, and had an annual award named in her honor (the "Judi Harris Research into Practice Award") by the international Society for Information Technology in Teacher Education in 2015. She also received eight international publication awards during her tenure at William & Mary.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Judith B. Harris; expresses its deep appreciation to her for the many contributions she has made to the School of Education and William & Mary during her twenty years of devoted service; and approves a change in status from Professor of Education to Professor of Education, Emerita.

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

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RETIREMENT OF JOHN M. HOENIG SCHOOL OF MARINE SCIENCE

John M. Hoenig joined the faculty of William & Mary in 1997 as an Associate Professor in the School of Marine Science at the Virginia Institute of Marine Science (VIMS). Upon his arrival at William & Mary, Professor Hoenig established an internationally recognized research program focused on the assessment of marine fish stocks, particularly those that lack sufficient information for traditional assessment methodologies.

During his time at VIMS, Professor Hoenig developed an advanced course in stock assessment methods. This course provided opportunities for students to not only learn about assessment methods, but to also prepare, submit, and publish a peer-reviewed paper using a new assessment approach. One of those student-led papers was instrumental in prompting the Atlantic States Marine Fisheries Commission to reconsider how the Tautog fishery in Virginia was managed. Professor Hoenig also taught a highly popular course in statistical programming using R, which introduced students to computer programming and quantitative analysis. This course has had the highest graduate student enrollment of any course in the School of Marine Science, attesting to the critical role that programming plays in understanding the complexity of problems addressed by marine scientists. In recent years he developed an innovative internship course for students wishing to immerse themselves in stock assessment reviews for the International Council for the Exploration of the Sea.

Professor Hoenig is a world leader in the development of innovative quantitative approaches for estimating critical population parameters and has published 127 scholarly papers. One of his early publications on the estimation of natural mortality rates is among the most highly cited papers (> 1700) in the field of fisheries science. He has conducted workshops on assessment methods in Spain, Mexico, Australia, Philippines, Mauritania and Dakar, and has been invited to lecture in many other countries.

In recognition of his expertise, Professor Hoenig has served on the Science and Statistics Committee for the Mid-Atlantic Fishery Management Council, the New England Fishery Management Council, the South Atlantic Fishery Management Council, and the Caribbean Fishery Management Council. He has been a member of the 1837 Treaty Ceded Waters Fisheries Technical Committee since 1998. More recently, he chaired the Review Group for Data-Limited Stocks for the International Council for the Exploration of the Sea. Professor Hoenig served as Associate Editor for two important journals in fisheries science. In 2016, he received a Plumeri Faculty Excellence Award from William & Mary.

During his time at VIMS, Professor Hoenig served as major or co-major advisor to 14 graduate students, mentored one postdoctoral fellow, and served on the graduate committees of 22 VIMS students. He has championed the professional development of

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his students, one manifestation of which is the number of scientific peer-reviewed papers (52) that they have published.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of John M. Hoenig; expresses its deep appreciation to him for the many contributions he has made to the School of Marine Science, VIMS and William & Mary during his 25 years of devoted service; and approves a change in status 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 Hoenig with best wishes from a grateful Board for his years of dedicated service to William & Mary.

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RETIREMENT OF REX M. HOLMLIN RAYMOND A. MASON SCHOOL OF BUSINESS

Rex M. Holmlin joined the faculty of William & Mary's Raymond A. Mason School of Business as an Adjunct Faculty member in August 2011. He earned his Ph.D. in Engineering Management from George Washington University, M.S. in Organization Development from American University, and MBA and B.S. in Engineering from Tulane University. Professor Holmlin has completed 27 years of active and reserve service in the U.S. Army. He is a graduate of the Army Command and Staff College, the Air Command and Staff College, and the Air War College, as well as the Strategy and Policy course at the Naval War College. He was brought back on active duty several times for disaster recovery duties including in the immediate aftermaths of Hurricanes Andrew, Marilyn and Georges, as well as in New York City after the attack on the World Trade Center. He has held Top Secret/SCI security clearance and received a number of military awards.

Professor Holmlin is a registered professional engineer with more than 40 years of experience in project management; during his career he has managed more than \$1.3 billion of civil and public works projects. From 2005-2010, he managed the design and construction of Alan B. Miller Hall, the 166,000 square foot business school for William & Mary. The project is LEED Gold certified and has received the Palladio Award for outstanding traditional design.

Professor Holmlin's research interests are in project cost management, project team building, organization design and strategic planning. He has contributed to articles in journals including *Cost Engineering* and *Sustainable Supply Chains: Methods, Models and Public Policy Implications*. He has been involved in many professional activities including the American Society for Civil Engineers, the Project Management Institute and the Association for the Advancement of Cost Engineering International.

In 2019 he was awarded the Daniel C. Lewis Award for Exceptional Service, and in 2021 the Full-Time MBA Faculty Excellence Award. For the Mason School of Business he served as co-chair of the Diversity, Equity and Inclusion Committee and he also served on several university-wide committees.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Rex M. Holmlin; expresses its deep appreciation to him for the many contributions he has made to the Mason School of Business and to William & Mary during his eleven years of devoted service; and approves a change in status from Clinical Associate Professor of Business to Clinical 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 Professor Holmlin with best wishes from a grateful Board for his years of dedicated service to William & Mary.

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RETIREMENT OF PAUL MARCUS WILLIAM & MARY LAW SCHOOL

Paul Marcus, R. Hugh and Nolie Haynes Professor of Law, has spent three decades at William & Mary and more than 45 years as a law professor and academic leader. He has made all of those around him better, including the thousands of students to whom he has taught criminal law and criminal procedure to the dozens of faculty members across the country he has mentored to the inmates in the local jail who have benefitted from the sessions on law and literature he has co-taught with William & Mary students.

Professor Marcus has done it all and has excelled in every role. Before coming to William & Mary, he was the dean at the University of Arizona's law school. At William & Mary, he has twice been the Law School's Acting Dean. He has served as advisor or consultant to countless federal and state bodies in all branches of government. In 2010, the Commonwealth of Virginia recognized him with the Outstanding Faculty Award, bestowed annually on a small number of faculty members throughout Virginia's public and private colleges and universities. Several years ago, he served a term as the president of the Association of American Law Schools, a fitting role for someone who has devoted himself to legal education and the advancement of justice. In 2022, William & Mary bestowed on him its highest faculty award, the Thomas Jefferson Award. Professor Marcus has accomplished so much because he marries extreme care for the people and institutions around him with outstanding judgment in serving their goals, a rare combination of passion and deliberation.

A winner of the Graves Award for Sustained Excellence in Teaching in 2018, Professor Marcus has long been one of William & Mary's best teachers. Colleagues describe him as a maestro in the classroom. His students rave about his teaching and feel empowered by it. Outside of the classroom, he is an outstanding mentor and career advisor. Former students call him the guiding force in their professional lives, helping them launch and sustain careers.

More impressive than his own success is the impact he has on colleagues at William & Mary and other institutions. One former student, who went on to become a law school dean, lauds his selflessness and his particular success in mentoring those who are underrepresented in the legal academy and in academic leadership.

Professor Marcus is also a researcher of extraordinary distinction. He is an internationally recognized scholar in the fields of criminal law and criminal procedure, having authored or co-authored a dozen books in the field. Scholars, judges, and practitioners alike rely on his work and seek out his expertise. He has lectured on criminal law at countless law schools and in over twenty foreign countries.

Professor Marcus also engages in community service. The Williamsburg Big Brothers Program has named him "Mentor of the Year." He created and has taught for many years

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(along with his students) an innovative law and literature course for people incarcerated in the local jail. Putting his money as well as his time to work for the public good, he recently created a fund to support students going into public service.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Paul Marcus; expresses its deep appreciation to him for the many contributions he has made to the Law School and William & Mary during his 30 years of devoted service; and approves a change in status from R. Hugh and Nolie Haynes Professor of Law to R. Hugh and Nolie Haynes Professor of Law, 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 Marcus with best wishes from a grateful Board for his years of dedicated service to William & Mary.

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RETIREMENT OF CAROL L. TIESO SCHOOL OF EDUCATION

Carol L. Tieso received her undergraduate degree in Political Science from the University of California, Berkeley and her master's degree in International Relations from the California State University, Stanislaus. After completing her Social Science Life Teaching Credential at the University of California, Davis, she worked for 16 years as a middle and high school teacher in a diverse school district in central California. She matriculated at the University of Connecticut in 1997 and completed her Ph.D. in Educational Psychology: Gifted Education in 2000. After graduation, she accepted a faculty position in gifted education at the University of Alabama and then a similar position in gifted education at William & Mary in 2005.

During her 17 years as a W&M faculty member in the School of Education, Professor Tieso has fulfilled the roles of teaching, scholarship, and professional service including coordination of the Gifted Education teacher preparation program. She served as Co-Principal Investigator on a federal Jacob K. Javits Gifted & Talented Education Students Education Program for \$1.31 million and implemented a three-year curriculum intervention in Title I schools in Virginia and Alabama. She served two terms on the Board of Directors of the National Association for Gifted Children.

Professor Tieso's primary areas of expertise include curriculum pedagogy and social and emotional needs of gifted, talented, and creative students. In her teaching, scholarship, and service, she is dedicated to ensuring that research translates into improving expectations and outcomes for all K-12 students and their educators by implementing the practices of gifted education. She has authored or co-authored 22 journal articles, two chapters, and four books. She has 135 refereed, invited, or keynote national and international presentations to her credit, in addition to numerous regional and state workshops and seminars. In recognition of her exemplary accomplishments, Professor Tieso earned the Class of 1964 Term Distinguished Associate Professor designation as well as the National Association for Gifted Children's Early Leader Award.

In 2013, as the William & Mary School of Education transitioned to a new dean, Professor Tieso served as the Associate Dean for Academic Programs, leading all academic programs, resolving interpersonal challenges among faculty and between faculty and students, and directing data collection and analysis efforts for national accreditation and the *U.S. News & World Report's* annual ratings publication. After her three-year tenure as Associate Dean, Professor Tieso transitioned into her role as the main instructor for doctoral-level quantitative research design and methods courses in the School of Education and has continued her research into nurturing the affective and social needs of high ability and creative students.

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BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Carol L. Tieso; expresses its deep appreciation to her for the many contributions she has made to the School of Education and William & Mary during her 17 years of devoted service; and approves a change in status from Professor of Education to Professor of Education, Emerita.

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

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RETIREMENT OF ROBERT E. WILLIAMS RAYMOND A. MASON SCHOOL OF BUSINESS

Robert E. Williams joined the faculty of William & Mary's Raymond A. Mason School of Business as a Clinical Lecturer. He earned his MBA from The Wharton School and spent 26 years working for the DuPont Company in a number of staff and line positions, the last six years of which he was Vice President of Marketing and Communications. Following that, he was Vice President of Public Affairs for San Diego Gas & Electric, and then Senior Vice President of Marketing and Government Relations for Sharp HealthCare, also in San Diego. He then started his own company, The Spurgroup, and did business and strategic planning and leadership seminars for Motorola, Intel, AlphaGene, American Diamond Instruments, Dupont and a number of other companies. He has taught Marketing, Management and Strategic Planning at William & Mary for the past eleven years, and taught a number of courses at Arizona State in the Carey School of Business for eight years before joining William & Mary. His fields of expertise are leadership, management, marketing and organizational behavior.

Mr. Williams is a dynamic instructor and teaches Global Strategy and Marketing, Branding, and Sales Management to both undergraduate and MBA students, and Customer Experience to MBA students. He has received four teaching awards from students and was selected by a senior class to walk with them as a marshal in their graduation ceremony. He also has served on the William & Mary Steering and Planning Committee for Strategy.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert E. Williams; expresses its deep appreciation to him for the many contributions he has made to the Mason School of Business and to William & Mary during his 11 years of devoted service; and approves a change in status from Clinical Lecturer of Business, to Clinical Lecturer 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. Williams with best wishes from a grateful Board for his years of dedicated service to William & Mary.

JOINT MEETING:

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS,
COMMITTEE ON THE STUDENT EXPERIENCE, AND
AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

WILLIAM & MARY

JOINT MEETING OF COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS, COMMITTEE ON THE STUDENT EXPERIENCE, AD HOC COMMITTEE ON ORGANIZATIONAL SUSTAINABILITY & INNOVATION

APRIL 21, 2022

2:00 – 3:15 p.m. ALAN B. MILLER HALL – BRINKLEY COMMONS

WILLIAM H. PAYNE II

MARI CARMEN APONTE BARBARA L. JOHNSON

I. Introductory Remarks

William H. Payne II

II. Report from COO

Amy Sebring, Chief Operating Officer

- A. Housing & Dining Comprehensive Facilities Plan
- III. Action Materials
 - A. Endorse Housing & Dining Comprehensive Facilities Plan

Resolution 21

- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

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WILLIAM & MARY

RESOLUTION TO ENDORSE HOUSING & DINING COMPREHENSIVE FACILITIES PLAN

WHEREAS, William & Mary embraces a highly residential experience for its students;

WHEREAS, the residential experience at W&M supports the integration of living and learning in both structured and organic ways; promotes a strong sense of community and belonging among students; provides opportunities for daily interaction among diverse individuals from around the world; and encourages the daily practice of democratic ideals through self-determination;

WHEREAS, over the next decade, many of the university's residential and dining facilities will require replacement or renovation;

WHEREAS, the university has crafted a Housing & Dining Comprehensive Facilities Plan featuring a phased approach that will replace or refurbish existing facilities towards the desired experience and environment while maintaining an inventory of housing options and dining facilities meeting the needs of our student body;

WHEREAS, the Housing & Dining Comprehensive Facilities Plan will also advance the university's environmental sustainability goals, consistent with William & Mary's Climate Action Roadmap; and

WHEREAS, the university recognizes the significant financial requirements of such a plan and the potential benefits of public-private partnerships or other alternative financing structures, particularly in terms of the time to delivery and the affordability for students and families;

THEREFORE, BE IT RESOLVED, that the Board of Visitors endorses the university's Housing & Dining Comprehensive Facilities Plan and authorizes the President and Chief Operating Officer to pursue alternative financing structures in the execution of the plan; and

BE IT FURTHER RESOLVED, the university will bring forward to the Board of Visitors for approval a schedule of preliminary capital projects to complete Phase 1 of the Housing & Dining Comprehensive Plan at its September 2022 meeting.

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

WILLIAM & MARY

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS APRIL 21, 2022 3:30 - 4:30 P.M. ALAN B. MILLER HALL - BRINKLEY COMMONS

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

William H Payne II

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VI.

VII.

Discussion

Adjourrn

l.	Introductory Remarks	William H. Payne, II
II.	Approval of Minutes	
	A. February 10, 2022	
III.	Report from COO A. PPEA Guidelines B. Minor Capital Project Approval C. VIMS Real Estate Acquisition	Amy Sebring, Chief Operating Officer
IV.	Action Materials A. Adopt PPEA Guidelines B. Delegation of Authority for Minor Capital Projects C. Authorizing VIMS' Acquisition of 3 Riverview Ave. D. Revised Employment Policy for Executives	Resolution 22 Resolution 23 Resolution 24 Resolution 25

Closed Session (if necessary)



BOARD OF VISITORS DRAFT MINUTES COMMITTEE ON ADMINISTRATION, BUILDING AND GROUNDS FEBRUARY 10, 2022 ALAN B. MILLER HALL – ROOM 2018B

COMMITTEE MEMBERS PRESENT

Mr. William H. Payne II, Chair Ms. Sue H. Gerdelman, Vice Chair Mr. J.E. Lincoln Saunders, Vice Chair

Mr. James A. Hixon

Ms. Barbara L. Johnson Ms. Ardine Williams

Dr. Nicole Santiago, Faculty Representative Ms. Zenobia Wright, Student Representative

OTHER BOARD MEMBERS PRESENT

Ms. Lisa Roday

OTHERS PRESENT

Katherine A. Rowe, President

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Virginia M. Ambler, Vice President for Student Affairs

Dr. Deborah Cheesebro, Associate Vice President for Public Safety and Chief of Police

Ms. Jacquelyn Ferree, Associate Vice President, Business Services and Organizational Excellence

Ms. Pamela W. Carroll, Executive Assistant to the Chief Operating Officer

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

Members of the President's Cabinet

W&M Staff and Faculty

INTRODUCTORY REMARKS

Mr. William H. Payne II, Chair, called the Committee on Administration, Buildings and Grounds to order at 11:13 a.m.

APPROVAL OF MINUTES

Mr. Payne requested a motion to approve the September 23, 2021 minutes of the Committee on Administration, Buildings and Grounds. Motion was made by Ms. Sue H. Gerdelman, seconded by Ms. Barbara L. Johnson, and approved by voice vote.

REPORT FROM COO

Ms. Amy S. Sebring, Chief Operating Officer, provided a comprehensive overview of progress made on the 2015 Master Plan, the Muscarelle Museum of Art's renovation and expansion project and a proposal to name the new athletics complex sports performance center. Ms. Sebring reviewed the extensive progress made on the 2015 Campus Master Plan by outlining the goals of the initial plan to maximize the student learning and developmental experience, increase efficiency of learning and service delivery, create more efficient and effective work environments and to minimize capital costs, operations and maintenance, and energy usage. Ms. Sebring highlighted the numerous capital

Committee on Administration, Buildings and Ground – February 10, 2022 DRAFT Minutes Page 2

improvements to campus, including the West Utility Plant, Hearth: Memorial to the Enslaved, Phases I and II of the Fine & Performing Arts Quarter, and planning for the Integrated Science Center IV.

Ms. Sebring reviewed the proposed change of scope and budget for the Muscarelle Museum of Art renovation and expansion project. The revised scope and budget allow for 43,500 square feet of new expansion, renovations to existing space and a new budget of \$43.8 million.

Lastly, Ms. Sebring gave an overview of the athletics complex project which includes a renovation of Kaplan Arena and construction of a new sports performance complex. The new 36,000 square foot, multi-use sports performance center will include a high-performance strength and conditioning area, sports medicine space, a new practice area for volleyball and basketball, and enhanced completion space. Ms. Sebring asked that the Board of Visitors support the recommendation of President Rowe in naming the new sports performance center the Mackesy Sports Performance Center, in recognition of the Mackesy's generous financial support of the project.

ACTION ITEMS

Mr. Payne brought forth **Resolution 16**, Change the Scope and Budget of the Muscarelle Museum of Art Renovation and Expansion Project, and asked for a motion. Motion was made by Ms. Johnson, seconded by Ms. Gerdelman, and approved by voice vote.

Mr. Payne brought forth **Resolution 17**, Mackesy Sports Performance Center at the Williams & Mary Athletics Complex, and asked for a motion. Motion was made by Mr. James A. Hixon, seconded by Ms. Johnson, and approved by voice vote.

ACKNOWLEDGEMENT FROM THE BOARD

Mr. Payne acknowledged William & Mary's Police Chief Deborah Cheesebro's attendance at the meeting and offered the Board's condolences for the loss of police officers in the recent Bridgewater College shooting.

A discussion ensued about the preparedness of the William & Mary Police Department, active shooter event training, the threat assessment process as well as the mass communication systems used in such an event.

ADJOUNMENT

There being no further business, Mr. Payne adjourned the meeting at 12:21 p.m.

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WILLIAM & MARY

ADOPTION OF PPEA GUIDELINES

WHEREAS, The Public-Private Education Facilities and Infrastructure Act of 2002, Va. Code §56-575.1 et seq. (the "PPEA"), grants state agencies and institutions the authority to enter into agreements with private entities for the development of a wide range of projects for public use so long as certain criteria are met and the private involvement will provide the project to the public in a timely or cost- effective fashion;

WHEREAS, in order to accept proposals under the PPEA, an agency or institution is statutorily required to adopt guidelines governing use of PPEA processes;

WHEREAS, William & Mary and the Virginia Institute of Marine Science as its constituent unit seek the authority to accept solicited or unsolicited PPEA proposals for qualifying projects; and

WHEREAS, William & Mary continues to implement its 2015 Campus Master Plan and evaluate projects of strategic importance for the university while considering all methods of delivery;

THEREFORE, BE IT RESOLVED, that the Board of Visitors acknowledges the potential benefit of such partnerships and adopts these guidelines for use in such a future partnership.

*PPEA Guidelines sent as a pre-read

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WILLIAM & MARY

DELEGATION OF AUTHORITY TO APPROVE CAPITAL PROJECTS LESS THAN \$3 MILLION

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia (the "Commonwealth") and The College of William & Mary in Virginia (the "university"), as amended, the Board of Visitors is required to authorize the initiation of each Major Capital Project by approving its size, scope, budget, and funding;

WHEREAS, the definition of "Major Capital Project" in the Management Agreement means the acquisition of any interest in land, including improvements on the acquired land at the time of acquisition; new construction of 5,000 square feet or greater or costing \$1 million or more; improvements or renovations of \$1 million or more; and Capital Leases;

WHEREAS, the Commonwealth subsequently increased the dollar threshold of projects subject to the capital outlay review and approval process from \$1 million to \$3 million; and

WHEREAS, the university recommends that the Board of Visitors delegate authorization of capital projects less than \$3 million;

THEREFORE, BE IT RESOLVED, that the Board of Visitors delegates authority to the Chief Operating Officer to approve capital projects costing up to \$3 million, provided that the projects receive all other authorizations from the Design Review Board and other entities as required.

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VIRGINIA INSTITUTE OF MARINE SCIENCE RESOLUTION TO APPROVE PROPERTY ACQUISITION & TO APPROVE DEMOLITION OF 3 Riverview Avenue

WHEREAS, from time to time, the Virginia Institute of Marine Science ("VIMS") has the opportunity to purchase property that is adjacent to the campus, of strategic interest to the Virginia Institute of Marine Science, or for some other equally compelling reason;

WHEREAS, the university and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 10 of the Title 23.1 et seq., of the *Code of Virginia*;

WHEREAS, the Agreement was renewed in 2009 and 2013;

WHEREAS, the Agreement authorizes William & Mary, including VIMS, to establish its own policies and procedures for the purchase of property, using the Commonwealth's due diligence policies as a model template;

WHEREAS, VIMS has been negotiating with the owners of 3 Riverview Avenue, a .14 acre parcel with a 1,790 sq. ft. private residence, and have come to agreement on purchase price of \$245,000, consistent with the property's appraised value;

WHEREAS the property is adjacent to VIMS' holdings and of strategic interest to allow expansion of the Eastern Shore Campus for future development;

WHEREAS, in performing due diligence on the property, the Virginia Institute of Marine Science has determined the land is in good condition and also is in the process of obtaining a secure title;

WHEREAS, upon purchasing of the property, and under the Management Agreement, VIMS will follow the established Commonwealth's policies and procedures for the demolition of buildings and structures;

WHEREAS, VIMS has determined to use indirect cost recoveries, a non-general fund source to purchase the property; and

WHEREAS, the Dean/Director of the Virginia Institute of Marine Science recommends approval of the property acquisition, with an anticipated closing date in Spring 2022;

THEREFORE, BE IT RESOLVED, by the Board of Visitors of William & Mary, that approval is given to the Virginia Institute of Marine Science to purchase 3 Riverview Avenue at the agreed-upon price, conditioned upon the satisfaction of all requirements set forth in the policies and procedures in force and necessary under the Agreement; and

BE IT FURTHER RESOLVED, that once the 3 Riverview Avenue parcel is acquired, the Board hereby approves the demolition of the structures existing on the property.

April 20-22, 2022 Page 1 of 1

WILLIAM & MARY

REVISION OF EXECUTIVE EMPLOYMENT POLICY

WHEREAS, pursuant to Exhibit K to William & Mary's Management Agreement with the Commonwealth, the Board of Visitors has authority to develop and adopt a human resource system for all university employees and may delegate that authority to the President as it deems appropriate;

WHEREAS, in 2011, the Board first adopted the Employment Policy for Executives, which outlined in detail a process for the evaluation of executives that relied primarily on the use of university staff and resources;

WHEREAS, there is a desire to have greater flexibility in the process used to evaluate executives, while still maintaining appropriate input from across the university; and

WHEREAS, updates to the policy are required to better align with other aspects of the university's human resource system;

THEREFORE, BE IT RESOLVED, that the Board of Visitors approves the proposed revisions to the Employment Policy for Executives.

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

Title: Employment Policy for Executives	Number:
Effective Date: April 22, 2022	Responsible Office: Provost
Revision Date: Second Version	Page: 1 of 5

I. SCOPE

This policy applies to executive employees of William & Mary ("the university"), including the Virginia Institute of Marine Science. See the university's Classification Policy for definition of executive employees.

II. CONDITIONS OF EMPLOYMENT

A. Appointments

Appointment to executive positions, other than the President, is typically made by the Board of Visitors upon recommendation of the President, and is confirmed by written contract. Such contracts specify, among other provisions, the title of the position and the compensation. Executive appointments typically are regular, unrestricted appointments, subject to termination as discussed under Section IV below. Restricted appointments, such as appointments limited to a one-year term, may also be made. All appointments are contingent upon availability of funds, including appropriation of funds by the General Assembly.

The President or the Provost as the President's designee makes decisions regarding continuation of appointments and salaries annually, as discussed under Section III below.

It is within the President's authority to reassign, at any time, administrative duties and titles as deemed necessary or desirable, and to adjust compensation accordingly. Any reduction in salary will be effective no earlier than 90 days after notice is made to the executive. If a reassignment constitutes a demotion or results in salary reduction, the executive may decline to accept the reassignment. If the executive declines, he or she shall be entitled to notice or severance as set forth in Section IV below, with the notice period being deemed to begin on the date the executive is notified of the intended reassignment.

B. Tenure and Academic Rank

Executives do not have tenure or academic rank by virtue of their status as executives. Individual executives also may have an academic appointment. Any tenure or other rights associated with such academic appointment will be governed by the terms of such appointment and the policies and procedures contained in the Faculty Handbook.

Title: Employment Policy for Executives	Number:
Effective Date: April 22, 2022	Responsible Office: Provost
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III. PERFORMANCE EVALUATION

Executive employees are subject to an annual performance evaluation, which is considered in deciding whether to continue appointments and in making salary decisions.

A. Procedures

A performance evaluation and a recommendation regarding continuance of an individual in an executive position are to be made every year by the person's immediate supervisor. The recommendation will either be for continuance of appointment, reassignment to another position, or termination of employment. It may include a salary recommendation.

The President is reviewed by the Board of Visitors. The President evaluates the Provost, Vice Presidents, Chief Operating Officer and other direct executive reports. The Provost will make recommendations to the President regarding the Deans and other executive employees reporting directly to the Provost. The Vice Presidents and Deans will make recommendations to the Provost, as the President's delegate, for those executive employees reporting to them. The President may accept the recommendation or take other action.

The reviewer has discretion in selecting the method used in evaluating the employee's annual performance. Written documentation of any performance discussions and of the annual review is advisable.

Additionally, the Provost, Vice Presidents and Deans are subject to a university-wide evaluation during the first and third years of employment and in every fifth year thereafter. The President or the Provost may delay a review when it is deemed in the best interest of the university. These reviews are initiated by the executive's supervisor who will engage a broader group of people than normally may be involved in the annual performance review. An external expert may be retained to coordinate the review process. Feedback will be obtained from the group of administrators with whom the individual works and from the constituency that the individual serves. Typically, students will be well-represented in the evaluation of student affairs personnel and the instructional faculty will be well-represented in the review of officers especially charged with academic administration.

C. Evaluation Schedule

Executive performance is formally evaluated at the end of each performance year. The typical performance year is from July 1 to June 30, but an alternate performance year may be established if it is more suitable to the nature of the position. Salary notification letters typically are provided in April or May. Employees who began work after March 1 of a performance year will not receive a formal performance evaluation until the end of the following performance year.

The university-wide evaluations must be completed in time for the individual to be notified of any employment action to be taken by the President before the conclusion of the academic year.

Title: Employment Policy for Executives	Number:
Effective Date: April 22, 2022	Responsible Office: Provost
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This schedule is designed for regular, unrestricted appointments and continuance and salary decisions related to the upcoming fiscal year. The President may call for a performance review of an executive at any time.

D. Final Disposition of Performance Evaluation

Performance evaluation documents are not shared or discussed with the individual until after the Provost (or the President for the President's direct reports) has considered the evaluation. In those years when a university-wide evaluation is performed, the report in its entirety will be shared with the individual. The report or performance evaluation and recommendation are kept in the executive's personnel file.

E. Right to Respond

In the case of a recommendation of termination of employment or demotion resulting from a performance evaluation, the immediate supervisor will notify the individual in writing of the evaluation and will include a copy of the recommendation and any supporting documentation. The individual will be given ten (10) business days to respond; the response will be transmitted with any e report and administrative recommendation(s) to the President.

Nothing herein, however, infringes upon the President's authority to terminate the appointment of any executive for any legitimate, non-discriminatory reason; even an exceptional performance evaluation does not guarantee continuance of employment.

IV. TERMINATIONS, SEVERANCE AND NOTICE

A. Resignation

An executive is asked to provide written notice at least 90 days before the effective date of resignation.

B. Termination

- 1. <u>At-Will Employment</u>. It is the President's prerogative to terminate the employment of an executive employee at any time for any legitimate, non-discriminatory reason subject only to the requirement of appropriate notice or severance as described under C below.
- 2. <u>Removal for Cause</u>. Executives are also subject to removal for cause, at any time. Removal for cause is termination for serious, willful, or repeated misconduct such as:
 - unethical conduct or dishonesty, including falsification of credentials or records, and misappropriation or misuse of university funds or property;
 - serious, knowing, or repeated violation of policy or law;
 - malfeasance;
 - serious or repeated insubordination;
 - inappropriate behavior that adversely affects university operations;
 - convicted criminal conduct occurring (i) on the job, or (ii) off the job, if plainly related to or affecting job performance, detrimental to the university's reputation, or of such a nature that

Title: Employment Policy for Executives	Number:
Effective Date: April 22, 2022	Responsible Office: Provost
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retention of the executive would be negligent in light of the university's duties to itself, the public, students, or other employees; or

• inability, unwillingness, or refusal to perform functions of the job, including job abandonment.

An executive may be discharged for cause at any time. The President or designee will send the executive written notice of the university's intent to terminate. The executive will have an opportunity to respond, in person or in writing, by explaining why the planned action should not occur. The termination notice will specify the deadline for the executive's response, which must be at least five working days after the date of the notice. The executive may be placed on administrative (paid) leave pending the termination date, at the university's discretion. Executives terminated for cause are not entitled to severance or notice beyond that described in this paragraph.

C. Notice and Severance

- 1. Employees with an executive appointment at the university as of February 4, 2011: An executive in this category who is terminated other than for cause is entitled to notice, not severance. Except for removal for cause, written notice that an executive employee's appointment is being terminated will be given in advance of the effective separation date as follows:
 - In the first or second year of service, at least three months before the separation date,
 - In the third year of service, at least six months before the separation date, or
 - After three or more years of service, at least twelve months before the separation date.
- 2. Employees commencing an executive appointment at the university after February 4, 2011: An executive in this category who is terminated other than for cause is entitled to either notice or severance, or a combination thereof, in the discretion of his or her supervisor subject to the following terms. In determining the amount of severance and/or notice, the supervisor will consider the executive's length of service and contributions to the university, among other factors. The total amount of notice and/or severance must be at least equivalent to three months' salary and may not exceed the equivalent of twelve months' salary

In determining whether to provide notice, severance or a combination thereof, or how much notice will be provided rather than severance, the supervisor will consider whether it is feasible and in the university's interest for the individual to continue their service. The preference is for notice rather than severance.

Exceptions to these limits may be made only with the approval of the President, which will be granted only in unusual circumstances.

D. Negotiated Separations

Nothing in this policy precludes the university from negotiating individual severance or notice terms in an executive contract. William & Mary, at its discretion and as an alternative to other methods of

Title: Employment Policy for Executives	Number:
Effective Date: April 22, 2022	Responsible Office: Provost
Revision Date: Second Version	Page: 5 of 5

termination, also may negotiate separation agreements with executives. Such agreements must be approved by the President.

V. APPEAL AND GRIEVANCE PROCEDURES FOR EXECUTIVES

A. Discrimination

If an executive employee alleges that an adverse performance review or termination or other employment action was based upon considerations violative of the university's discrimination policy, the employee's allegations will be investigated in accordance with applicable university procedures.

B. Other Grievances

An executive may grieve any matter or administrative action that has an adverse effect on them directly or personally. Petition for redress of grievance must be submitted to the executive's supervisor in writing within 30 business days after the event or action that is the basis for the grievance. The supervisor will have 30 business days to respond. The executive may appeal to the President if necessary within 90 days of the original petition. The President is delegated the final authority in such matters by the Bylaws of the Board of Visitors.

VI. AUTHORITY

This policy is approved by the Board of Visitors. The President may make minor revisions to the policy.

Minor revisions were made by the President in June 2020 to be consistent with editorial guidelines and other grammatical amendments. Substantive revisions were made in April 2022 to provide flexibility in the procedures used for conducting university-wide evaluations.

COMMITTEE ON FINANCIAL AFFAIRS

WILLIAM & MARY

COMMITTEE ON FINANCIAL AFFAIRS APRIL 21, 2022 4:30 - 5:00 p.m. ALAN B. MILLER HALL - BRINKLEY COMMONS

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

I. Introductory Remarks

James A. Hixon

II. Approval of Minutes

Mr. Hixon

A. February 10, 2022

III. General Reports

A. Investment and Spending Policy

Amy Sebring, Chief Operating Officer

IV. Action Materials

A. Amendment to the Investment and Spending Policy

Resolution 26

- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

WILLIAM & MARY

BOARD OF VISITORS COMMITTEE ON FINANCIAL AFFAIRS DRAFT MINUTES FEBRUARY 10, 2022

ALAN B. MILLER HALL - BRINKLEY COMMONS

COMMITTEE MEMBERS PRESENT

Mr. James A. Hixon, Chair Mr. Victor K. Branch Hon. Charles E. Poston Mr. John P. Rathbone Ms. Meghana Boojala, Student Representative Dr. Mark Brush, Faculty Representative

COMMITTEE MEMBERS ABSENT

Ms. Anne Leigh Kerr, Vice Chair

OTHER BOARD MEMBERS PRESENT

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

Ms. Lisa E. Roday Mr. J.E. Lincoln Saunders Dr. Karen Kennedy Shultz

Ms. Ardine Williams Mr. Brian P. Woolfolk

Dr. Thomas J. Ward, Faculty Representative Dr. Shannon H. White, Staff Liaison

OTHERS PRESENT

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie S. Nee, University Counsel

Mr. Brian Hiestand, William & Mary Foundation Chief Investment Officer

Ms. Melanie T. O'Dell, Assistant Vice President Financial Operations and University Controller

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 President's Cabinet

W&M Staff and Faculty

INTRODUCTORY REMARKS

Mr. James A. Hixon, Chair, called the Committee on Financial Affairs to order at 1:00 p.m.

APPROVAL OF MINUTES

Mr. Hixon requested a motion to approve the minutes of the November 18, 2021 meeting. Motion was made by Mr. John P. Rathbone, seconded by Mr. Victor K. Branch, and approved by voice vote.

GENERAL REPORTS

Ms. Amy S. Sebring, Chief Operating Officer, presented an update on the Law School's three-year tuition plan and proposed tuition increase for FY23. Ms. Sebring highlighted that the Law School's current tuition levels for in-state students is 5.6% lower than the in-state tuition for other similar public law schools and that for out-of-state students, tuition is greater than 15% below the tuition at comparable schools.

Committee on Financial Affairs – February 10, 2022 DRAFT Minutes Page 2

Ms. Sebring noted that the timing of the proposed increase optimizes the yield for the incoming class since admitted students will have a better understanding of available aid before enrolling. Ms. Sebring indicated the dean of the law school intends to use the increase in tuition revenue to support financial aid, faculty recruitment and retention, student services and investment in necessary support staff.

Mr. Hixon brought forth **Resolution 19,** FY23 Law School Tuition and requested a motion. Motion was made by Mr. Rathbone, seconded by Mr. Branch, and approved by voice vote.

Ms. Sebring introduced Mr. Brian Hiestand, Chief Investment Officer for the William & Mary Foundation, who provided an overview of the 1693 Partners Fund ("Fund"). Mr. Hiestand defined the investment strategy, principles, and objectives of the Fund as well as the governance and administrative features of the Fund. He also provided an overview of the Fund's asset allocation and performance, highlighting the success of the portfolio when compared to its policy benchmark.

Mr. Hiestand concluded his presentation with an overview of the Fund's board members and staff.

A discussion ensued regarding the Fund's contract legal counsel, and the diversity of minority representation among fund managers.

ACTION ITEM

Mr. Hixon brought forth **Resolution 18,** BOV Endowment to 1693 Partners Fund, and asked for a motion. Motion was made by Mr. Rathbone, seconded by Mr. Branch, and approved by voice vote.

ADJOUNMENT

There being no further business, Mr. Hixon adjourned the meeting at 1:37 p.m.

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WILLIAM & MARY

AMENDMENT TO THE INVESTMENT AND SPENDING POLICY FOR ENDOWMENT

The Board of Visitors (hereinafter called "the Board") is responsible for the investment of the endowment funds contributed to William & Mary (hereinafter called "the University"). The Committee on Financial Affairs of the Board has the delegated fiduciary responsibility to oversee the policies and practices associated with endowment management.

It is the practice of the University to periodically review its operational policies and guidelines to ensure that the authorizations contained therein are in keeping with the current thinking of the Board. The last revision was done in April 2021.

WHEREAS, the policy currently stipulates that the annual endowment payout rate of 4.75% will be based off of the three most recent calendar years putting significant emphasis on the market valuation as of December 31; and

WHEREAS, the Administration has evaluated the volatility of the recommended policy in light of the three-year rolling average with the most recent year ending December 31, 2021 and has determined that a 12-quarter rolling average would reduce volatility and lead to a smoothing of the annual payout calculation;

THEREFORE, BE IT RESOLVED, that the requested amendment to modify the Investment and Spending Policy for Endowment be approved to reflect that Section V. of the policy be amended such that the fiscal year endowment payout will be calculated as a percentage of the average market value of the investment portfolio for the twelve previous quarters.

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

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WILLIAM & MARY INVESTMENT AND SPENDING POLICY FOR ENDOWMENT

The Board of Visitors (hereinafter called "the Board") is responsible for the investment of the endowment funds contributed to William & Mary (hereinafter called "the University"). The Committee on Financial Affairs of the Board has the delegated fiduciary responsibility to oversee the policies and practices associated with endowment management.

It is the practice of the University to periodically review its operational policies and guidelines to ensure that the authorizations contained therein are in keeping with the current thinking of the Board of Visitors.

I. STATEMENT OF PURPOSE AND OBJECTIVES

- A. This policy is issued by the Committee on Financial Affairs of the Board. The purpose of the policy is to not only foster clear understanding of the Board's investment objectives and practices, but also provide clear guidelines for action.
- B. The University was established in 1693 under British royal charter. In 1906 it became a public institution affiliated with the Commonwealth of Virginia. The University is an active public charity and accepts private donations to supplement and enhance the quality of the educational environment available to students, faculty, and the community.
- C. This statement applies to those pooled endowment funds for which the Board has investment responsibility (hereinafter called the "Endowment"). At this time, only one investment portfolio is used for endowments maintained by the University.
- D. This document can be modified as necessary by the full Board upon recommendation by the Committee on Financial Affairs and should be formally reviewed by the Committee not less than once every three years.

II. DEFINITIONS

Endowment funds are contributions given to the University with a donor-imposed restriction that the funds are not to be expended but are to be invested for the purpose of producing income and capital gains. Unless otherwise stated by the donor the principal of the funds is to be maintained in perpetuity. The donor may also place restrictions on the purpose or purposes for which the income may be expended.

Funds functioning as endowment (quasi endowments) are funds that the Board has designated not to be expended but are to be invested for the long term purpose of producing income and capital gains. Where expendable funds from donors have been designated by the Board as quasi endowment, provisions may allow for Board approved distributions of

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principal. Quasi endowments can be either unrestricted or donor restricted for a particular purpose.

Total return is the sum of realized and unrealized gains and losses and current income achieved in the form of interest, dividends, and rents. **Real total return** is total return adjusted for inflation as measured by the Higher Education Price Index (HEPI), or the CPI + 1%, when the HEPI statistic is unavailable. **Real growth** in the endowment is real total return less that of annual spending and management fees.

III. FIDUCIARY RESPONSIBILITIES

In addition to other responsibilities assigned by the Rector, the Committee on Financial Affairs has oversight responsibility for the University's endowment funds. Toward that responsibility, the Committee on Financial Affairs has created an Investments Subcommittee, comprised of members from the larger Committee and/or the Board at large, who meet and interact with the University's Chief Operating Officer and the Investment Consultant on a more frequent basis, conducting oversight and executing duties on behalf of the Committee as permitted by this policy. This Subcommittee has the standing responsibility to monitor investment performance; periodically review the Board's investment guidelines and allocations; and after thorough evaluation recommend to the full Board the retention and dismissal of investment counsel, annual spending from the endowment (rates and dollar amounts), and amendments to existing investment guidelines. The Subcommittee may authorize the Investment Consultant to conduct searches for new or replacement investment managers as required. The Subcommittee may also direct tactical shifts or rebalancing among asset classes so long as the changes are within the asset allocation ranges included in Section VII of this policy. Under normal conditions only the Board, or the Executive Committee acting between meetings of the Board, shall have the power to employ or discharge investment advisors for the University's endowment. However, if the Chair of the Committee on Financial Affairs, senior University administrators, or the Investment Consultant to the Board, believe that any portion of the endowment is in immediate and undue risk by its investment with any manager, then the Chair of the Committee on Financial Affairs shall have the power to immediately terminate that relationship and/or give instructions to reduce or eliminate the perceived threat to the invested endowment. The Board will then be apprised of the circumstances that required immediate action at its next regularly scheduled meeting.

Members of the Board also have a legal responsibility to manage funds in compliance with The Uniform Prudent Management of Institutional Funds Act, passed by the Virginia legislature in 2012. With respect to fiduciary responsibilities, Chapter 11 of Title 64.2 Section 1101 of The Code of Virginia (1950 as amended) specifies the following standards of conduct in managing and investing an institutional fund:

A. Subject to the intent of a donor expressed in a gift instrument, an institution, in managing and investing an institutional fund, shall consider the charitable purposes of the institution and the purposes of the institutional fund.

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B. In addition to complying with the duty of loyalty imposed by law other than this chapter, each person responsible for managing and investing an institutional fund shall manage and invest the fund in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

- C. In managing and investing an institutional fund, an institution:
 - 1. May incur only costs that are appropriate and reasonable in relation to the assets, the purposes of the institution, and the skills available to the institution; and
 - 2. Shall make a reasonable effort to verify facts relevant to the management and investment of the fund.
- D. An institution may pool two or more institutional funds for purposes of management and investment.
- E. Except as otherwise provided by a gift instrument, the following rules apply:
 - 1. In managing and investing an institutional fund, the following factors, if relevant, shall be considered:
 - a. General economic conditions;
 - b. The possible effect of inflation or deflation;
 - c. The expected tax consequences, if any, of investment decisions or strategies;
 - d. The role that each investment or course of action plays within the overall investment portfolio of the fund;
 - e. The expected total return from income and the appreciation of investments;
 - f. Other resources of the institution;
 - g. The needs of the institution and the fund to make distributions and to preserve capital; and
 - h. An asset's special relationship or special value, if any, to the charitable purposes of the institution.
 - 2. Management and investment decisions about an individual asset shall be made not in isolation but rather in the context of the institutional fund's portfolio of investments as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to the fund and to the institution.
 - 3. Except as otherwise provided by law other than this chapter, an institution may invest in any kind of property or type of investment consistent with this section.

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4. An institution shall diversify the investments of an institutional fund unless the institution reasonably determines that, because of special circumstance, the purposes of the fund are better served without diversification.

- 5. Within a reasonable time after receiving property, an institution shall make and carry out decisions concerning the retention or disposition of the property or to rebalance a portfolio, in order to bring the institutional fund into compliance with the purposes, terms, and distribution requirements of the institution as necessary to meet other circumstances of the institution and the requirements of this chapter.
- 6. A person that has special skills or expertise, or is selected in reliance upon the person's representation that the person has special skills or expertise, has a duty to use those skills or that expertise in managing and investing institutional funds.

Employees of the University, or others engaged by the University in any business or advisory capacity, are expected to uphold and abide by the University's Code of Ethics.

IV. INVESTMENT OBJECTIVES

- A. The Board seeks to achieve maximum long-term total returns within prudent levels of risk. Returns are expected not only to preserve but enhance the real value (inflation-adjusted purchasing power) of the Endowment after funds are released for current use. To meet these goals, the investment objective is to achieve real growth of 2% over the long term (i.e., real total return less that of annual spending and management fees). The measure of inflation to be used in adjusting for real purchasing power should be the Higher Education Price Index, a measure of college and university costs.
- B. Risk should be reduced with a broadly diversified portfolio of asset classes, which may include the following: common and preferred shares of domestic and foreign corporations listed and traded on public markets, convertible bonds or debentures or preferred shares which are convertible into corporate stock, warrants or rights to equity securities, domestic or foreign fixed income traded on public markets, cash or cash-equivalent securities, public and private real estate investment trusts, and limited partnerships in the following: hedge funds with sufficient transparency and history satisfactory to the Committee on Financial Affairs, venture capital, buyouts, distressed debt, timber, oil and gas, managed futures, and other private equity type of investments. Investment risks will be considered within the context of the whole Endowment portfolio.
- C. All investment portfolios will be managed and evaluated from a basis of total return. All management fees will be born by the individual portfolios from interest income, dividends, and realized capital gains.

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D. Prospective investments in alternative assets will take into consideration required disclosure needs for reporting at the end of the fiscal year, recognizing that some managers employ highly sophisticated and proprietary strategies and some have underlying holdings that cannot be readily priced in the market; in such cases, these managers do not release sufficient information that can be validated, tested, and relied upon during the course of an audit. Consequently, investments in alternative assets will require rigorous screening before being admitted into the portfolio.

V. ENDOWMENT SPENDING POLICY

The fiscal year payout will be calculated as a percentage of the average market value of the investment portfolio for the twelve previous quarters. Following review and recommendations from the Investments Subcommittee, the payout percentage and the annual overhead expense for internal management costs will be decided or adjusted as deemed prudent by the Committee on Financial Affairs as the annual private funds budget is prepared.

Guidelines for spending from an institutional fund are addressed by UPMIFA in Chapter 11 of Title 64.2 Section 1102 of the Code of Virginia (1950 as amended):

- A. Subject to the intent of a donor expressed in the gift instrument, an institution may appropriate for expenditure or accumulate so much of an endowment fund as the institution determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. Unless stated otherwise in the gift instrument, the assets in an endowment fund are donor-restricted assets until appropriated for expenditure by the institution. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:
 - 1. The duration and preservation of the endowment fund;
 - 2. The purposes of the institution and the endowment fund;
 - 3. General economic conditions;
 - 4. The possible effect of inflation or deflation;
 - 5. The expected total return from income and the appreciation of investments;
 - 6. Other resources of the institution; and
 - 7. The investment policy of the institution.
- B. To limit the authority to appropriate for expenditure or accumulate under subsection A, a gift instrument shall specifically state the limitation.

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C. Terms in a gift instrument designating a gift as an endowment, or a direction or authorization in the gift instrument to use only "income," "interest," "dividends," or "rents, issues, or profits," or "to preserve the principal intact," or words of similar import:

- 1. Create an endowment fund of permanent duration unless other language in the gift instrument limits the duration or purposes of the fund; and
- 2. Do not otherwise limit the authority to appropriate for expenditure or accumulate under subsection A.

VI. DELEGATION OF MANAGEMENT AND INVESTMENT FUNCTIONS

Chapter 11 of Title 64.2 Section 1103 of the Code of Virginia (1950 as amended) addresses those considerations in the delegation of management and investment functions:

A. Subject to any specific limitation set forth in a gift instrument or in law other than this chapter, an institution may delegate to an external agent the management and investment of an institutional fund to the extent that an institution could prudently delegate under the circumstances. An institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, in:

- 1. Selecting an agent;
- 2. Establishing the scope and terms of the delegation, consistent with the purposes of the institution and the institutional fund; and
- 3. Periodically reviewing the agent's actions in order to monitor the agent's performance and compliance with the scope and terms of the delegation.
- B. In performing a designated function, an agent owes a duty to the institution to exercise reasonable care to comply with the scope and terms of the delegation.
- C. An institution that complies with subsection A is not liable for the decisions or actions of an agent to which the function is delegated.
- D. By accepting delegation of a management or investment function from an institution that is subject to the laws of the Commonwealth, an agent submits to the jurisdiction of the courts of the Commonwealth in all proceedings arising from or related to the delegation of the performance of the delegated function.
- E. An institution may delegate management and investment functions to its committees, officers, or employees as authorized by law of the Commonwealth other than this chapter.

Consistent with the authorizations cited above in the Code of Virginia, the Board has accordingly selected through the public procurement process an Investment Consultant

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which is responsible for advising the Board on matters of constructing a prudent policy portfolio, asset allocation, manager selection and diversification, strategic and tactical allocations, portfolio rebalancing, performance calculation and reporting, risk and expected return assessments, and advice on general business and economic outlook.

The Investment Consultant is responsible for recommending to the Board the engagement and disposition of investment managers and reporting investment performance to the Board, at the fund level as well as on a manager specific level. More specific delegation of duties is addressed later on in this policy.

VII. PORTFOLIO COMPOSITION AND ASSET ALLOCATION

- A. Asset allocation is the single most important component of investment strategy. For purposes of investment policy, the endowment assets shall be classified in three parts: Equities, Fixed Income, and Alternatives. The Committee will establish for equities, fixed income, and alternatives a long-term policy range or band, as well as long-term target allocation.
- B. Equities are intended to provide long-term capital appreciation and a growing stream of income. It is recognized that equities will likely entail the assumption of greater price variability than fixed income and alternative investments. The purposes of fixed income investments are to provide a hedge against deflation, to provide a source of current income, and to help diversify the total endowment. The purposes of alternatives are to help diversify the total endowment and utilize a combination of less correlated investments when the metrics for equities and fixed income are not attractive.
- C. Asset allocation ranges for the portfolio's investments in each asset class are established by the full Board and listed below. Within the approved ranges, the Committee on Financial Affairs may change the normative policy allocations whenever it deems necessary or desirable; such changes may be enacted by a simple majority of the full Committee on Financial Affairs at an announced meeting which attains a quorum. Allocations can also be changed between announced meetings of the Committee on Financial Affairs when a simple majority of the full Committee approves said action as detailed in an official mailing or telephone ballot distributed to the full Committee. Normative policy allocations are noted below as long-term target allocations which reflect the Committee on Financial Affairs' long-term strategic objectives. It is the responsibility of the Endowment's external Investment Consultant to monitor the allocations of the overall portfolio and report any deviations, should they develop, to the Investments Subcommittee. Should deviations occur within the allocations to equities, and/or fixed income and/or alternatives before the next full meeting of the Subcommittee, then notification will be sent to the Chair of the Committee on Financial Affairs who is authorized to approve any actions that will put the portfolio back into compliance.

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ASSET ALLOCATION

	LONG-TERM TARGET ALLOCATION	RANGE
Equities	55%	35-75%
U. S. Common Stock	31%	15-45%
Non-U.S. Common Stock	22%	0-35%
Publicly Traded REITs	2%	0-5%
<u>Alternatives*</u>	10%	0-20%
Fixed Income	35%	25-60%
U. S. Bonds	24%	15-45%
Non U.S. Bonds	11%	0-15%
Cash	0%	0-25%

^{*} Alternatives is a general term referring to equity or equity-like investments characterized by longer time horizons, less liquidity, no readily available market price, and often less transparency. Such investments may include, for example, private real estate investments and limited partnerships in private equity investments, hedge funds, managed futures, venture capital, distressed debt, timber, and oil and gas.

D. Based on the recommendation of the Investment Consultant, new cash flow shall be forwarded to investment managers on a quarterly basis, or when sufficient contributions are received. As a general rule, new cash will be used to rebalance the total fund in the direction of the long-term targets currently in place.

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VIII. SOCIAL RESPONSIBILITY

The Board may from time to time feel it necessary and prudent to incorporate into its investment platform elements of social responsibility that reflect the Board's thinking on important societal issues. Accordingly, the Board may direct its Investment Consultant and University staff to implement certain restrictions, impose constraints, or otherwise create separate accounts that take into consideration specific goals and objectives of social investing.

The Board has taken a position on conditions in Darfur and given direction to the Investment Consultant to monitor the security holdings in the separate account relationships, making sure that the underlying securities are not on any known and respected lists of companies that suggest support of the current Sudanese government. Companies that are known to conduct substantive business in Sudan will be prohibited in any Board separately managed account.

Secondly, the Board has approved the creation of a separate endowment account, called the Green Account, which will be funded from student fees. This investment account will be invested and monitored by the Investment Consultant according to guidelines that specify and promote environmental "green" initiatives.

IX. MANAGER GUIDELINES

When securities are commingled into investment pools with multiple participants, the Committee on Financial Affairs will evaluate the investment pool as a whole for its overall asset quality, stability, and historical performance. In such cases, if the Board decides to participate, the investment policies and practices of the commingled pool will override the Board's policies and guidelines required of actively managed separate accounts. However, where applicable, the Committee on Financial Affairs will measure its commingled pool investments according to equity and fixed income guidelines established for separately managed accounts.

When active investment management responsibilities are delegated to an investment advisor for a separately managed account the Committee on Financial Affairs will establish guidelines regarding the quality and suitability of assets allowed in the portfolio. These guidelines are as follows:

GUIDELINES FOR EQUITIES

- A. The overall investment objective of active Equities is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual active managers may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the Investment Consultant.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs will determine how well a manager is performing against the benchmarks -- taking into

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account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the equity portfolio.

- C. Common stock managers may at their discretion hold cash equivalents, exchange-traded funds or bonds to the extent provided by the allocation ranges in Section VII, with the understanding that their performance will be measured against equity benchmarks which are fully invested.
- D. No more than 5% of the aggregate market value in equity may be invested in the securities of any one company at cost except by written exception. It shall be the responsibility of the Investment Consultant to monitor the fund's overall exposure to individual securities and report any violations immediately to the Chair of the Committee. If a violation exists, the Chair of the Committee is granted the authority to approve any changes that will bring the portfolio back into compliance.
- E. Financial futures, option contracts, and other financial derivative instruments may not be employed without the Committee's prior permission
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

GUIDELINES FOR FIXED INCOME

- A. The investment objective of active Fixed Income is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual active managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the fixed income portfolio.
- C. Money market instruments and fixed income-like exchange-traded funds may be used, but equities are excluded.
- D. Securities in the fixed income portfolio must be rated a minimum of "BBB" by two of the following three major rating organizations: Fitch, Moody's or Standard & Poor's. The

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weighted average of the fixed income portfolio shall be "A-" or higher. The prospect of credit risk or risk of permanent loss must be avoided. The investment manager shall inform the Board's engaged Investment Consultant, or the Chair of the Committee on Financial Affairs if no consultant is employed, if a held security has been downgraded below investment grade by two rating agencies and the Chair shall decide whether the security is retained or sold.

- E. In general, fixed income must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the aggregate market value in fixed income may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- F. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

GUIDELINES FOR ALTERNATIVES

- A. The investment objective of Alternatives is to outperform the appropriate benchmarks, net of fees, as well as a peer group of managers on a consistent basis over a complete market cycle. Individual managers, with the exception of index funds, may be expected to outperform other indices, or hybrid indices, which more closely parallel the manager's investment style. Such indices will be determined on a case-by-case basis in consultation with the manager.
- B. Through periodic reviews of the investment portfolio, the Committee on Financial Affairs will determine how well a manager is performing against the benchmarks -- taking into account that manager's investment style as well as other known market conditions. Ultimately, the Committee determines whether changes are warranted in the composition or management of the alternative portfolio.
- C. In general, alternatives must be well diversified with respect to economic sector, financial sector, and issuer in order to minimize risk exposure. No more than 5% of the aggregate market value in alternatives may be invested in the securities of any single issuer, with the exception of the U. S. Government or its agencies.
- D. It is understood that investing in pooled or mutual funds means that the investments will be governed by the fund's own set of guidelines and restrictions. While it is the intent to invest in funds which meet the general intent of these guidelines, there may, in fact, be instances in which funds' guidelines differ in a number of ways. In such cases, the mutual fund guidelines and restrictions will supersede those outlined above.

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X. GUIDELINES FOR TRANSACTIONS

Except under unusual circumstances, all transactions should be entered into on the basis of best execution, which means best realized net price. Notwithstanding the above, commissions may be designated for payment of services rendered to the endowment in connection with its management; however, under normal business conditions it shall be the standing policy of the University and its Board not to direct brokerage, and such practice will be directed only with prior approval from the Chair of the Committee on Financial Affairs.

XI. MONITORING OF OBJECTIVES AND RESULTS

- A. If at any time the Investment Consultant believes that any policy guideline contained herein inhibits investment performance, or puts the Endowment at undue risk, it is that consultant's responsibility to communicate this view to the Committee. In the event that an Investment Consultant believes that circumstances warrant immediate exception to any standing instructions or guidelines cited in this policy, the consultant will so notify the Chair of the Committee on Financial Affairs or, in his/her absence, the Rector. If the request is verbal it will be necessary for the Investment Consultant to later document the request in writing to include the reason for exception and its prospective duration. The Chair of the Investment's Subcommittee, the Chair of the Committee on Financial Affairs will have the authority to use his/her best judgment in deciding the matter unilaterally or deferring the decision to the Rector. The issue of the exception and the decision rendered would be reported to the Committee by the Chair of the Committee on Financial Affairs at the next scheduled meeting of the Board.
- B. The investment manager(s) will provide selected performance and accounting information at the end of each calendar quarter to the Board's administrative staff, the engaged custodian, and the engaged Investment Consultant. This information will include relevant historical performance data and sufficient commentary to explain current strategy and investment returns. The manager(s) will also provide, as needed, detailed information to the administrative staff, custodian, and Investment Consultant pertaining to unit valuation, capital appreciation, realized gains or losses, income earned, and income distributed back to the University.

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C. The Investment Consultant will meet with the Investments Subcommittee or the larger Committee on Financial Affairs at least on an annual basis. The Investment Consultant will be expected to include the following in presentation to the Committee:

- 1. Review performance of the respective portfolios (or commingled fund pools) owned by or in which the University participates. Performance review will include at least the latest quarter, six-months, year, and since inception. Relevant statistical benchmarks as requested by the Committee will also be provided for comparison purposes.
- 2. Explain to the Committee's satisfaction how and why performance differed from the relevant benchmarks.
- 3. Disclose to the Committee the level of market risk inherent in the portfolio (e.g., the beta of the portfolio, Sharpe ratio, up quarters versus down quarters) and the means and methodology by which risk is monitored and controlled.
- 4. Discuss investment strategy (or that of the firm) and relate how such strategy complies or conflicts with the Committee's established investment guidelines. Review the current and prospective economic climate and discuss what implications this has on the University's invested endowment.
- 5. Recommend to the Committee any modifications to further improve the performance and efficiency of assets under management.

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XII. BENCHMARKS FOR PERFORMANCE MEASUREMENT

In order to measure and evaluate the individual investment performance of the University's retained investment advisor(s), and that of investment performance in the aggregate, the Committee on Financial Affairs has established the following benchmarks by which the advisor(s) will be evaluated. The investment advisor(s) will be notified prior to inception which objective(s) apply to them.

Asset Class	<u>Benchmark</u>	Peer Group
Large Cap Core	S&P 500 Index	Morningstar US OE Large Cap
Large Cap Growth	Russell 1000 Growth Index	Morningstar US OE Large Cap Growth
Large Cap Value	Russell 1000 Value Index	Morningstar US OE Large Cap Value
Mid Cap Core	Russell Mid Cap Index	Morningstar US OE Mid Cap
Mid Cap Growth	Russell Mid Cap Growth Index	Morningstar US OE Mid Cap Growth
Mid Cap Value	Russell Mid Cap Value Index	Morningstar US OE Mid Cap Value
Small Cap Core	Russell 2000 Index	Morningstar US OE Small Cap
Small Cap Growth	Russell 2000 Growth Index	Morningstar US OE Small Cap Growth
Small Cap Value	Russell 2000 Value Index	Morningstar US OE Small Cap Value
Real Estate	FTSE NAREIT (Equity REITs) Index	Morningstar US OE Real Estate
International Developed Markets	MSCI EAFE Index	Morningstar US OE Foreign Large Blend
International Emerging Markets	MSCI Emerging Markets (Free) Index	Morningstar US OE Diversified Emerging Market
International Small Cap	MSCI ACWI ex USA Small Cap Index	Morningstar US OE Foreign Small-Cap
Alternative Investments	HFRI Fund-of-Funds Composite Index	NA
U.S. Fixed Income	Barclays US Aggregate Bond Index	Morningstar US OE Intermediate-Term Bond
Global Fixed Income	Citigroup World Government Bond Index	Morningstar US OE World Bond
Emerging Markets Fixed Income	JPM EMBI Global Diversified Index	Morningstar US OE Emerging Markets Bond

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In order to measure and evaluate the Total Account investment performance, the Committee on Financial Affairs has established the following benchmarks by which the Total Account will be evaluated.

Total Account 10.0% S&P 500 Index 10.0% Russell Mid Cap Index 11.0% Russell 2000 Index 13.0% MSCI EAFE Index 6.0% MSCI Emerging Markets Index 3.0% MSCI ACWI ex US Small Cap Index 2.0% FTSE NAREIT (Equity REITs) Index 24.0% Barclays U.S. Aggregate Bond Index 6.0% Citigroup World Gov't Bond Index 5.0% JPM EMBI Global Diversified Index 10.0% HFRI Fund-of-Funds Composite

Total Domestic

Equity

Total International

Equity

Total Fixed 100.0% Barclays Global Aggregate Bond Index

Income

Alternative 100.0% HFRI Fund-of-Funds Composite

In order to measure and evaluate the how the Total Account investment performance has fared over long periods of time, maintaining consistent exposures to the broad market, the Committee on Financial Affairs has established a long-term blended policy benchmark in which the following indexes will be represented by weight.

100.0% Russell 3000 Index

100.0% MSCI ACWI ex US Index

Total Account	33.0% Russell 3000 Index
	22.0% MSCI ACWI ex US
	35.0% Barclays Global Aggregate Bond Index
	10.0% HFRI Fund-of-Funds Composite

INVESTMENTS SUBCOMMITTEE

WILLIAM & MARY

INVESTMENTS SUBCOMMITTEE
APRIL 22, 2022
8:15 - 8:45 AM
ALAN B. MILLER HALL - ROOM 2018B

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

I. Introductory Remarks

James A. Hixon

II. Approval of Minutes

Mr. Hixon

- A. April 22, 2021
- B. August 26, 2021
- III. General Reports
 - A. BOV Quasi-Endowment Update

The Optimal Services Group

- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

WILLIAM & MARY

BOARD OF VISITORS
INVESTMENTS SUBCOMMITTEE

DRAFT MINUTES

APRIL 22, 2021
ALUMNI HOUSE – LEADERSHIP HALL

COMMITTEE MEMBERS PRESENT

Mr. Mirza Baig, Chair

Mr. H. Thomas Watkins III, Vice Chair

COMMITTEE MEMBERS ABSENT

Mr. James A. Hixon

OTHER BOARD MEMBERS PRESENT

Mr. Anthony M. Joseph, Student Representative

OTHERS PRESENT

Ms. Amy Sebring, Chief Operations Officer

Ms. Melanie T. O'Dell, Assistant Vice President of Financial Operations

Mr. Joseph W. Montgomery, The Optimal Service Group

Mr. R. Bryce Lee, The Optimal Service Group

Ms. Robin S. Wilcox, The Optimal Service Group

Ms. Karen H. Logan, The Optimal Service Group

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

W&M Staff

CALL TO ORDER

Mr. Mirza Baig, Chair, called the Investments Subcommittee Committee meeting to order at 3:27 p.m.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Baig asked for a motion to adopt the minutes of the February 7, 2020 and July 24, 2020 meetings. Motion was made by Mr. Watkins, seconded by Mr. Baig, and approved by roll call vote -2-0 – conducted by Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors. Mr. Hixon was absent from the meeting.

INVESTMENT PORTFOLIO EVALUTION OVERVIEW

Mr. R. Bryce Lee passed out multiple handouts (appended) and reported on the Board's endowment portfolio. For the quarter ended March 31, 2021 the market value for the BOV Endowment portfolio was \$98.7M. This was a gain of approximately \$16.1M from the previous fiscal year that ended June 30, 2020. A discussion ensued about market conditions. Mr. Lee indicated that there was exceptional growth in the portfolio due to diversification.

A discussion ensued about the current cash allocation and the Optimal Group recommended a 1-2% allocation. There was a discussion about how often the committee should revisit the asset allocation.

Ms. Robin S. Wilcox provided updates on the Green Fund and the university bond funds. The investment has grown \$400,000 since its inception and the market value at March 31, 2021 was approximately \$900,000. Mr. Lee provided an update on the university bond funds. The fund

Investment Subcommittee – April 22, 2021 DRAFT Minutes Page 2

managers have been selected and the structure is in place for investing the funds.

ACTION MATERIAL

Mr. Baig requested a motion on **Resolution 18:** Correction to Investment Spending policy for Endowment. Motion was made by Mr. Watkins, seconded by Mr. Baig, and approved by roll call vote -2-0 – conducted by Ms. Walton. Mr. Hixon was absent from the meeting.

A discussion ensued regarding principles for responsible investing, the impact on the portfolio, and environmental, social and governance standards. There was also a discussion about the fossil fuel exposure in the portfolio and possible alternatives.

ADJOUNMENT

There being no further business, Mr. Baig adjourned the meeting at 4:18 p.m.

WELLS FARGO Investment Institute

RESEARCH ALERT

Pax MSCI EAFE ESG Leaders Index Fund (PXNIX)

Global Manager Research

March 29, 2021

Gabrielle Oirko

Investment Manager Research Analyst

Previous rating

Recommended

Updated rating

Sunset

Key takeaways

- Global Manager Research (GMR) is downgrading the Pax MSCI EAFE ESG Leaders Index Fund (PXNIX or the Fund) from Recommended to Sunset.
- Effective on March 31, 2021, the Fund will change its name and investment objective. Its name will drop its reference to the index that it has been seeking to track and the new fund name will be the Pax International Sustainable Economy Fund.
- Impax Asset Management LLC (Pax), the Fund's investment adviser, does not anticipate significant turnover in the Fund's portfolio resulting from its change in methodology.
- In addition, due to the change in investment objective, GMR deems it as a new product; thus with a new track record starting on April 1. For this reason, GMR is downgrading PXNIX to Sunset.

Impacted fund: Pax MSCI EAFE ESG Leaders Index Fund (PXNIX)

Overview

GMR is downgrading PXNIX from Recommended to Sunset due to a change in the Fund's investment objective. There will be no changes to PXNIX's expense ratio, and its ticker will stay the same, however the Fund's name will change.

GMR Assessment

Effective on March 31, 2021, the Fund will change its name to the Pax International Sustainable Economy Fund, keeping the ticker PXNIX. The Page 113 of 168 Fund's investment objective will also be modified substantially to incorporate the Impax Sustainability Lens (the Impax Lens) into its portfolio's construction. According to Pax, the Impax Lens is about the value-add of its team of fifty-eight individuals that utilize a proprietary subjective approach that is expected to tilt the Fund's portfolio away from its benchmark, the MSCI EAFE ESG Leaders Index. The number of names

in the portfolio will stay the same, but sectors will be reweighted based on the effect of the Impax Lens. This will result in PXNIX no longer seeking to track the MSCI EAFE ESG Leaders Index after the effective date of the change on April 1, 2021.

For this reason, GMR believes the Fund's change in methodology to be significant enough and is downgrading it from Recommended to Sunset.

For investors seeking a mutual fund alternative to PXNIX, GMR suggests consideration of the actively-managed Boston Common ESG Impact International Fund (BCAIX). BCAIX uses a fundamentally-driven, ESG analysisfocused investment approach that seeks to build a diversified portfolio of high-quality, sustainable, and undervalued international stocks with strong growth potential. In addition, for investors who are vehicle agnostic and are looking for a passive product alternative to PXNIX, GMR suggests consideration of the iShares ESG Aware MSCI EAFE ETF (ESGD). ESGD provides exposure to large- and mid-cap companies in Europe, Australia, Asia, and the Far East while seeking to track the MSCI EAFE Extended ESG Focus Index that utilizes MSCI's ESG scoring methodology.

Mutual funds and exchange-traded funds (ETFs) are sold by prospectus. Before investing, please consider the investment objectives, risks, charges and expenses of the fund carefully. The prospectus, and if available, the summary prospectus, contains this and other information and can be obtained by calling the fund company or your financial advisor. Read the prospectus, and if available, the summary prospectus, carefully before you invest.

Risk Factors

There is no guarantee that the funds will meet their investment objectives. All investing involves risk including the possible loss of principal.

ETFs are subject to substantially the same risks as individual ownership of the securities would entail. Investment returns may fluctuate and are subject to market volatility, so that an investor's shares, when redeemed, or sold, may be worth more or less than their original cost. ETFs seek investment results that, before expenses, generally correspond to the price and yield of a particular index. There is no assurance that the price and yield performance of the index can be fully matched.

Equity securities are subject to market risk which means their value may fluctuate in response to general economic and market conditions and the perception of individual issuers. Investments in equity securities are generally more volatile than other types of securities. The prices of mid-cap company stocks are generally more volatile than large company stocks. They often involve higher risks because smaller companies may lack the management expertise, financial resources, product diversification and competitive strengths to endure adverse economic conditions.

Investing in foreign securities presents certain risks not associated with domestic investments, such as currency fluctuation, political and economic instability, and different accounting standards. This may result in greater share price volatility. These risks are heightened in emerging markets.

Sustainable investing focuses on companies that demonstrate adherence to environmental, social and corporate governance principles, among other values. There is no assurance that social impact investing can be an effective strategy under all market conditions. Different investment styles tend to shift in and out of favor. In addition, a portfolio's social policy could cause it to forgo opportunities to gain exposure to certain industries, companies, sectors or regions of the economy which could cause it to underperform similar portfolios that do not have a social policy.

GMR's benchmark selection is typically driven by a Fund's asset class assignment which helps GMR provide a consistent assessment across asset classes. Although GMR may measure the Fund's performance (net of fees) against its index selection, the Fund measures its own performance against the prospectus benchmark (Fund Index). For performance information relative to the Fund Index, please see the performance section in the prospectus.

Unless otherwise noted, fund information quoted in this report reflects information for the fund's oldest share class or generally all share classes of the fund. Share classes available in Wells Fargo advisory programs may have more recent inception dates than that shown in this report.

Definitions

MSCI EAFE ESG Leaders Index consists of large and mid cap companies across Developed Markets countries around the world, excluding the U.S. and Canada. The Index is designed for investors seeking a broad, diversified sustainability benchmark with relatively low tracking error to the underlying equity market.

MSCI EAFE Extended ESG Focus Index is based on MSCI EAFE Index, its parent index, which includes securities across Developed Markets countries around the world, excluding the U.S. and Canada. The Index is designed to maximize exposure to positive environmental, social and governance (ESG) factors while exhibiting risk and return characteristics similar to those of the MSCI EAFE Index.

An index is unmanaged and not available for direct investment.

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Global Manager Research ("GMR") is a division of Wells Fargo Investment Institute, Inc. ("WFII"). WFII is a registered investment adviser and wholly owned subsidiary of Wells Fargo Bank, N.A., a bank affiliate of Wells Fargo & Company.

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GMR uses qualitative and quantitative methods to assess investment products to develop due diligence opinions. In general, due diligence opinions entail a thorough assessment of an investment product and the assignment of one of five assessment recommendations: Recommended, Watch, Supported, Sell or Sunset. GMR may change an investment product's assessment recommendation from time to time. GMR due diligence assessments are generally described as: "Recommended", where assessment criteria indicate an investment product is in good standing and GMR has high conviction in it. "Recommended: Watch - Level I", where an event has occurred and is being evaluated. Pending the outcome of the evaluation, GMR maintains its recommendation for new purchases. "Recommended: Watch - Level II", where an event has occurred that may have the potential to impact longer term investment prospects and is being evaluated. Pending the outcome of the evaluation, GMR maintains its recommendation for new purchases. "Watch - Level III", where an event has occurred that has elevated concern regarding this product's longer term investment prospects. GMR recommends restricting new flows into the product until our evaluation is complete. "Supported" where a product is in good standing and is considered acceptable to own. "Sell" where assessment criteria indicate an investment product is recommended for exit in the near-term; and "Sunset" where assessment criteria indicate an investment product should be exited over an appropriate period of time as determined by the client's specific situation.

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WELLS FARGO Investment Institute

INVESTMENT RESEARCH REPORT

Boston Common ESG Impact International Fund (BCAIX)

Global Manager Research

March 12, 2020

David Pham, CFA Investment Analyst

Fund basic facts

Fund inception: 12/29/2010

Fund assets: \$269.6M (1/31/2020)

Portfolio Manager: Team Managed

Sub-style: Large Cap Core

GMR benchmark: MSCI EAFE Index

GMR rating: Recommended

Key takeaways

- Boston Common ESG Impact International Fund (the Fund) is rated Recommended by Global Manager Research (GMR). Boston Common Asset Management, LLC (BC or the Firm) is the Fund's investment adviser.
- The Fund seeks to invest in a diversified portfolio of high-quality, sustainable, and undervalued international stocks. BC integrates environmental, social, and corporate governance (ESG) factors into every stage of its investment process.
- GMR believes the Fund may be an option for investors seeking a developed markets equity mutual fund with strong ESG focus.

Key strengths

- Fundamental ESG Analysis: All investment decisions include robust considerations of ESG analysis. The Firm believes the markets typically mis-value the risk and opportunities presented by ESG factors. By conducting fundamental ESG analysis and being active shareowners of companies, the Firm believes they can benefit from these anomalies.
- Experienced Investment Team: The Firm's ESG research team and financial research team (collectively, the Team) have an average of over 20 years of experience with broad investment and industry experience, providing diverse investment perspectives for the Team.

Considerations

- The Fund may have holdings or concentrations that are significantly different from its benchmark, the MSCI EAFE Index (the Index), including emerging markets, which may lead to above-average volatility.
- Given the Fund's bias towards high quality firms with a history of consistent,
 visible profitability, GMR expects it to lag the Index when the market's appetite for risk dramatically increases.

Firm details

Website:

www.bostoncommonasset.com

Location:

Boston, MA

Ownership:

Privately-held

Assets:

\$2.8B (12/31/2019)

Publicly traded:

No

Performance Expectations

BC seeks to avoid deeply-distressed companies and those with highly-volatile or unpredictable profit streams, and favors firms viewed as high-quality with consistent, visible profitability. This has typically resulted in a portfolio that has slightly higher growth, higher valuation, and lower dividend yield than the Index. Consequently, the Fund has typically done better than the Index in down markets and during periods of rising risk aversion. It also has done well when markets move within a relatively narrow band of variation. This environment has supported the Team's ability to add value through stock selection and thematic portfolio construction. Conversely, the Fund may lag the Index in periods when the market's appetite for risk dramatically increases or when the market rallies without apparent regard to company fundamentals. Finally, the Fund typically is underweight Energy companies relative to the Index. Thus, the Fund may underperform when the Energy sector outperforms the broad market.

Firm

Organization

The Firm is organized as a Delaware Limited Liability Company. Geeta Aiyer founded the Firm at the end of 2002 after leaving her position as President of Walden Asset Management, a division of Boston Trust & Investment Management Company (known then as U.S. Trust of Boston). Aiyer is recognized as a leader in the socially-responsible investment movement, pioneering its expansion into the global arena. BC is recognized as a woman-owned business by the Massachusetts State Office of Minority and Women Business Assistance and was listed among The Commonwealth Institute's 2016 Top 100 Women-Led Businesses in Massachusetts. BC was originally wholly-owned by its founder, Aiyer. The Firm expanded equity ownership to other members of the management team in 2009, when Aiyer, who had originally owned 100% of the Firm, granted 33% ownership to seven key members. In the fall of 2016, the Firm finalized arrangements to broaden employee ownership at the Firm. The goal was to place more stock in the hands of key team members/equity owners. As a result, Aiyer diluted her holding to 21.5% by selling 25% of her stake to other key employees (existing six shareholders and to an additional thirteen employees) and a further 20% to a private equity firm, Rosemont Partners III, LLC (Rosemont), which specializes in asset management partnerships. Rosemont's stake will be retired in about three years, when BC employees take over the third tranche of Firm ownership. In January 2020, the Firm hired Allyson McDonald as Chief Executive Officer (CEO) to run the day-to-day management of the Firm. McDonald has experience in distribution and managerial experience at various asset management firms. She is also an owner and former Global President of the Ellevate Network, a global community of women committed to fostering and promoting gender equality in the workplace.

Analyst Assessment

GMR understands that Rosemont will sell its 20% stake to the Firm's employees in the next three years, returning the Firm to 100% employee ownership. The addition of McDonald as CEO should aid in the management of day-to-day operations and, given her background, should help further the Firm's distribution efforts in the future. Aiyer has no Page 118 of 168 immediate plans to retire and has reduced her stake to better plan for the Firm's succession and transition to the next generation of leadership. Her commitment to BC is clear and the Firm's commitment to ESG is also clear. The Firm finds Rosemont an ideal partner as they do not want a partner with a permanent stake. The Firm also has invested in the business as they have grown and made the Chief Operating Officer (COO) role full-time and improved the process for personal account dealing. BC offers its employees a combination of a competitive base salary and bonuses based on the business's profitability and each employee's individual contribution. BC also has a profit-sharing plan for all employees and ownership grants for key professionals. The percentage of compensation from each of these sources varies by individual.

Investment Personnel

Experience & Depth

The Firm's investment process is team-oriented. The Team is composed of 15 professionals with an average of over 21 years in the industry and 10 years at the Firm. There is a team of nine financial research analysts who conduct company and industry research on each sector in which they have developed expertise. Three of them (Matt Zalosh, Praveen Abichandani, and Corné Biemans) are also portfolio managers (PMs) of the Fund. The Team also has four dedicated ESG professionals who conduct ESG research and shareowner engagement. Finally, there are four generalists including Aiyer. Aiyer is also a PM for the Firm's domestic products. Aiyer (markets in general) and Steven Heim (from the ESG perspective) act as investment strategists guiding Firm-wide discussions on long-term opportunities and risks within the broader market context. In addition, Lauren Compere serves as Director of Shareowner Engagement, working closely with portfolio companies to further improve their ESG profile.

Key Employees	Title/Responsibilities	First Year at Firm	First Year in Industry 1995	
Matt Z <mark>alo</mark> sh	CIO, International Strategies Portfolio Management	2003		
Praveen Abichandani	Co-CIO, U.S. Strategies Portfolio Management	2004	1990	
Corné Biemans	Co-CIO, U.S. Strategies Portfolio Management	2012	1989	
Geeta Aiyer	President, Chief Strategist	2002	1985	
Steven Heim	Strategist, Director of ESG Research	2002	1988	

Stability

In the last 10 years, there have been seven departures from the Team. On the financial analysis side, the four departures were Nathan Foley-Mendelson (2013), Tom Darling (2015), Pam Hegarty (2016), and Marlon Gerra (2019). The three departures on the ESG side were: Dawn Wolfe (2011), Hannah Tillman (2015), and Leah Turino (2016). The seven additions in the last ten years were Biemans (2012), Abbott Lawrence (2012), Hegarty (2013), Liz Su (2014), Tillman (2015), Pike (2015), and Lei Ge (2017).

Analyst Assessment

GMR views the Team favorably. The Firm is well-resourced with seasoned investment professionals, with the core of the Team having been at the Firm since, or not long after, it was founded in 2002. They have a rich history in ESG involvement and investing and many of the Team members seem to have ESG engrained in their investing style. Aiyer is a leader in this regard, given her involvement and recognition in ESG related activities, but Heim and Compere are additional strong voices on ESG. Everything the Firm does has ESG considerations, which GMR finds age 119 of 168 as positive. The Team has been reasonably stable, particularly in recent years, and compensation should improve further with wider distribution of Firm ownership.

Investment Philosophy & Process

Philosophy

The Fund seeks to preserve and build capital through a diversified portfolio of what is believed to be high quality, sustainable, undervalued stocks. The Firm believes the markets typically mis-value the risks and opportunities presented by ESG factors both in terms of the timing and the magnitude of outcomes. By integrating ESG factors into every stage of its research and investment process, the Firm believes it will have an edge in capturing these mispriced opportunities. Furthermore, the Team believes their opportunity set is likely to persist over a long period as market participants can be slow to adapt and incorporate an ESG framework into their investment processes.

Process: Approach & Research

BC begins the equity selection process by creating a

Portfolio Constraints/Characteristics

Primary Prospectus Benchmark	MSCI EAFE Index
Number of Holdings	50 - 70
ndividual Security Weighting Maximum	5% at cost
Sector Weighting Maximum	50% - 200% of benchmark weight
Capitalization Range	Typically > \$2B
Country Weighting Maximum	No constraint
Regions Weighting Maximum	50% - 200% of benchmark weight
Emerging Markets Weighting Maximum	20%
ESG Analysis* Please see General Disclosure section for definitions.	Impact Leader

diversified monitor list consisting of stocks that they believe are high-quality. For the Fund, the Team constructs a monitor list of securities drawn from the MSCI EAFE Index and the MSCI Emerging Markets Index. They screen the universe to exclude companies that have consistently lost money, that have taken on unsustainable levels of debt, or that have experienced such volatile operating performance that BC would not be confident in projections about their future profitability. The Team further refines this list by judging the quality of the remaining companies. They exclude from the list companies whose business models they consider unsustainable and whose financial reporting and managerial accountability they consider untrustworthy. BC has also created proprietary databases and data sets reflecting the ESG characteristics of a broad set of global companies. This database is used in the preliminary screening of the investment universe. Based on the results of the preliminary screening process, the Team adds to the list a selection of mid-sized companies in areas with high ESG impact in order to restore sufficient diversification. This process produces a monitor list of several hundred high quality stocks.

BC's fundamental research focuses on identifying individual stocks from the monitor list that are trading at a discount to intrinsic value and have potential catalysts to recovery over the next 12-18 months. To manage risk, the Team quantifies reasonable downside based on historical analogs and on the intrinsic value that would be justified in alternative scenarios. BC analysts cover the global sectors in which they have developed specific expertise, generating stock ideas in those sectors from the international monitor lists and monitoring both their holdings and market dynamics. The analysts focus on understanding the longer-term value drivers for a company and its industry. To form their own understanding of a stock, BC speaks with management, competitors, outside experts, suppliers, and customers at industry conferences. They then form an outlook for each stock under investigation and model expected outcomes, forecasting normalized revenue and earnings growth across a business cycle. In addition to making their own sales, earnings, and cash flow projections, they assess the projections made by the street to better understand what expectations are built into the current stock price, and assess whether the company can exceed them.

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The Firm believes that it needs to continuously improve and adapt to the constantly changing market environment. Examples of improvements to their process include refining the quantitative definitions of quality as more data becomes available and deepening the research team and tools for valuation and risk control. Despite those improvements, the Firm's general investment principles have remained consistent over time.

ESG Analysis

The Firm is dedicated to socially responsible investing (SRI) and is a firm believer in the value of ESG factor analysis. There are dedicated analysts with the appropriate background and specialist knowledge, who identify the important issues facing companies. All investments need to meet a minimum ESG hurdle, and ESG analysis may also lead to the Team discovering new ideas and/or to the removal of existing ideas.

BC's ESG research process integrates information from different sources to form an understanding of corporate performance. The Team reviews company filings, trade journals, and industry reports to understand a company's products and activities, and place it in context with its peers. They also subscribe to specialized ESG data services (MSCI and EIRIS). BC communicates regularly with trade unions, nongovernmental organizations, activist groups, and government agencies about corporate behavior on the ground. They query corporate management through meetings, letter campaigns, emails, and phone calls about areas of particular concern. Drawing on this mosaic of sources, BC's ESG analysts distill conclusions about a company's overall profile across the full set of ESG issue areas. The Firm has created proprietary databases and data sets reflecting the ESG characteristics of a broad set of U.S. and international companies. They believe this puts them in a unique position to make global industry-relative ESG assessments. Any of the following can be triggers to trim or exit a position: 1) deterioration in a company's fundamentals; 2) changes in macroeconomic outlook and market valuations; 3) deterioration of a company's ESG practice; and 4) valuation beyond the analysts' targets.

In addition, the Firm uses engagement tools to effect changes that they believe will provide better ESG outcomes, including active shareowner engagement and proxy voting. At any given time, the Firm is typically involved in a number of ESG initiatives such as racial and gender equality, global health, and climate change.

In summary, ESG analysis is an integral part of the process and feeds into every single investment decision before and after a company is included in the portfolio. GMR views the Firm as an impact leader in ESG investing.

Process: Portfolio Construction

The portfolio construction team (PCT), comprised of Zalosh, Abichandani and Biemans, is collectively responsible for decisions around what is added, trimmed, or sold from the Fund. Aiyer (market generalist) and Heim (from the ESG perspective), provide input into the Fund's overall strategy. The PCT generally makes decisions by consensus; on the rare occasions where there might be disagreement, a two-thirds vote of the Team members would be sufficient to endorse a change concerning the Fund. Using the stocks that have been vetted and approved by both teams (both the financial analyst and one of the ESG research analysts will produce a profile on each company being considered for the portfolio), the PCT constructs a portfolio of 50-70 (typically 1%-3% positions) names. BC prefers to buy the strongest companies from an ESG perspective. They will not, however, invest in a company which has a weak investment outlook even though it may have a strong ESG profile. In industries where they are unable to find enough companies with both strong investment and ESG profiles, they will buy companies that are better than average from an ESG perspective if they believe they are financially attractive. In these instances, BC raises the social profile of their holdings by urging the management of portfolio companies to improve their policies and operations through active shareowner engagement, proxy voting, or other engagement strategies such as public benchmarking or improving industry standards.

Process: Risk Management

The Firm believes risk has to be managed holistically, with every part of the Firm participating in assessing and managing potential risks. The Firm's risk management committee meets regularly and includes the portfolio management team, Chief Compliance Officer, Director of Operations, and other members of the Team. Chief © 2020 Wells Fargo Investment Institute. All rights reserved. Page 5 of 8 Investment Officer (CIO), Matt Zalosh, is primarily responsible for managing portfolio-level risk. The Team works to manage portfolio risk at each level of the research, stock selection, and portfolio management process including a) focusing on high-quality companies, b) quantifying reasonable downside scenarios, and c) excluding companies that carry unquantifiable long-term tail risks through the application of the Firm's ESG criteria.

Analyst Assessment-Process

GMR views the process in a positive light. The Firm has maintained discipline in how they identify investment opportunities and have occasionally made marginal changes to improve it, such as using some risk models to better assess the Fund's risk allocation and to formalize the PCT to maintain nimbleness in decision-making as the Team has grown. ESG is clearly at the forefront of everything the Firm does, as it is very much part of the Firm's DNA. We have seen examples of their research (stock, sector, and ESG), and it seems extensive and of good quality. As the analyst team has grown, their breadth and depth of coverage has also improved. While ESG is important to the Team's process, they will not invest in a stock that has a weak rating from a financial investment opinion. While they will not invest in a stock that has a weak ESG rating (regardless of investment opinion), BC will invest in a stock with an average ESG rating if they believe the company is on the right track, or willing to engage to get on the right track, from an ESG perspective.

Analyst Assessment-Performance

The Fund has outperformed the Index over the trailing one-, three- and five-year periods through February 29, 2020. The Fund's performance was strong in 2019, 2018, and 2017 as its quality-growth style has been in favor over the last three calendar years. The Fund's performance was particularly strong in 2019, driven largely by strong stock selection in the Industrials and Financials sectors. The Fund's underweight in the Energy sector also contributed to relative performance, as the Energy sector was the worst-performing sector within the Index in 2019. As noted, the Fund's ESG focus will often result in an underweight position to the Energy sector. Overall, the Fund's performance has been in line with GMR's expectations. Although the Fund's quality-growth style has been in favor, GMR has been pleased with the Fund's relative outperformance as it has been driven largely by good stock selection. We remain confident in the Team and process and expect the Fund to outperform the Index over the long-term.

Mutual funds are sold by prospectus. Before investing, please consider the investment objectives, risks, charges and expenses of the fund carefully. The prospectus, and if available, the summary prospectus, contains this and other information and can be obtained by calling the fund company or your financial advisor. Read the prospectus, and if available, the summary prospectus, carefully before you invest.

Risk Factors

There is no guarantee the Fund will meet its investment objectives. All investing involves risk including the possible loss of principal.

Equity securities are subject to market risk which means their value may fluctuate in response to general economic and market conditions and the perception of individual issuers. Investments in equity securities are generally more volatile than other types of securities.

The prices of small and mid-cap company stocks are generally more volatile than large company stocks. They often involve higher risks because smaller companies may lack the management expertise, financial resources, product diversification and competitive strengths to endure adverse economic conditions.

Sustainable investing focuses on companies that demonstrate adherence to environmental, social and corporate governance principles, among other values. There is no assurance that social impact investing can be an effective strategy under all market conditions. Different investment styles tend to shift in and out of favor. In addition, a fund's social policy could cause it to forgo opportunities to gain exposure to certain industries, companies, sectors or regions of the economy which could cause it to underperform similar portfolios that do not have a social policy.

Investing in foreign securities presents certain risks not associated with domestic investments, such as currency fluctuation, political and economic instability, and different accounting standards. This may result in greater share price volatility. These risks are heightened in emerging markets.

GMR's benchmark selection is typically driven by a Fund's asset class assignment which helps GMR provide a consistent assessment across asset classes. Although GMR may measure the Fund's performance (net of fees) against its index selection, the Fund measures its own performance against the prospectus benchmark (Fund Index). For performance information relative to the Fund Index, please see the performance section in the prospectus.

Unless otherwise noted, fund information quoted in this report reflects information for the fund's oldest share class or generally all share classes of the fund. Share classes available in Wells Fargo advisory programs may have more recent inception dates than that shown in this report.

Definitions

MSCI EAFE Index is designed to represent the performance of large and mid-cap securities across 21 developed markets, including countries in Europe, Australasia and the Far East, excluding the U.S. and Canada.

MSCI Emerging Markets Index is a free float-adjusted market capitalization index that is designed to measure equity market performance of emerging markets.

An index is unmanaged and not available for direct investment.

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The information contained herein constitutes general information and is not directed to, designed for, or individually tailored to, any particular investor or potential investor. This report is not intended to be a client-specific suitability analysis or recommendation, an offer to participate in any investment, or a recommendation to buy, hold or sell securities. Do not use this report as the sole basis for investment decisions. Do not select an asset class or investment product based on performance alone. Consider all relevant information, including your existing portfolio, investment objectives, risk tolerance, liquidity needs and investment time horizon. The material contained herein has been prepared from sources and data we believe to be reliable but we make no guarantee to its accuracy or completeness.

GMR uses qualitative and quantitative methods to assess investment products to develop due diligence opinions. In general, due diligence opinions entail a thorough assessment of an investment product and the assignment of one of five assessment recommendations: Recommended, Watch, Supported, Sell or Sunset. © 2020 Wells Fargo Investment Institute. All rights reserved. Page 7 of 8 GMR may change an investment product's assessment recommendation from time to time. GMR due diligence assessments are generally described as: "Recommended", where assessment criteria indicate an investment product is in good standing and GMR has high conviction in it. "Recommended: Watch - Level I", where an event has occurred and is being evaluated. Pending the outcome of the evaluation, GMR maintains its recommendation for new purchases. "Recommended: Watch - Level II", where an event has occurred that may have the potential to impact longer term investment prospects and is being evaluated. Pending the outcome of the evaluation, GMR maintains its recommendation for new purchases. "Watch - Level III", where an event has occurred that has elevated concern regarding this product's longer term investment prospects. GMR recommends restricting new flows into the product until our evaluation is complete. "Supported" where a product is in good standing and is considered acceptable to own. "Sell" where assessment criteria indicate an investment product is recommended for exit in the near-term; and "Sunset" where assessment criteria indicate an investment product should be exited over an appropriate period of time as determined by the client's specific

*GMR uses qualitative and quantitative methods to assess investment products on their use of ESG (Environmental, Social, Governance) analysis. GMR is not implying that more ESG analysis is inherently better than less ESG analysis. After a full review of the investment product, the product is assigned to one of five categories: Immaterial or Not Applicable, Aware, Integrated, Key Driver, Impact Leader. GMR ESG Analysis categories are generally described as: "Immaterial or Not Applicable", where ESG Analysis is a negligible or nonexistent part of the investment process and decisions. "Aware", where E, S, and G factors are all considered independently to some degree but the factors are just a part of the larger investment discussion. There is likely not a dedicated ESG individual or team. "Integrated", where E, S, and G factors are all fully integrated and applied throughout the investment process. There is likely a formal ESG assessment process that is applied to all securities before addition to the portfolio and on-going ESG monitoring is executed. There is likely a dedicated ESG individual or team and they have a strong relationship with the main investment team. "Key Driver", where all the aforementioned qualifications apply and what is more, the results and findings of the ESG analysis are a key driver of idea generation and investment decisions; and "Impact Leader", where all the aforementioned qualifications apply and the investment product, in partnership with their parent firm, works with companies to improve their ESG profiles and build toward increased company and global sustainability. ESG categories are provided for informational purposes only. ESG analysis is not considered in GMR investment assessment recommendations.

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WILLIAM & MARY

BOARD OF VISITORS
INVESTMENTS SUBCOMMITTEE
DRAFT MINUTES
AUGUST 26, 2021
BOARD ROOM – BLOW MEMORIAL HALL

COMMITTEE MEMBERS PRESENT

Mr. James A. Hixon, Chair Ms. Anne Leigh Kerr, Vice Chair Mr. John P. Rathbone

OTHERS PRESENT

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Melanie T. O'Dell, Assistant Vice President of Financial Operations/University Controller

Mr. Joseph W. Montgomery, The Optimal Service Group

Mr. R. Bryce Lee, The Optimal Service Group

Ms. Karen H. Logan, The Optimal Service Group

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

CALL TO ORDER

Mr. James A. Hixon, Chair, called the Investments Subcommittee Committee meeting to order at 11:00 a.m.

INVESTMENT PORTFOLIO EVALUTION OVERVIEW

Mr. R. Bryce Lee from the Optimal Group provided an overview of the Board of Visitors Investment Portfolio. The portfolio had net growth of \$17.4 million for fiscal year 2021 and ended the year with a market value of \$101.1 million. Mr. Lee reviewed the current asset allocation of the portfolio and recommended the addition of 2 new alternative investment managers. The recommendation was to invest \$500,000 each with the Millennium Fund and Strategic Partners IX Fund.

ACTION MATERIAL

In accordance with the terms and information provided by the Optimal Services Group, Mr. Hixon moved that the Investments Subcommittee invest \$500,000 in the Millennium Fund and \$500,000 in the Strategic Partners IX Fund. The motion was seconded by Ms. Anne Leigh Kerr and passed unanimously by voice vote.

ADJOUNMENT

There being no further business, Mr. Hixon adjourned the meeting at 11:55 a.m.

MEETING OF THE WILLIAM & MARY BOARD OF VISITORS

WILLIAM & MARY

BOARD OF VISITORS

APRIL 22, 2022

9:00 A.M. - 12:00 P.M.

ALAN B. MILLER HALL - BRINKLEY COMMONS

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

I. Call to Order John E. Littel

- II. Approval of Minutes
 - A. February 9-12, 2022
- III. Introductory Remarks

Mr. Littel Debbie L. Sydow Katherine A. Rowe

- IV. Reports of Standing Committee Chairs
 - A. Richard Bland College Committee

Victor K. Branch

- a. **Resolution 1**: Appointment to Fill Vacancy in the
 - Instructional Faculty
- b. **Resolution 2**: Approval of Academic Promotions
- c. **Resolution 3**: Retirement of Becky Toombs,
 - Financial Service Specialist
- d. **Resolution 4**: Honorary Degree Nakeina Douglas-Glenn
- e. **Resolution 5**: Adoption of Projects Under the Public-Private
 - Facilities and Infrastructure Act of 2022 (PPEA)
- B. Committee on Audit, Risk and Compliance

Charles E. Poston

C. Committee on Academic Affairs

S. Douglas Bunch

- a. **Resolution 6**: Appointment to Fill Vacancies in the
 - Instructional Faculty
- b. **Resolution 7**: Designated Professorships
- c. Resolution 8: Faculty Promotions
- d. Resolution 9: Faculty Leaves of Absence
- e. Resolution 10: Modify the Bylaws of the Faculty of Arts & Sciences

Retirement of:

f. Resolution 11: Brent Allred, School of Business

g. Resolution 12: Aaron Paul Blossom, School of Business
a. Resolution 13: Johnston M. Brendel, School of Education
b. Resolution 14: Herrington J. Bryce, School of Business
c. Resolution 15: Judith B. Harris, School of Education
d. Resolution 16: John M. Hoenig, School of Marine Science
e. Resolution 17: Rex. M. Holmlin, School of Business

		1.	Resolution 16.	raul Marcus, William & Mary Law Scho	OI .
		g.	Resolution 19:	Carol L. Tieso, School of Education	
		h.	Resolution 20:	Robert E. Williams, School of Business	
D. Committee on Administration, Buildings and Grounds					William H. Payne II
		a.	Resolution 21:	Endorse Housing & Dining Comprehensive Facilities Plan	
		b.	Resolution 22:	Adopt PPEA Guidelines	
		C.	Resolution 23:	Delegation of Authority for Minor Capital Projects	
		d.	Resolution 24:	Authorizing VIMS' Acquisition of	
		u.	110001411011 24.	3 Riverview Ave.	
		e.	Resolution 25:	Revised Employment Policy for Executive	201
		6.	Nesolution 25.	Revised Employment Folicy for Executi	VG3
	E.	Comm	ittee on Financial A	ffairs and Investments Subcommittee	James A. Hixon
		a.	Resolution 26:	Amendment to the Investment and Spending Policy for Endowment	
				,	
V.	Genera	al Repor	rts		
		•			
	A.	Studer	nt Representative –	enclosure C	Meghana Boojala
	B.	Faculty	y Representative –	enclosure D	Thomas J. Ward
	C.	Staff L	iaison – <i>enclosure</i>	E	Shannon H. White
VI.	Old Bu	siness			Mr. Littel
VII.	Now D	usiness			Mr. Littal
VII.	ivew D	usiness			Mr. Littel
	Δ	Report	of the Nominations	s Committee	Mr. Payne
		-		- Lawrence B. Pulley	Wii. i dylic
	D.	Commi	chang Resolution	Lawrence D. I uliey	
VIII.	Closed	Session	n (if necessary)		Mr. Littel
v 111.	II. Closed Session (if necessary) Mr. Littel				
IX.	Adjouri	nment			
., .,	,				

f. Resolution 18: Paul Marcus, William & Mary Law School



BOARD OF VISITORS MEETING
DRAFT 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 Ms. Cynthia E. Hudson Mr. William H. Payne II, Vice Rector Hon. Charles E. Poston Ms. Barbara L. Johnson, Secretary Mr. John P. Rathbone Hon. Mari Carmen Aponte Ms. Lisa E. Rodav Mr. Victor K. Branch Mr. J.E. Lincoln Saunders Mr. S. Douglas Bunch Dr. Karen Kennedy Schultz Ms. Sue H. Gerdelman Ms. Ardine Williams Mr. James A. Hixon 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. John P. Rathbone Mr. Victor K. Branch Ms. Lisa E. Roday

Mr. S. Douglas Bunch
Ms. Sue H. Gerdelman
Dr. Karen Kennedy Schultz
Mr. James A. Hixon
Ms. Ardine Williams
Ms. Cynthia E. Hudson
Mr. Brian P. Woolfolk

Ms. Barbara L. Johnson

Hon. John E. Littel, Rector Mr. Meghana Boojala, Student Representative Mr. William H. Payne II Dr. Thomas J. Ward, Faculty Representative

Hon. Charles E. Poston 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 21st 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. John P. Rathbone Mr. William H. Payne II, Vice Rector Ms. Lisa E. Roday

Ms. Barbara L. Johnson, Secretary

Hon. Mari Carmen Aponte

Mr. J.E. Lincoln Saunders

Dr. Karen Kennedy Schultz

Mr. Victor K. Branch

Ms. Ardine Williams

Mr. S. Douglas Bunch
Mr. Brian P. Woolfolk
Ms. Sue H. Gerdelman

Mr. James A. Hixon Mr. Meghana Boojala, Student Representative Ms. Cynthia E. Hudson Dr. Thomas J. Ward, Faculty Representative

Ms. Anne Leigh Kerr

Dr. Shannon H. White, Staff Liaison
Hon. Charles E. Poston

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. Broaddus, 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 329th 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 committees¹.

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

¹ 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. Gerdelman, 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. John P. Rathbone Mr. S. Douglas Bunch Ms. Lisa E. Roday

Ms. Sue H. Gerdelman

Ms. Barbara L. Johnson

Dr. Karen Kennedy Schultz

Ms. Ardine Williams

Mr. William H. Payne II

BOARD MEMBERS ABSENT SATURDAY FOR SADLER CENTER EXPANSION TOUR:

Mr. Victor K. Branch Mr. J.E. Lincoln Saunders Mr. James A. Hixon Mr. Brian P. Woolfolk

Ms. Cynthia E. Hudson

Dr. Thomas J. Ward, Faculty Representative

Ms. Anne Leigh Kerr

Ms. Meghana Boojala, Student Representative

Mr. John E. Littel, Rector Dr. Shannon H. White, Staff Liaison

Hon. Charles E. Poston

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.



CHARTERED 1693

VISION 2026

TOOLKIT

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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.

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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.



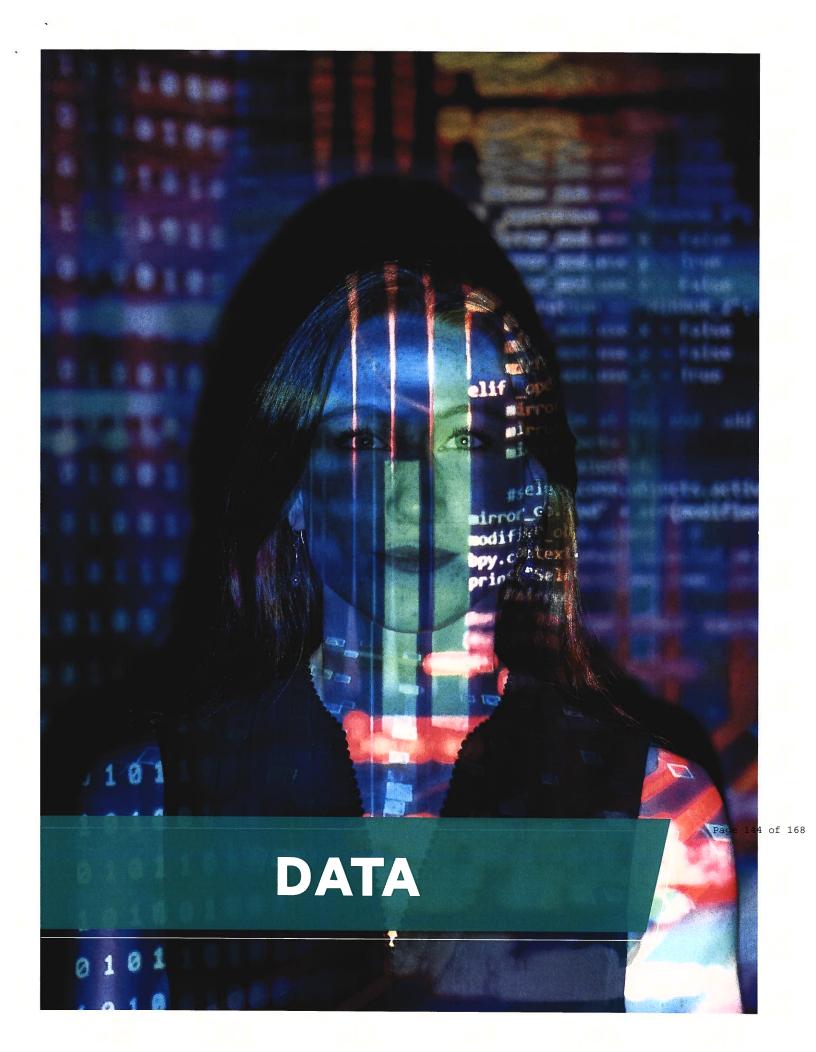
- · Evolve to Excel, in which the university will:
 - » Embrace change to achieve our full potential in environmental and financial sustainability; in diversity, equity and inclusion; and in operational excellence.

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:

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Data | Water | Democracy | Careers



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.

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- 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 ...

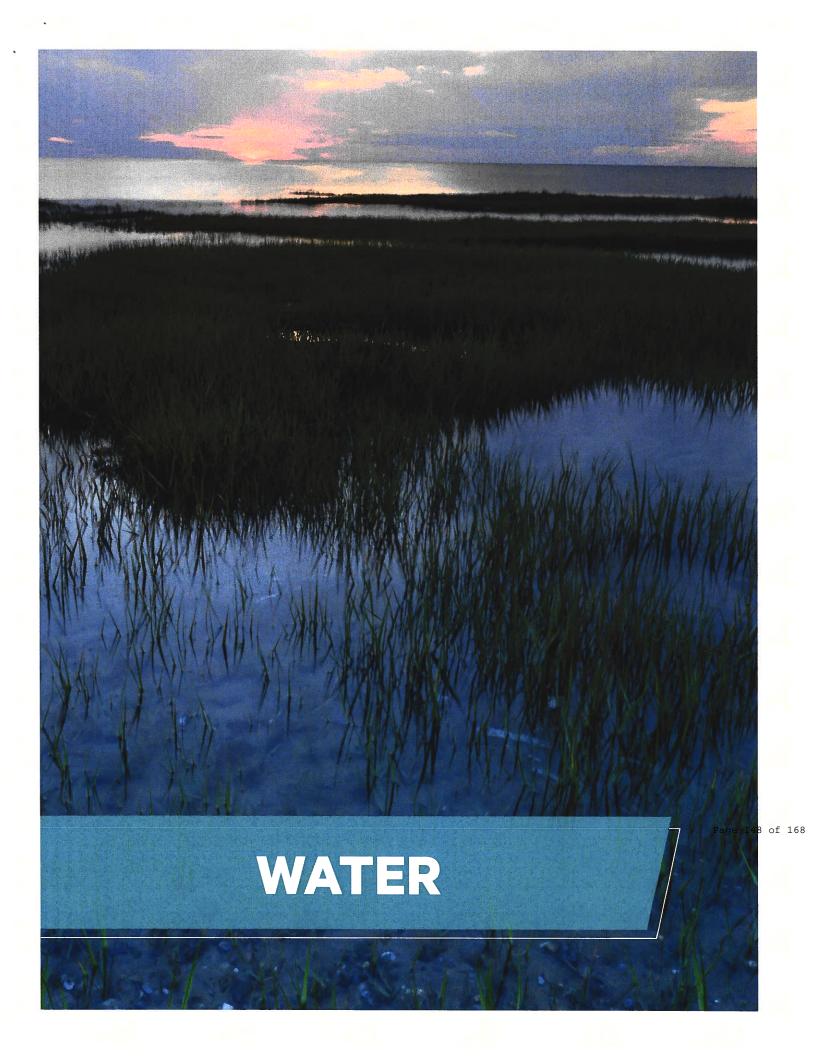
- · Prepare our students to lead in a data-rich world.
- Become a thought leader at the intersection of computational and data sciences and the multitude of disciplines that study human societies, culture and experiences, including the humanities, social sciences, arts, education, law and business.
- 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



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.

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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.

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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

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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 ...

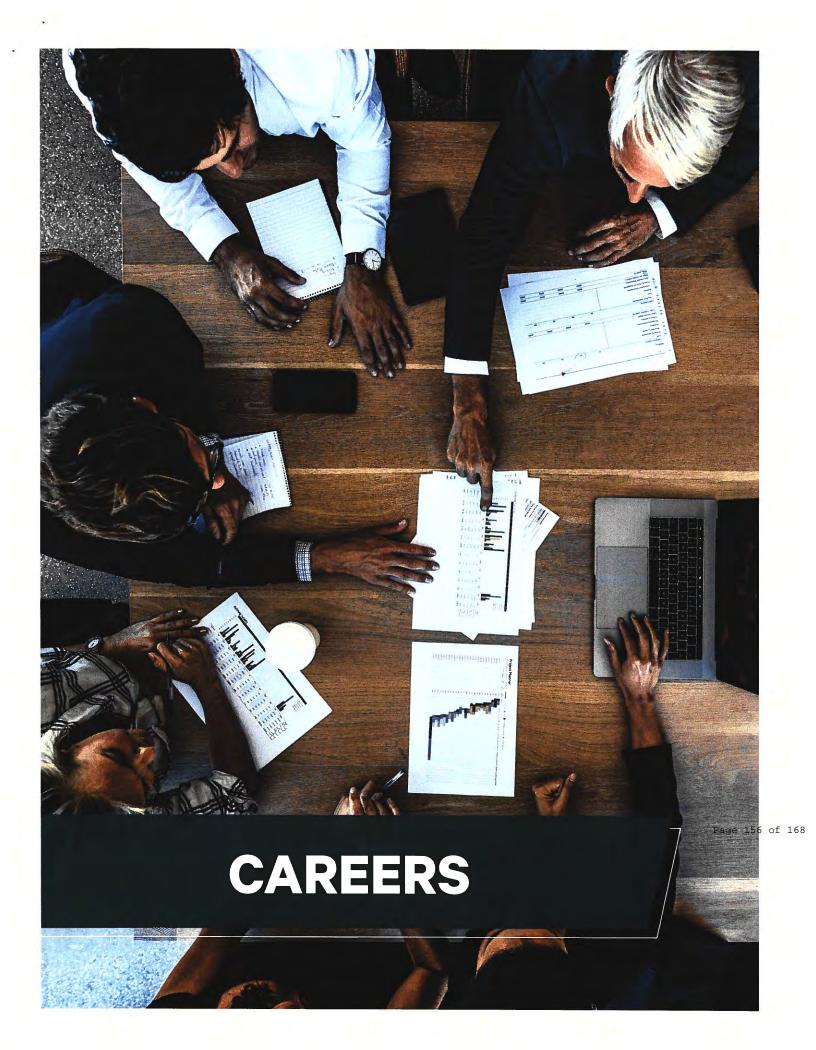
- Elevate W&M's voice in local, national and global conversations to uphold the democratic ideals and institutions in the 21st century.
- Generate and disseminate research that fosters reconciliation, produce inclusive histories, and models ways to engage local communities in this endeavor.
- Strengthen 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 Colonialera 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



"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.
 - " Women account for one of an paid internships and ook 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.

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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.

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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 for more information about Vision 2026.

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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

February 9-12, 2022

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

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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

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REPORT OF THE W&M STUDENT REPRESENTATIVE APRIL 2022

MEGHANA BOOJALA W&M BOARD OF VISITORS, STUDENT REPRESENTATIVE

Student Activities Fee Allocation Reform & Diversity Training Modules

Student Assembly has finalized its three-year long reform of our budgetary allocation of the Student Activities Fee. Our new process officially started in April, and we are currently engaging with student organizations to educate and prepare them for the next academic year. Our new system takes student organizations from an annual budgeting process to a quarterly request one — we hope that this process increases efficiency, flexibility, and accessibility for students on campus. Moreover, we are emphasizing data-based decision making to ensure that our supply of money meets growing demands on campus. Historically, student organizations had access to 13-14% of the Student Activities Fee through an annual request process — with the new reforms, the amount available to student organizations has already increased to 20% of the total Student Activities Fee money. The rest of the money is allocated to media organizations, AMP, Steer Clear, Student Assembly, Graduate Council, and operations.

Classroom Environments Post-Pandemic

Students organized an Academic Stress Town Hall through a partnership with Faculty Assembly — the multifaceted discussion included students, faculty members, administrators, and the Provost. This forum was the latest in our ongoing town hall series and paved new pathways for students to engage with professors. Some key observations from both faculty and students:

- The effect of pandemic isolation on students is clearly observable in classroom settings: faculty and students see increased rates of burnout, stress, less classroom participation, and rusty interpersonal skills within students.
- Remote learning is advantageous for students to re-watch lectures, take detailed notes, and increases leniency for students who were unable to attend class. On the other hand, professors sometimes see a notable decrease in attendance when they record lectures.
- Students have expressed that professors stating that they emphasize mental health creates a healthier learning environment within the classroom and faculty members have shared that they are working on potentially including a statement on mental health in syllabi.
- Faculty and students were both amicable to the idea of flexible deadlines in syllabi.

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• Graduate students shared that they have lost intellectual connectivity with faculty during the remote learning period of the faculty, and oftentimes, absorbed additional teaching stress through their roles as Teaching Assistants.

Additional Student Context Regarding Future Dining & Housing Investments

Students are aware that William & Mary is considering investing in a large scale dining and housing plan over the next few years. We understand this is a complicated issue to tackle, and we are looking forward to investments in this area. Students have been suffering with suboptimal living conditions for many years. To begin with, there are large disparities in the quality of housing across on-campus dorms. Students living in older dorms are accustomed to mold, pest infestations, and deteriorating internal infrastructure. This issue is further exacerbated within the broader Williamsburg housing market. The off-campus rental market is known for manipulating students into subpar living conditions. Due to strong demand, landlords in the area face little incentive to maintain rental properties. Mold, pest infestations, and broken infrastructure is the norm for off-campus students, as well. Additionally, there is little price transparency for students signing rental contracts.

The Peninsula Health District of the Virginia Department of Health recently found several violations in William & Mary dining halls. However, these violations are occurring within a nationwide trend of staffing shortages. Students can face health risks from consuming dining hall food if this broader issue is not addressed. For several years, students have been elevating dining concerns to the Student Assembly — we have heard many complaints regarding contaminated food and undercooked meat. Student happiness, mental health, and physical health is directly linked to the quality of housing and dining. We request that the administration continues to improve housing and dining services on campus and that the Board supports such initiatives.

Key Events for the Spring 2022 Semester

- The Fifth Annual Sankofa Gala doubled their usual attendance rate and was a resounding success amongst students.
- The Asian Centennial Ball is set to take place on April 22nd and is meant to celebrate all Asian students and organizations on campus. It is open to the campus.

Ending Note

I would like to thank Rector Littel and the Board for welcoming me as the student representative this past year. John Cho and Jasmin Martinez have been elected as the new Student Body President and Vice President — they are incredibly thoughtful and passionate people. As I end my term, I hope that the Board will continue to take the student perspective into account while making important decisions. Tangible outcomes, such as divestment, are clear ways to show the William & Mary community that the Board cares about student values. I am grateful that your leadership helped us navigate the pandemic at its peak, and I look forward to seeing William & Mary flourish in the future.

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REPORT OF THE W&M FACULTY REPRESENTATIVE FEBRUARY 2022

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

"There is something infinitely healing in the repeated refrains of nature—the assurance that dawn comes after night, and spring after winter." — Rachel Carson

All of us are hoping that the renewal of spring will bring on a regeneration from these several years of pandemic. We are encouraged that the world is headed to the post-pandemic phase where COVID is more like the flu and less like the global threat that it has been. Faculty would like to take what we learned from pandemic adaptations and apply those lessons to a renewed way of delivering instruction. This is greatly anticipated over worrying about the next virial threat and how it will turn the semester sideways.

Just like the emergence of vegetation in the spring, there are signs that the typical cyclical renewals of academic life are pushing through. The university is reengaged in the planning processes with many units considering how their activities align to Vision 2026. The presentation of that vision could be seen as an early sign of the university's next rebirth. The Vison provides a basis for looking forward that can serve as a nudge to leave reactive action behind. All parts of the university are being encouraged to extend focus at least to a near future as 2026 is not so far away as to not be imaginable.

The challenge before us is to break from the reactive and isolated positions that have been part of the COVID cycle. As I wrote last time, there is a real threat of disengagement if we cannot provide the environment that draws individuals back toward the work of the university. During the pandemic, the pendulum of emphasis moved toward the individual. Many were physically isolated away from the typical interactions with colleagues and students. Moves to electronic formats certainly helped to allow the continuation of business but they did not help people to feel connected to each other or the university.

The reduction of COVID restrictions has encouraged engagement. The first week of classes when masks were not required was met with optimism that conditions were getting even better. Although many continued to wear masks, not fully trusting that it was safe to go without, the talk was of being able to interact without barriers. This optimistic hesitancy is to be expected after the years of safety concerns. Similarly, returning to typical academic tasks is not without hesitancy. As people return to working in their offices, the normal interactions of hallway conversations and in-person meetings are becoming more likely. Planning around Vision 2026 is an opportunity to extend that at the university level. It will be important to create occasions for discussion and feedback where members of the community can feel engaged.

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The BOV has a role in encouraging the engagement of the community. First, by providing for financial security of the institution, there will be an ability to consider future endeavors that do not threaten existing, well managed programming opening the look ahead to 2026. Second, by using oversight at the highest levels, chosen directions can be affirmed and supported. Third, by utilizing channels of communication directly with the student, staff and faculty representatives, a sense of consideration and worth can be enhanced. Providing a more direct access by initiating connections is one way for insights to travel between these groups.

The time may be here to turn toward post-pandemic operation. It may be the spring of a new vision. Working hard for full engagement will be a requirement for that vision to be achieved.

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Report of the W&M Staff Liaison representing the Professional and Professional Faculty Assembly (PPFA) and Staff Assembly (SA) April 2022 Shannon H. White, PhD

Spring is always a busy time for staff, professionals and professional faculty and often a time of transition. It is a time where there are preparations for many of our students to finish their courses, research, and academic life at William & Mary and shift their eyes to life beyond graduation. It is also a time for new preparations to be underway for the next classes of graduate and undergraduate students to join the William & Mary community in the next Academic year. Those students in between admittance and graduation are wrapping up this year, and have been thinking and planning around the summer work, studying abroad, internships, research opportunities that they are engaged in. And underlying all of these things are the individuals and departments that make all of the day to day life of our students and faculty occur. This is a time that our constituents are not always as vocal because they are more than busy, they are doing more than usual (if you can imagine more than what we are already doing day-to-day).

Reflecting back over our year and thinking forward the word "recalibration" has been most at the forefront. This year, we had a large number of our employees return to rejoin those employees who never left the campus in their roles of support. There were personal recalibrations of comfort in the workplace post-pandemic. The university has recalibrated its vaccination and masking policy this year multiple times based on our COVID 19 and vaccination information. The return to a "new normal" and the impact of the "Great Resignation" throughout the US, has required recalibration of the ways we have had to do work, learn to say no, and (re)evaluate how we do the business of the university, whether that has to do with courses offerings, residential life move-in, systems of purchasing, how we engage alumni, how and what we ask donor's for, what the priorities have become for each and every job on this campus. We are all recalibrating and beginning to now think forward with a bit more hope. Hope for new ways of doing things and not falling back on "tradition" as the reason for choosing to do something, hope for different ways of doing things (we learned many people can be very productive working remotely and that HR doesn't have to sign off on those decisions that can be made at a Cabinet level); Hope that we will have new colleague join us and for swift HR hiring practices so as not to lose the good applicants in the pool.

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The Assemblies have been recalibrating too. While our voices have been an integral part of the work of the university, we have found our reach is expanded and includes a better relationship with and access to Senior Leadership than in years previous. We have found increased participation in our meetings, due to the offering of the Zoom option. We are now discussing hybrid meetings, to take advantage of what we gain being face-to-face in a room and taking into account that we have many employees that would have to travel to main campus to meet. We have found more interest in what Assemblies have to share and offer. And expansion of what is shared with us, as leaders, to put forward and share with administration on behalf of our constituents.

We found an increasingly difficult election period where recruitment to voluntary leadership positions to very difficult. Many of our best employees are overstretched and feel they "can't take on one more thing." In the same sentence we are also hearing how valuable it has been to know that our leadership of Staff Assembly and the Professional and Professional Faculty Assembly is at the table and in meetings with Senior Leadership, Cabinet+, Supervisors and Managers. We know that our voices have been heard by Senior Leadership around issues that matter to our constituents, such as a policy statement around bereavement and the need to find a way for administrative leave that is granted for a holiday such as the Thanksgiving week to find a best fit for the majority of our folks, knowing that some, like our Campus Police and some in Facilities, are essential every hour of every day to the functioning of the university.

We find ourselves, as Assembly leaders, talking more among and between our Assemblies on the issues that matter to the employees (staff, faculty, professionals and professional faculty). We are stronger because we have started to recalibrate how we communicate with one another, and how we all are interdependent. We touch base about the mental health of our constituents, issues of concern, and times of celebration of successes. We are stronger through our meetings with leadership and having a seat at the table in meetings like the Board of Visitors. We hope to see the continued recalibration of the things that matter, and take what we have learned during life in a pandemic and explore new ideas and ways of work and ways of building and maintaining a community that represents the best of William & Mary's values.

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.

	Committee convene in Closed Session for the cussing, as provided for in I1.A.,
Code Section	<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 actual or probable litigation
2.2-3711.A.8.	Consultation with legal counsel employed by a public body regarding specific legal matters requiring legal advice by such counsel
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.