



# WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS MEETING  
DRAFT MINUTES  
APRIL 19-21, 2023  
WILLIAM & MARY  
ALAN B. MILLER HALL

The William & Mary Board of Visitors (“the Board”) met Wednesday, April 19, through Friday, April 21, 2023.

On Wednesday, April 19, the Executive Committee met from 3:34 – 4:27 p.m. in room 2018B of Alan B. Miller Hall (“Miller Hall”). Later that evening the Board gathered for dinner at the private residence of Dr. Karen Kennedy Schultz from 6:45 – 9:00 p.m. A conversation ensued regarding human resources and financial issues. The rest of the dinner was social, and no other business was discussed.

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

Hon. Charles E. Poston, Rector	Ms. Anne Leigh Kerr
Ms. Barbara L. Johnson, Vice Rector	Hon. John E. Littel
Ms. Ardine Williams, Secretary	Mr. C. Michael Petters
Mr. Kendrick F. Ashton, Jr.	Mr. John P. Rathbone
Mr. S. Douglas Bunch	Ms. Laura Keehner Rigas
Ms. AnnaMaria DeSalva	Mr. J.E. Lincoln Saunders
Mr. James A. Hixon	Dr. Karen Kennedy Schultz
Ms. Cynthia E. Hudson	Mr. Brian P. Woolfolk
Mr. Stephen J. Huebner	

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

**THURSDAY, FEBRUARY 9**

On Thursday, April 20, the Committee on Audit, Risk and Compliance met from 8:01 – 9:34 a.m. in Brinkley Commons, followed by concurrent meetings of the Committee on Administration, Buildings and Grounds and the Committee on the Student Experience from 9:35 – 9:50 a.m. The Richard Bland College (RBC) Committee met from 10:00 – 11:38 a.m.

At 12:15 p.m. members of the Board arrived at Swem Library where they had lunch, received a presentation about Libraries of the 21<sup>st</sup> century, and took a tour of Special Collections and instructional spaces.

**BOARD MEMBERS PRESENT FOR THURSDAY SWEM LUNCH AND TOUR:**

Hon. Charles E. Poston, Rector	Ms. AnnaMaria DeSalva
Ms. Barbara L. Johnson, Vice Rector	Mr. James A. Hixon
Ms. Ardine Williams, Secretary	Mr. Stephen J. Huebner
Mr. Kendrick F. Ashton, Jr.	Ms. Anne Leigh Kerr
Mr. S. Douglas Bunch	Hon. John E. Littel

Mr. C. Michael Petters  
Mr. John P. Rathbone  
Ms. Laura Keehner Rigas

Dr. Karen Kennedy Schultz  
Mr. Brian P. Woolfolk

**BOARD MEMBERS ABSENT FOR THURSDAY SWEM LUNCH AND TOUR:**

Ms. Cynthia E. Hudson

Mr. J.E. Lincoln Saunders

**OTHERS PRESENT FOR THURSDAY SWEM LUNCH AND TOUR:**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Ms. Carrie Cooper, Dean of University Libraries  
Dr. Ann Marie Stock, Presidential Liaison for Strategic Cultural Partnerships  
Ms. Tami C. Back, Director of Communications and Strategic Planning, Swem Library  
Ms. Laura C. Morales, Associate Dean for Collections and Content Services, Swem Library  
Mr. Gerald Paul Gaidmore II, Director of Special Collections, Swem Library  
Ms. Candice Benjes-Small, Head of Research, Swem Library  
Mr. John Hunter, Director of Development, Swem Library  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

The Committee on Academic Affairs met from 2:00 – 3:18 p.m. in Brinkley Commons, followed by a meeting of the Committee on Institutional Advancement from 3:30 – 4:33 p.m. At 5:00 p.m. multiple members of the Board attended the Endowed Professorship Reception in Hunter Hall of the Alumni House. Mr. Poston made brief remarks welcoming guests, thanking donors, and introduced Dr. Peggy Agouris, Provost.

**FRIDAY, APRIL 21**

On Friday morning, April 21, the Committee on Financial Affairs met from 9:00 – 10:27 a.m. in Brinkley Commons of Miller Hall.

At 10:47 a.m. Mr. Charles E. Poston, Rector, convened the full Board.

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

Hon. Charles E. Poston, Rector  
Ms. Barbara L. Johnson, Vice Rector  
Ms. Ardine Williams, Secretary  
Mr. Kendrick F. Ashton, Jr.  
Mr. S. Douglas Bunch  
Ms. AnnaMaria DeSalva  
Mr. James A. Hixon  
Ms. Cynthia E. Hudson  
Mr. Stephen J. Huebner  
Ms. Anne Leigh Kerr  
Hon. John E. Littel  
Mr. C. Michael Petters

Mr. John P. Rathbone  
Ms. Laura Keehner Rigas  
Mr. J.E. Lincoln Saunders  
Dr. Karen Kennedy Schultz  
Mr. Brian P. Woolfolk  
  
Mr. John I. Cho, Student Representative  
Dr. David S. Armstrong, Faculty Representative

**BOARD MEMBERS ABSENT FOR THE FULL BOARD MEETING:**

Mr. Marc D. Kelly, Staff Liaison

**OTHERS PRESENT FOR THE FULL BOARD MEETING:**

Dr. Katherine A. Rowe, President

Dr. Debbie L. Sydow, RBC President

Dr. Peggy Agouris, Provost

Ms. Jackie Ferree, Interim Chief Operating Officer

Ms. Carrie Nee, University Counsel

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

Dr. W. Fanchon Glover, Chief Diversity Officer

Dr. Jeremy P. Martin, Vice President for Strategy and Innovation

Dr. Matthew Lambert, Vice President for University Advancement

Mr. Brian W. Whitson, Chief Communications Officer

Mr. Kent Erdahl, Director for Internal Audit

Ms. Teresa G. Belback<sup>1</sup>, Director of Environmental Health & Safety

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

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

Mr. Andrew K. Cowen, President's Office Intern

Members of the President's Cabinet

W&M Staff and Faculty

Mr. Poston welcomed all present to the Board meeting and spoke about financial action items before the Board. He noted that in addition to the robust conversation during the Committee on Financial Affairs, there have been lengthy discussions over the past few months among the Board and the administration regarding the finances of the university.

Mr. Poston called on Dr. Debbie L. Sydow, RBC President to make opening remarks. President Sydow highlighted the priorities for RBC in FY24 as it moves forward to meet the goals of the 2025 strategic plan. Priorities for FY 24 include: expanding and diversifying the RBC portfolio of academic programs, support services for students, and learning outcomes for students; expand dual-enrollment (including submitting an application for a lab school); continue to bolster financial sustainability; and continue to work for an independent governance structure.

Mr. Poston called on Dr. Katherine A. Rowe, William & Mary President to make opening remarks. President Rowe thanked the members of the Board, leadership, faculty and staff for their participation in considering the difficult question of tuition. She spoke about the effect of tuition increases. President Rowe said that in order for William & Mary to continue to perform in mission critical areas and maintain operational excellence she asked the Board to end a five-year undergraduate tuition freeze. She said that during a time of inflation and the significant cost of unfunded mandates, the administration has worked to balance the delivery of the educational mission of William & Mary, while creating predictability for student and their families. President Rowe said the university is committed to the lowest tuition increase that allows the university's mission to be fulfilled and ensures excellence. She said the university is constantly in its pursuit of cost reduction

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<sup>1</sup> Ms. Belback attended on behalf of Mr. Marc D. Kelly

and efficiency measures and will continue to seek innovative financial solutions. She highlighted measures taken during the five-year tuition freeze to avoid passing costs along to students but noted that given inflation and mandates it is no longer financially sustainable to maintain the freeze and deliver on the mission of the university and ensure excellence as a Public Ivy.

President Rowe said that to assist students and families, she is asking the Board to work with members of the administration to develop a policy to make future tuition decisions more predictable. She said the administration will present a plan to the Board this fall that will provide predictability and focus on affordability for middle-income families.

President Rowe said William & Mary is increasingly focused on outcomes to understand how well prepared its graduates are for the workforce. She said that within the last two weeks the *Wall Street Journal* reported that William & Mary is fifth among public universities for salaries in the finance sector and ninth for management consulting.

President Rowe said the university completed an economic impact report with Lightcast to understand how William & Mary operations and people contribute to the Commonwealth's economic health. The study concluded that William & Mary generates \$1.1B annually in added income to Virginia's economy.

President Rowe noted accomplishments from the 2022-23 academic year including the opening of the Sadler Center Expansion. She added that William & Mary hosted the Governor's Summit on Mental Health in March for K-12 and higher ed leaders in the Sadler Center. President Rowe commended the Class of 2023 for their innovation in ushering in new traditions.

President Rowe highlighted initiatives connected with Vision 2026. She said that the Computer and Data Applied Science (CDS) Steering Committee convened by Dr. Peggy Agouris, Provost, is preparing a report. The Bray School move and the Brafferton 300<sup>th</sup> Anniversary showcases William & Mary's research prowess. President Rowe said there have been two recent \$1M commitments for internships and student research. Virginia Institute for Marine Science (VIMS) is leading a university-wide coastal resiliency initiative, and just received an \$8M NOAA grant to lead a nationwide program focused on protecting U.S. coastal waters from derelict fishing gear.

President Rowe called on Dr. D. Derek Aday, Dean and Director of VIMS, who said the \$8M NOAA grant is the largest in VIMS history. He added that VIMS also just received a \$2.5M grant for an ecosystem restoration project in the Northern Eastern Shore, and VIMS endowed professor and recent Presidential Early Career award winner Matt Kerwin was on PBS talking about ghost forests.

President Rowe announced that at the time of the meeting 11,110 donors participated in One Tribe One Day on April 18 raising over \$3M.

Lastly, President Rowe said FY24 will be the year of the arts. This will kickoff early with Commencement speaker Patton Oswalt and also include the dedication of the new Arts Quarter during homecoming.

Recognizing a quorum was present. Mr. Poston made a motion to approve the minutes of the February 8-10, 2023 meeting with one grammatical error. The motion was seconded by Mr. Kendrick F. Ashton, Jr. and approved by voice vote.

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

Mr. John P. Rathbone reported for the **RBC Committee** and briefly reviewed the agenda and provided an update on the legislation before the General Assembly requesting an independent governance structure for RBC. On behalf of the Committee, Mr. Rathbone moved adoption of **Resolution 4**, RBC FY24 Operating Budget; **Resolution 6**, Manufacturing Technician Certificate; **Resolution 7**, Advanced Manufacturing Engineering Technology Degree; **Resolution 8**, Academic Promotions; **Resolution 9**, Fill Vacancy in Professional Faculty; **Recognition 10**, Recognition of the Women's Basketball Team; and **Resolution 11**, Conferral of Honorary Degree to Thomas L. Walker. **Resolutions 4 and 6-11** were approved as a block by voice vote.

Mr. Rathbone moved adoption of **Resolution 5**, RBC FY24 Tuition and Fees<sup>2</sup>, and which time Mr. Poston called for a roll call vote which was conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors. **Resolution 5** was approved by roll call vote – 16-0 – conducted by Mr. Fox. Ms. Cynthia E. Hudson was not present at the meeting.

Mr. Rathbone reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda. He noted the APA Report will be provided to the Board in May. There were no action items.

Ms. Williams reported for the **Committee on Administration, Buildings and Grounds** and briefly reviewed the agenda. On behalf of the Committee, Ms. Williams moved adoption **Resolution 1**, Demolition of Oyster Hatchery; **Resolution 2**, VIMS 2024-30 Six-Year Capital Plan; and **Resolution 3**, W&M 2024-30 Six-Year Capital Plan. **Resolutions 1-3** were approved as a block by voice vote.

Mr. Kendrick F. Ashton, Jr. reported for the **Committee on the Student Experience** and briefly reviewed the agenda. There were no action items.

Ms. Barbara L. Johnson reported for the **Committee on Academic Affairs** and briefly reviewed the agenda. On behalf of the Committee, Ms. Johnson moved adoption of **Resolution HC-1 (appended)**, Executive Appointment; **Resolution 12**, Fill Vacancies in the Instructional Faculty; **Resolution 13**, Award of Academic Tenure; **Resolution 14**, Faculty Promotions; **Resolution 15**, Designated Professorships; **Resolution 16**, Leaves of Absence; **Resolution 17**, Retirement of Brain W. Blouet, School of Education; and **Resolution 18**, Retirement of Ronald R. Sims, Raymond A. Mason School of Business. **Resolutions 12-18 and HC-1** were approved as a block by voice vote.

Mr. S. Douglas Bunch reported for the **Committee on Institutional Advancement** and briefly reviewed the agenda. There were no action items.

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<sup>2</sup> The Board of Visitors hosted a Public Hearing on Tuition and Mandatory Fees at Richard Bland College on April 19, 2023, from 11:00 a.m. – 12:00 p.m. Ms. Stacey Sokol, Acting Chief Business Officer, gave a presentation on the proposed tuition and fee increases. No comments were received. Board members Mr. John P. Rathbone, Ms. Barbara L. Johnson, and Mr. Stephen J. Huebner were in attendance along with RBC Administrators

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 19**, Execution of Ground Leases, Contingent Support Lease and Retire Existing Debt; **Resolution 20**, VIMS FY24 Operating Budget; **Resolution 21-R (appended)**, FY24 Tuition and Fees; and **Resolution 22**, W&M FY24 Operating Budget.

**Resolutions 19 and 20** were approved respectively by voice vote. **Resolutions 22** was approved by voice vote, with Mr. Brian P. Woolfolk voting no due to the funding included for James Monroe’s Highland.

Mr. Poston asked for discussion regarding **Resolution 21-R**<sup>3</sup>, FY24 Tuition and Fees. Ms. Anne Leigh Kerr made a motion to amend Resolution 21-R. The amendment would change the proposed in-state tuition from 4.7% to 4.0% and out-of-state tuition from 4.9% to 5.4%. This would in turn modify the Total FY24 increase of tuition plus mandatory fees for in-state students from 4.5% to 4.0% and out-of-state students from 4.7% to 5.1%. The motion to amend Resolution 21-R was seconded by Ms. Laura Keehner Rigas. A roll call vote to amend Resolution 21-R was conducted by Mr. Fox.

Poston	No	Kerr	Yes
Johnson	No	Littel	Yes
Williams	No	Petters	No
Ashton	No	Rathbone	No
Bunch	No	Rigas	Yes
DeSalva	No	Saunders	No
Hixon	No	Schultz	No
Huebner	Yes	Woolfolk	Yes

The motion to amend Resolution 21-R failed. Ms. Cynthia E. Hudson was not present at the meeting.

A discussion ensued regarding tuition, accessibility, affordability, financial aid offerings, alternative revenue resources, and operational costs.

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<sup>3</sup> The Board of Visitors hosted a Public Hearing on Tuition and Mandatory Fees at William & Mary on April 19, 2023, from 5:00 – 6:00 p.m. Ms. Jackie Ferree, Interim Chief Operating Officer, gave a presentation on the proposed tuition and fee increases. One student commented encouraging the Board not to increase tuition, and seventeen comments were collected via the online comments form. In addition to members of the W&M administration, the following Board members were in attendance: Hon. Charles E. Poston, Ms. Barbara L. Johnson, Ms. Ardine Williams, Mr. S. Douglas Bunch, Mr. James A. Hixon, Ms. Cynthia E. Hudson, Mr. Stephen J. Huebner, Mr. C. Michael Petters, Mr. John P. Rathbone, Ms. Laura Keehner Rigas, Mr. J.E. Lincoln Saunders, and Dr. Karen Kennedy Schultz.

A roll call vote to approve **Resolution 21-R** was conducted by Mr. Fox.

Poston	Yes	Kerr	No
Johnson	Yes	Littel	Yes
Williams	Yes	Petters	Yes
Ashton	Yes	Rathbone	Yes
Bunch	Yes	Rigas	No
DeSalva	Yes	Saunders	Yes
Hixon	Yes	Schultz	Yes
Huebner	Yes	Woolfolk	No

**Resolution 21-R** was approved. Ms. Cynthia E. Hudson was not present at the meeting.

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

Mr. John I. Cho, student representative for the Board and Student Assembly (SA) President, asked members of the Board to review the 2022-2023 Annual SA report (**appended**). He highlighted items that were included in the written report (*Enclosure C of the Board Book*) submitted to the Board. Mr. Cho also mentioned several addition SA initiatives launched during the 2022-23 academic year including a community values pledge and mandatory DEI training for all leaders receiving student activities fee funding. Mr. Cho thanked the Board and administration leaders for their continued support and introduced incoming SA President Sydney E. Thayer, incoming SA Vice President Taylor N. Fox, and incoming Chief of Staff Marley D. Fishburn.

Mr. Poston welcomed the new leadership and said he looks forward to meeting them soon.

Ms. Thayer introduced herself and noted that she has seen firsthand how impactful students can be in the community. She said she is looking forward to working with the Board and administration in the coming year.

Dr. David S. Armstrong, faculty representative to the Board, thanked the Board for their thoughtful and engaged discussion on tuition. He also thanked the Board for approving the appointment of the new Dean of Arts & Sciences, Suzanne Raitt, and thanked Mr. A. Benjamin Spencer, Dean of the Law School, who led the search committee. Lastly, he discussed multiple aspects of the faculty productivity study.

Ms. Teresa G. Belback, President of the Professionals & Professional Faculty Assembly, highlighted items that were included in the written report (*Enclosure E of the Board Book*) submitted to the Board by Mr. Marc D. Kelly, Staff Liaison. She also noted the strain employees are feeling by having to pick up the workload of some 204 unfilled position since the beginning of the pandemic.

Mr. Poston said there was no old business.

Mr. Poston asked Dr. Deborah Cheesebro, Associate Vice President for Public Safety and Chief of Police, to join Dr. Virginia M. Ambler, Vice President for Student Affairs at the podium. At this time,

he introduced **Resolution HC-2**, Recognition of Chief Deborah Cheesebro, on behalf of President Rowe and asked Dr. Ambler to read the resolution in its entirety.

### **RECOGNITION OF CHIEF DEBORAH CHEESEBRO**

*Deborah Cheesebro has steered the William & Mary Police Department for eight years with vision and integrity as associate vice president for public safety and chief of police. Her leadership and dedication have made William & Mary safer and more just, while her constant kindness, humility, and professionalism earned her our community's affection and respect.*

*Originally from Framingham, Massachusetts, Chief Cheesebro cultivated a commitment to service early on, working at a local grocery store as a teenager. She worked her way through school, earning a bachelor's degree in criminal justice from West Virginia State University, a master's degree in criminal justice with an education concentration from Michigan State University, and ultimately, a Ph.D. in organizational behavior and development with a concentration in human resources from Union Institute and University.*

*Chief Cheesebro began her career in criminal justice as a youth coordinator. Over 52 years of police service, including 22 years as a university police administrator, she has served her communities with distinction. In her own words, "the baseline of treating everybody with dignity, courtesy and respect, to me, is sacred. And to anybody going into this profession, that's what's expected."*

*In 2014, William & Mary wooed Chief Cheesebro to Williamsburg from Winston-Salem, North Carolina, where she had served as senior director of police, public safety and emergency management and director of police and public safety at the University of North Carolina School of the Arts (UNCSA). At William & Mary, Chief Cheesebro oversaw the police department and the offices of emergency management, risk management, and environmental health and safety.*

*A transformational leader, Chief Cheesebro modernized the police department. Focusing on fair and impartial policing, she pioneered a values-based approach to campus needs.*

*With Chief at the helm, the department's reputation and relationship with state and local agencies have soared. During her tenure, WMPD instituted revised procedures and processes, restructured the unit, elevated professional training and career development, and instituted regular joint exercises.*



*In 2019, she guided the department through accreditation from the Virginia Law Enforcement Professional Standards Commission. At William & Mary, we often say our goal is to be awesome, not perfect, yet Chief Cheesebro exceeds that standard. The department received a perfect initial audit.*

*Chief is a past president of the Virginia Association of Campus Law Enforcement Administrators. She is also a member of the International Association of Campus Law Enforcement Administrators, the International Association of Chiefs of Police, and the International Association of Emergency Managers.*

*Chief's unwavering compassion and bright sense of humor have won this community's trust and friendship. In 2019-20 W&M Diversity & Inclusion applauded "her efforts in recruiting and hiring police officers making the department more demographically similar to the W&M community and helping build tremendous relationships." In 2021, WMPD received the inaugural Building Connections and Bridging Difference Team Award.*

*At the end of the academic year, Chief Cheesebro will retire. Although her work family will miss her dearly, we know she will cherish spending half of each year in Michigan with her son and two grandchildren.*

***THEREFORE, BE IT RESOLVED,*** That the Board of Visitors recognizes Deborah Cheesebro's eight years of service at William & Mary, as well as her values-based leadership that modernized WMPD and placed community needs at the forefront of the department's work;

***BE IT FURTHER RESOLVED,*** That the Board of Visitors hereby expresses their deep appreciation for Chief Cheesebro's 52 years of police service, distinguished by an unwavering commitment to dignity, integrity and respect;

***BE IT FURTHER RESOLVED,*** That the Board of Visitors extends warmest wishes to Chief Cheesebro and her family as they look forward to more time together;

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

Mr. Poston moved adoption of **Resolution HC-2**. The motion was seconded by multiple members of the Board simultaneously and approved by voice vote. Following the vote Dr. Cheesebro received a standing ovation.

Mr. Poston moved to officially confer honorary degree on the following individuals for Commencement 2023:

- Patton Peter Oswald – Doctor of Public Service
- Henry C. Wolf – Doctor of Laws

The motion was seconded by Ms. Johnson and approved by voice vote.

Mr. Poston recognized W&M student Mr. Andrew K. Cowen '23 who has served as intern in the Presidents Office for the past two year and helped support the Board. Mr. Cowen received a round of applause from the Board.

Mr. Poston asked if there was any additional business. Mr. John E. Littel provided an overview of the Governor's Summit on Mental Health hosted by William & Mary on March 29. He noted that William & Mary set the standard in being proactive regarding wellness and serving students in a meaningful way. Mr. Littel also announced that William & Mary is hosting a suicide prevention walk called Out of the Darkness Walk on April 22. Lastly, Mr. Littel said that the Virginia Datahon finals are today (April 21) and there are three William & Mary teams out of the 13 finalists who will make presentations.

Mr. Poston recognized Mr. Hixon and Dr. Schultz who have served two terms on the Board and thanked them for their service to the Board and William & Mary.

Ms. Williams 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 discussion of the appointment, tenure or promotion of specific faculty members or candidates for employment at William & Mary;

Pursuant to Va. Code §2.2-3711.A.1 for discussion of the evaluation of the performance of the President and other senior leaders of Richard Bland College;

Pursuant to Va. Code §2.2-3711.A.1 to evaluate the performance of the following Departments or Offices at William & Mary: Athletics, Advancement, IT, Facilities, Finance & Administration, Compliance & Equity, Admissions, Campus Security, Residence Life, Facilities Management, Dean of Students, Arts & Sciences, Auxiliary Services and Internal Audit where such discussion will necessary involve discussion of performance of specific individuals;

Pursuant to Va. Code §2.2-3711.A.1 for consideration of the performance and appointment of the President of William & Mary;

Pursuant to Va. Code §2.2-3711.A.7 & A.8 for consultation with legal counsel regarding actual litigation and regulatory compliance; and

Pursuant to Va. Code §2.2-3711.A.19 for discussion of plans related to the security of the historic campus.

Motion was seconded by Dr. Schultz and approved by roll call vote – 16-0 – conducted by Mr. Fox. Ms. Cynthia Hudson was not present at the meeting. Observers were asked to leave the room and the Board went into closed session at 12:10 p.m. with the President and University Counsel.

The Board reconvened in open session at 12:29 p.m. Ms. Williams 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. Ashton and approved by roll call vote – 16-0 – conducted by Mr. Fox. Ms. Cynthia E. Hudson was not present at the meeting.

Mr. Poston made a motion that the Board of Visitors approve a salary increase for the Director for Internal Audit to be determined once the state Appropriations Act is finalized consistent with the approach outlined in closed session. The motion was seconded by Mr. Woolfolk and approved by voice vote.

Mr. Poston reminded the Board of the following upcoming events:

- Hearth Vessel Dedication – May 4 at 5:30 p.m.
- RBC Commencement – May 17 at 6:00 p.m. at Virginia State University
- Executive Committee Meeting – May 18 (time TBA)
- Honorary Alumni Ceremony – May 19 at 3:30 p.m.
- W&M Commencement – May 19 at 7:00 p.m.

There being no further business, Mr. Poston adjourned the meeting at 12:31 p.m.

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

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

**BE IT RESOLVED**, That upon recommendation of the President, the William & Mary Board of Visitors approves the appointment of the following individual to fill this position as of the date listed below:

Suzanne Raitt, Dean, Faculty of Arts & Sciences, effective April 25, 2023

B.A. (1983) and Ph.D. (1988), Jesus College, University of Cambridge, England  
M.A., Yale University, 1985

William & Mary

Acting Dean, Faculty of Arts & Sciences, 2022-23

Chancellor Professor, 2015-23

Vice Dean, 2021-23

Chair, 2016-20

Co-chair, Council of Arts & Sciences Chairs and Program Directors, 2018

Faculty Representative, W&M Board of Visitors, 2014-16

Program Director, 2004-08

Professor, 2000-14

University of Michigan, Ann Arbor

Associate Professor, 1995-2000

Interim Program Director, 1999-2000

Queen Mary University of London, Westfield College,  
Assistant Professor and Associate Professor, 1989-95

University of Cambridge, Gonville and Caius College  
Research Fellow, 1988-89

**WILLIAM & MARY  
FY 2024 TUITION AND FEE STRUCTURE  
FOR FULL- AND PART-TIME STUDENTS**

Setting tuition and fees is among the Board of Visitors' most important and difficult responsibilities. At W&M, we believe this responsibility requires us carefully to balance ensuring and enhancing the quality of student academic experience *while* maintaining affordability and predictability of costs for students and their families.

The past several years have made the importance of that balance even more critical. In recognition of the uncertainty and pressure that the pandemic and growing inflation has had on individual and family finances, the BOV has kept tuition flat. The Administration has done a remarkable job in using limited funds in the most responsible and effective manner. Tuition levels established in 2018 are further diminished by inflation.

As part of that process, William & Mary has frozen hiring, limited investment in new projects, implemented significant operational efficiencies and sought other cost savings.

This year, the BOV must increase tuition for multiple reasons: to preserve the quality of classes and small class size; to expand financial aid to lower- and middle-income students; to enhance the student experiential learning environment and to address increased costs related to inflation. Ever cognizant of tuition increases impacts on families, we are limiting increases this year to 4.7% for in-state and 4.9% for out-of-state. Resetting undergraduate tuition only partially offsets CPI and W&M's share of mandatory cost increases, leaving a ~\$13M shortfall the Executive Team will need to close via efficiencies and cost reductions.

Consistent with tuition and fee authority granted to William & Mary in the Code of Virginia, attached are schedules for undergraduate, graduate, first professional, and special program tuition, student fees, and housing for the FY24.

The following actions reflect W&M's commitment to the lowest increases that allow us to fulfill the mission of this University and uphold its pre-eminence and excellence. The attached schedules present FY24 tuition and mandatory fees for general undergraduate and graduate students. Total FY24 increase of tuition plus mandatory fees for undergraduate students in-state (4.5%) and out-of-state (4.7%) are reflected in the charts below.

All mandatory Education and General (E&G) fees (0%) remain flat. A reduction in the facility fee (-2%) is included in the mandatory non-E&G comprehensive fee (3.9%). That increase reflects state mandated salary and fringe benefit actions, student health service needs, and inflation. Room rate increases of 6% reflect state mandated salary and fringe benefit actions and inflation. Dining fees are not included in this resolution; they will be set in May following the conclusion of a new dining services contract.

In November 2022, the Board of Visitors approved tuition increases for the graduate and professional programs. The tables included display those already approved rates, in addition to specific fees charged to graduate students. There is one change related to the Online Counselor program in the School of Education based upon market research and the cost of the program.

**WHEREAS**, the university recognizes the importance of predictability in tuition and fee increases, and of keeping them to the minimum levels required;

**WHEREAS**, there are significant market factors impacting the ongoing cost of operations, unfunded, state mandated salary and fringe increases, and investments in financial aid;

**WHEREAS**, dining services is in the middle of contract negotiations so for the purposes of these materials rates and budget have been held flat and will be updated with the Board of Visitors after the new contract is awarded; and

**WHEREAS**, these actions reflect W&M's commitment to the lowest increases that allow us to fulfill the mission of this University and uphold its pre-eminence and excellence;

**THEREFORE, BE IT RESOLVED**, that the William & Mary Board of Visitors reset undergraduate tuition, housing and mandatory fees for FY24 by the amounts specified above and approves the changes in fees and Online Counseling tuition contained in tables 1-7; and

**BE IT FURTHER RESOLVED**, that pursuant to Code of Virginia Section 23.1-1301 A.5., the Board further delegates authority to the Provost and the Chief Operating Officer to establish: 1) course and in major fees as needed to offset materials, supplies or additional course-specific costs not covered by general tuition and fees, and 2) special program fees for study abroad programs, online programs, certificate or other professional programs.

**TABLE 1. TUITION AND FEE SUMMARY  
UNDERGRADUATE PROGRAMS, BY RESIDENCY**

<b>UNDERGRADUATE, FULL-TIME<sup>1</sup></b>						
	<b>FY 2023</b>		<b>Proposed FY 2024</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
Undergraduate Tuition	17,434	40,089	18,253	42,053	819	1,964
<b>Mandatory E&amp;G Fees<sup>1</sup></b>						
Technology Fee	100	100	100	100	0	0
Student Faculty Fee	5	5	5	5	0	0
HEETF Fee	31	62	31	62	0	0
State Building Fee	N/A	540	N/A	540	N/A	0
<b>Subtotal, E&amp;G Fees</b>	<b>136</b>	<b>707</b>	<b>136</b>	<b>707</b>	<b>0</b>	<b>0</b>
<b>Mandatory Non-E&amp;G Fees</b>						
General Comprehensive Fee	4,784	4,784	5,065	5,065	281	281
Undergraduate Facility Fee	1,475	1,475	1,446	1,446	-29	-29
Student Activity Fee	98	98	98	98	0	0
Green Fee	43	43	43	43	0	0
<b>Subtotal, Non-E&amp;G Fees</b>	<b>6,400</b>	<b>6,400</b>	<b>6,652</b>	<b>6,652</b>	<b>252</b>	<b>252</b>
<b>Room and Board</b>						
Room, Standard Doubles <sup>2</sup>	8,288	8,288	8,785	8,785	497	497
Board (All Access Plan) <sup>3</sup>	n/a	n/a	n/a	n/a	n/a	n/a
<b>Subtotal, Room and Board</b>	<b>8,288</b>	<b>8,288</b>	<b>8,785</b>	<b>8,785</b>	<b>497</b>	<b>497</b>
<b>Total Cost</b>						
<b>Undergraduate Students</b>	<b>32,258</b>	<b>55,484</b>	<b>33,826</b>	<b>58,197</b>	<b>1,568</b>	<b>2,713</b>
<b>UNDERGRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>4</sup></b>						
<b>Tuition Per Credit Hour</b>						
<b>All Undergraduates, Part-Time</b>	<b>\$581</b>	<b>\$1,336</b>	<b>\$608</b>	<b>\$1,402</b>	<b>\$27</b>	<b>\$66</b>

**Notes:**

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> This rate is for the most common room type, standard doubles. Details on all room types are represented in the housing

<sup>3</sup> Dining rates will be updated once a new contract is awarded. This is not a proposal to hold rates flat.

<sup>4</sup> FY 2024 part-time and summer session tuition rates are effective August 16, 2023 unless otherwise noted.

**TABLE 2. TUITION AND FEE SUMMARY  
GRADUATE PROGRAMS, BY RESIDENCY**

<b>GRADUATE (M.A., M.S., M.Ed., Ph.D., Ed.D), FULL-TIME<sup>1</sup></b>						
	<b>FY 2023</b>		<b>Approved FY 2024<sup>2</sup></b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b>Tuition</b>						
Arts & Science/Education/VIMS	\$10,516	\$28,305	\$10,905	\$29,352	\$389	\$1,047
<b>Mandatory E&amp;G Fees<sup>1</sup></b>						
Technology Fee	100	100	100	100	0	0
Student Faculty Fee	5	5	5	5	0	0
HEETF Fee	31	62	31	62	0	0
State Building Fee	N/A	540	N/A	540	N/A	0
<b>Subtotal, E&amp;G Fees</b>	<b>136</b>	<b>707</b>	<b>136</b>	<b>707</b>	<b>0</b>	<b>0</b>
<b>Mandatory Non-E&amp;G Fees</b>						
General Comprehensive Fee	4,784	4,784	5,065	5,065	281	281
Arts & Sciences/Education/VIMS						
Facility Fee	1,199	1,199	1,175	1,175	-24	-24
Student Activity Fee	98	98	98	98	0	0
Green Fee	43	43	43	43	0	0
<b>Subtotal, Non-E&amp;G Fees</b>	<b>6,124</b>	<b>6,124</b>	<b>6,381</b>	<b>6,381</b>	<b>257</b>	<b>257</b>
<b>Total Tuition and Fees, By Program</b>						
<b>Arts &amp; Sciences/Education/VIMS (M.A., M.S., M.Ed., Ph.D., Ed.D)</b>	<b>16,776</b>	<b>35,136</b>	<b>17,422</b>	<b>36,440</b>	<b>646</b>	<b>1,304</b>
<b>GRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>3</sup></b>						
<b>Tuition, Per Credit Hour</b>						
<b>Graduate, Part-Time in Arts &amp; Sciences/Education/VIMS</b>	<b>\$584</b>	<b>\$1,573</b>	<b>\$606</b>	<b>\$1,631</b>	<b>\$22</b>	<b>\$58</b>

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> Graduate tuition rates were approved at the November 2022 BOV meeting.

<sup>3</sup> FY 2024 part-time and summer session tuition rates are effective August 16, 2023 unless otherwise noted.



**TABLE 3. TUITION AND FEE SUMMARY - TRADITIONAL PROGRAMS  
SCHOOL OF LAW, BY RESIDENCY**

<b>LAW (J.D., LL.M.,S.J.D.), FULL-TIME<sup>1</sup></b>						
	<b>FY 2023</b>		<b>Approved FY24<sup>2</sup></b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b>Approved Tuition</b>						
Juris Doctor (J.D.), Master of Law (LL.M.), and Doctor of Juridical Science (S.J.D.)						
Incoming	N/A	N/A	36,418	58,604	N/A	N/A
Continuing 2L	30,160	44,600	33,252	51,279	3,092	6,679
Continuing 3L	29,750	38,500	33,252	49,172	3,502	10,672
Residential LLM	31,668	48,837	36,418	58,604	4,750	9,767
<b>Proposed Mandatory E&amp;G Fees<sup>1</sup></b>						
Technology Fee	100	100	100	100	0	0
Student Faculty Fee	5	5	5	5	0	0
HEETF Fee	31	62	31	62	0	0
State Building Fee	N/A	540	N/A	540	N/A	0
<b>Subtotal, E&amp;G Fees</b>	<b>136</b>	<b>707</b>	<b>136</b>	<b>707</b>	<b>0</b>	<b>0</b>
<b>Proposed Mandatory Non-E&amp;G Fees</b>						
General Comprehensive Fee	4,784	4,784	5,065	5,065	281	281
Law Facility Fee	945	946	926	926	-19	-20
Student Activity Fee	98	98	98	98	0	0
Green Fee	43	43	43	43	0	0
<b>Subtotal, Non-E&amp;G Fees</b>	<b>5,870</b>	<b>5,871</b>	<b>6,132</b>	<b>6,132</b>	<b>262</b>	<b>261</b>
<b>Proposed Law School Fees</b>						
Law Hixon Building Fee	230	230	230	230	0	0
Law Library Building Fee	340	340	340	340	0	0
Law Printing/Activity Fee	30	30	30	30	0	0
<b>Total Tuition and Fees, by Program</b>						
Juris Doctor (J.D.), Master of Law (LL.M.), and Doctor of Juridical Science (S.J.D.)						
Incoming	N/A	N/A	43,286	66,043	N/A	N/A
Continuing 2L	36,766	51,778	40,120	58,718	3,354	6,940
Continuing 3L	36,356	45,678	40,120	56,611	3,764	10,933
Residential LLM	38,274	56,015	43,286	66,043	5,012	10,028
<b>LAW, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b>						
<b>Tuition, Per Credit Hour</b>						
<b>Law, Part-Time</b>	<b>\$878</b>	<b>\$1,296</b>	<b>\$922</b>	<b>\$1,419</b>	<b>\$44</b>	<b>\$123</b>

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> Law tuition rates were approved at the November 2022 BOV meeting.

<sup>3</sup> FY 2024 part-time and summer session tuition rates are effective August 16, 2023 unless otherwise noted.

**TABLE 4. TUITION AND FEE SUMMARY  
SCHOOL OF BUSINESS, BY RESIDENCY**

<b>BUSINESS (MAcc, MBA, MSBA), FULL-TIME<sup>1</sup></b>						
	FY 2023		Approved FY 2024 <sup>2</sup>		Dollar Change	
	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State
<b>Tuition</b>						
Master of Accountancy (MAcc)	\$28,764	\$39,372	\$29,915	\$40,947	\$1,151	\$1,575
Master of Business Administration (MBA)	28,944	39,676	30,391	41,660	1,447	1,984
Master of Science in Business Analytics	37,800	44,836	39,690	47,078	1,890	2,242
<b>Mandatory E&amp;G Fees<sup>1</sup></b>						
Technology Fee	100	100	100	100	0	0
Student Faculty Fee	5	5	5	5	0	0
HEETF Fee	31	62	31	62	0	0
State Building Fee	N/A	540	N/A	540	N/A	0
<b>Subtotal, E&amp;G Fees</b>	<b>136</b>	<b>707</b>	<b>136</b>	<b>707</b>	<b>0</b>	<b>0</b>
<b>Mandatory Non-E&amp;G Fees</b>						
General Comprehensive Fee	4,784	4,784	5,065	5,065	281	281
Business Facility Fee	1,222	1,222	1,198	1,198	-24	-24
Student Activity Fee	98	98	98	98	0	0
Green Fee	43	43	43	43	0	0
<b>Subtotal, Non-E&amp;G Fees</b>	<b>6,147</b>	<b>6,147</b>	<b>6,404</b>	<b>6,404</b>	<b>257</b>	<b>257</b>
<b>Business School Fees</b>						
Business Printing Fee	100	100	100	100	0	0
Business Program/Support Fee	601	600	601	600	0	0
<b>Total, Tuition and Fees, by Program</b>						
<b>Master of Accountancy (MAcc)</b>	<b>35,748</b>	<b>46,926</b>	<b>37,156</b>	<b>48,758</b>	<b>1,408</b>	<b>1,832</b>
<b>Master of Business Administration (MBA)</b>	<b>35,928</b>	<b>47,230</b>	<b>37,632</b>	<b>49,471</b>	<b>1,704</b>	<b>2,241</b>
<b>Master of Science in Business Analytics (MSBA)</b>	<b>44,784</b>	<b>52,390</b>	<b>46,931</b>	<b>54,889</b>	<b>2,147</b>	<b>2,499</b>
<b>GRADUATE AND PROFESSIONAL, PART-TIME INCLUDING SUMMER SESSION(S)<sup>3</sup></b>						
<b>Tuition, Per Credit Hour</b>						
<b>Business, Flex MBA</b>	<b>\$875</b>	<b>\$1,275</b>	<b>\$919</b>	<b>\$1,339</b>	<b>\$44</b>	<b>\$64</b>

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> Business graduate tuition rates were approved at the November 2022 BOV meeting.

<sup>3</sup> FY 2024 part-time and summer session tuition rates are effective August 16, 2023 unless otherwise noted.

**TABLE 5. TUITION AND FEE SUMMARY - SPECIAL RATE PROGRAMS**

<b>TOTAL PROGRAM COST INCLUDING TUITION AND FEES</b>				
	<b>Description</b>	<b>FY 2023</b>	<b>Proposed FY 2024</b>	<b>Dollar Change</b>
Business - Executive Master of Business Administration (EMBA)	Five Semester Cohort Program	\$115,000	\$120,750	\$5,750
Business - Military Master of Business Administration (MGJW)	14 Month Cohort Program	42,000	53,500	11,500
St. Andrews Joint Degree Program (Bachelor of Arts) <sup>1</sup>	Four-Year Undergraduate Dual Degree Program	43,900	46,095	2,195
<b>TOTAL PROGRAM TUITION ONLY</b>				
Arts & Sciences - Classical Studies (CLST)	13 Credit Hour Certificate Program Per Semester Cost (In-state)	3,000	3,250	250
	Per Semester Cost (out-of-state)	6,000	6,250	250
DC Summer Institute Total Cost for 7 Credit Summer Academic & Internship Experience	Program Cost (in-state)	3,500	3,500	0
	Program Cost (out-of-state)	5,000	5,000	0
Gobal Scholars Program Summer Fee Total Cost for 6 Credit Summer Academic & Internship Experience	Program Cost (in-state)	3,500	3,500	0
	Program Cost (out-of-state)	5,000	5,000	0
Study Abroad Programs (Eight credit hours or less) <sup>2</sup>	Short programs offered typically during the Summer terms, awarding W&M credit	1,200	1,200	0
Study Abroad Programs (More than eight credit hours) <sup>2</sup>	Longer programs typically offered during the Fall or Spring semesters, awarding W&M credit	2,200	2,200	0

**Notes:**

<sup>1</sup>W&M students pay this rate per academic year in tuition regardless of domicile status. Fees are assessed based on the home institution regardless of where the student is studying that year. The location of the student's first year of study is the home institution.

<sup>2</sup>Does not include program-specific costs related to non-educational aspects of the program for any study abroad program.

**TABLE 5. TUITION AND FEE SUMMARY - SPECIAL RATE PROGRAMS (CONTINUED)**

PER CREDIT HOUR TUITION					
Description		FY 2023	Proposed FY 2024	Dollar Change	
Business - On-line Master of Business Administration (OMBA)	49 credit hours required over two years	1,365	1,425	60	
Business - On-line Master of Science in Business Analytics (MSBA)	Pre-requisite courses	800	800	0	
Business - On-line Master of Science in Business Analytics (MSBA)	Core Program courses	1,352	1,406	54	
Business - On-line Master in Marketing	Core Program courses	1,125	1,125	0	
Business - On-line Master in Finance	Core Program courses	1,352	1,406	54	
Business - On-line FBA Certificate	First 4 courses	800	800	0	
Business - On-line FBA Certificate	Final course	1,300	1,406	106	
Business- On-line Master of Accounting	Core Program courses	1,125	1,125	0	
Business- On-line Master of Accounting	Pre-requisite courses	800	800	0	
Business Online Finance Certificates	Investment Management, Corporate Finance, and Real Estate	0	1,406	1,406	
Arts & Sciences - Geospatial Information Systems (GIS) Post-Baccalaureate Program	15 credit hour Certificate Program	560	560	0	
Law - Online LLM		1,460	1,460	0	
Education - Online MEd in Counseling	60 credit hour Program	665	825	160	
Education - Executive Doctorate of Education (E-EdD)	48 credit hours required over two and a half years	950	950	0	

**Notes:**

<sup>1</sup>W&M students pay this rate per academic year in tuition regardless of domicile status. Fees are assessed based on the home institution regardless of where the student is studying that year. The location of the student's first year of study is the home institution.

<sup>2</sup>Does not include program-specific costs related to non-educational aspects of the program for any study abroad program.

**TABLE 6. MISCELLANEOUS STUDENT FEES**

	<b>FY 2023</b>	<b>Proposed FY 2024</b>	<b>Dollar Change</b>
Undergraduate Application Fee	\$75	\$75	\$0
Graduate Continuous Enrollment Fee (Per Semester)	150	150	0
Graduation Fee	150	150	0
Orientation/Student Transition Engagement Programs	246	275	29
Parent & Family Programs	173	175	2
Summer Comprehensive Fee	55	55	0
Summer Registration Fee	25	25	0
New International Student Fee (previously Int'l Student Orientation Fee)	165	165	0
International Student Service Fee	85	85	0
International Visiting Scholar Fee	350	350	0
Applied Music Fee (per credit hour)	453	453	0
Study Abroad Registration Fee	75	75	0
Study Abroad Registration Fee - Exchange & Third Party Programs	475	475	0
TimelyMD Domestic Non-Resident Student Fee	0	25	25
Non-W&M NIAHD Program Fee	750	750	0
<b>Arts &amp; Sciences</b>			
Graduate Application Fee	50	50	0
CLAST Certificate Application Fee	70	70	0
GIS Certificate Application Fee	75	75	0
Master of Public Policy Student Activity Fee	400	400	0
<b>Law School</b>			
Application Fee	85	85	0
Online LLM Executive Education Fee	200	200	0
Online LLM Proctor Fee	75	75	0
<b>School of Education</b>			
Application Fee	50	50	0
Live Text Fee	125	150	25

Note: Excludes Course Specific Fees.

**TABLE 6. MISCELLANEOUS STUDENT FEES (CONTINUED)**

	<b>FY 2023</b>	<b>Proposed FY 2024</b>	<b>Dollar Change</b>
<b><i>School of Business</i></b>			
Application Fee	100	100	0
Application Fee - Global Business Minor	75	75	0
Undergraduate Business Major Fee (per year)	5,000	5,000	0
Undergraduate Business Minor Fee (per year)	2,500	2,500	0
Flex MBA Orientation Fee	300	325	25
MAcc Orientation Fee	300	350	50
MSBA Orientation Fee	300	450	150
MBA Orientation Fee	550	595	45
Pre-MBA Accounting Boot Camp Fee	225	225	0
Pre-MBA Quantitative Tools Boot Camp Fee	225	225	0
MAcc Pre-Requisites	800	800	0
MSBA Pre-Requisites	300	300	0
Online MBA/MSBA/Marketing/Accounting/Finance Residency Fee	600	600	0
<b><i>DC Center</i></b>			
DC Semester Program Fee	750	750	0
DC Summer Prequel Course Fee	150	150	0
DC Winter Seminar Program Fee	2,500	2,500	0
Global Scholars Program Fall Course Fee	500	500	0
Global Scholars Program Spring Course Fee	500	500	0
Global Scholars Program Winter Seminar Fee	2,500	2,500	0

Note: Excludes Course Specific Fees.

**TABLE 7. TUITION AND FEE SUMMARY - Room & Board**

<b>ROOM RATES</b>			
	<b>FY 2023</b>	<b>Proposed FY 2024</b>	<b>Dollar Change</b>
High Single/Tribe Square	\$10,030	\$10,632	\$602
High Double	9,296	\$9,854	558
Ludwell/Nicholas	8,732	\$9,256	524
Standard Singles	9,024	\$9,565	541
Standard Doubles	8,288	\$8,785	497
Graduate Complex Apartments	9,548	\$10,121	573
<b>MEAL PLAN RATES</b>			
All Access + \$400	5,246	n/a	n/a
125 Block	4,448	n/a	n/a
100 Block	3,878	n/a	n/a
50 Block Commuter Plan	2,218	n/a	n/a
25 Block Commuter Plan	1,792	n/a	n/a
Summer Meal Plan - 50 Block	1,054	n/a	n/a

Notes: Dining rates will be updated once the new contract is awarded.

# 2022-2023 ANNUAL REPORT

President John Cho '23

Vice President Jasmin Martinez '23

Chief of Staff Owen Williams '23

Senate Chair Eugene Lee '23

## STUDENT ASSEMBLY WILLIAM & MARY





# TABLE OF CONTENTS

01.

Letter to the Community

02.

Executive Initiatives

03.

Academic Affairs

04.

College Policy & Student Rights

05.

Data & Analytics

06.

Diversity Initiatives

07.

Finance

08.

Health & Safety

09

Outreach

10.

Public Affairs

11.

Student Life

12

Sustainability

13-14.

Senate

15.

Senate Committee on Policy &  
Student Rights

16.

Senate Committee on the  
Student Experience

17.

Senate Committee on Finance

# LETTER TO THE COMMUNITY

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Dear Fellow Students,

When we began the 330th Session of Student Assembly, our mission was clear—*building community, together*. Our priority was to ensure that all students felt empowered to affect meaningful change, and we have strived to put the values of community and inclusivity at the forefront of our conversations, projects, and initiatives.

Through this report, we wanted to share the initiatives we have worked on for the past year and projects we hope will continue to serve as a priority for future student leaders. This report is broken down by ten Executive Departments and three Senate Committees along with Executive-led and Senate-driven initiatives.

We acknowledge that this year has been difficult and frustrating at times, but we are hopeful and optimistic through seeing the strength and resilience of our community. We are grateful for your continued love and support for one another and we end this session comforted in knowing that William & Mary is cared for by incredible and passionate individuals who are invested in fostering our values and a sense of community for all time coming.

Yours,

The Student Assembly of William & Mary



# EXECUTIVE INITIATIVES

## Executive Leadership Team: John Cho, Jasmin Martinez, Owen Williams

This past year, in addition to overseeing the many initiatives pursued by Cabinet Departments and executing bills passed by the SA Senate, the Executive Leadership Team has had the pleasure of working with various community leaders and organizations on executive-led initiatives, including but not limited to:

- Oversaw the creation of a Code of Ethics for members of Student Assembly to provide for internal accountability measures and ensure that we are serving the student body fairly and responsibly.
- Partnered with the National Pan-Hellenic Council leadership and University Advancement to create a matching funds campaign for the NPHC Garden Project, which seeks to provide a physical monument to the historically Black fraternities and sororities on our campus. SA has contributed \$50,000 to this project in the hopes of galvanizing community support toward the project's overall goal.
- The implementation of 'Student Assembly Weekly' communications which has allowed for better communication from Student Assembly and allowed all students to be aware of upcoming events and initiatives.
- Created a Department of Data & Analytics for better and more consistent survey design, implementation, and data analysis for Student Assembly projects.
- We are currently completing a policy document supporting First-Generation, Low-Income (FGLI), and Undocumented Students. The policy document outlines four projects to support these student groups better, including the implementation of Undocually training for all Orientation Aides, the implementation of bilingual tours for non-English speaking visitors to campus, updates to the W&M DACA page, and the hiring of a FGLI staff member.
- We worked to improve the community and culture within Student Assembly by creating stronger connections between the Cabinet and Senate. Through this we were able to serve the student body more effectively and improve internal operations and morale.
- Traditions:
  - Brought back the Royal Ball, a campus-wide dance to celebrate the end of the academic year, for the first time since 2019!
  - Hosted the inaugural Green & Gold Bash, a student-led event to increase engagement with Charter Day celebrations.
  - We implemented the Community Values Pledge for the first-time in our University's history for all new students to participate in a pledge to demonstrate our shared commitment of inclusivity and respect.

# ACADEMIC AFFAIRS

Secretary: Megan Bissonette

Department: Anna Marie Flatt, Anna Peterson,  
Robert Davenport

The Department of Academic Affairs is committed to improving the classroom experience for students through advocating for reformed and expanded academic policies, additional resources, and increased DEI efforts in the classroom.

Initiatives completed include:

- Created a free textbook shelf in the 24-hour study room in Swem to allow students to donate old textbooks for their peers to borrow.
- Worked with the Provost's Office on matters of student wellbeing, classroom culture, and examining how faculty contribute to the culture of student wellness.
- Discussed implementing a formal and extended reading period during examinations with the Provost.
- Made a proposal for the acquisition of Grammarly Premium for the entire student body and released a survey to gauge student interest in Grammarly or other similar online writing support services.
- Inquired into the ability of students to use HEART Funding for academic associated costs.
- Assisted the Provost's Office with revitalizing the W&M&You survey program to gauge student well-being as impacted by midterms in order to gain a greater understanding of how students utilize resources and identify areas of improvement for the University.
- Facilitated the selection of the members of the Arts & Sciences Undergraduate Student Advisory Group.

# COLLEGE POLICY & STUDENT RIGHTS

Secretary: Amanda Gill

Department: Lauren Graf, Grace Ferrara, Abby Kitila

The Department of College Policy & Student Rights is charged with advocating for effective policies in all areas of the University, including Title IX, free speech policies, and liaising with the W&M Police Department.

## Initiatives completed include:

- Hosted the Central Virginia Legal Aid Society for a student Renter's Rights presentation.
- Worked with the Office of Compliance & Equity to produce changes and updated information on the University website.
- Participated in interviews for Conduct Council and Honor Council new-member selection following changes to the selection processes.
- Facilitated the selection of the student members of the W&M Police Advisory Group.
- Helped organize a Police Table Top conversation with the William & Mary Police Department and the Williamsburg Police Department.
- Included questions in the Student Assembly Omnibus Survey to gather data on student interactions with police.
- Worked with Campus Recreation to create a safer environment for female-identifying individuals when working out at the Rec.

# DATA & ANALYTICS

Secretary: John Willis

Department: Sasan Faraj, Kimberly Sejas, Patrick North

The Department of Data & Analytics was created this year and was charged with survey design, implementation, and data analysis for Student Assembly projects. The department has the responsibility of maintaining the confidentiality of survey results as well as a strong ethical responsibility to accurately describe the data collected.

## Initiatives completed include:

- The department hired and onboarded a new team of undersecretaries to aid and assist with the creation and analysis of the omnibus survey. The SA Omnibus Project was created to directly gauge the perspective of students on a variety of topics related to the student experience. The survey was completed by 1,500 students.
- On behalf of Dining Services, the department worked to analyze data from previous surveys on the dining experience at William & Mary.
- A town hall was hosted with the Steering Committee of the Computing, Data Science & Applied Science Initiative. The committee was charged with “exploring the possibilities for an autonomous academic entity for the computing, data and applied sciences at William & Mary.” Students were able to give input and perspective on Data, Computing, and Applied Science.

# DIVERSITY INITIATIVES

Secretary: Victor Adejayan

Department: Uma Datar, Alton Coston, Chance Jimenez, Alex (AC) Cooper, Momen Zahid, Orley Estrada, Eddie Rodriguez Gonzalez, Allison Stovall, Cameron Lynch, Gelila Yonas

The Department of Diversity Initiatives is responsible for ensuring advocacy and programming on matters of diversity and inclusion. The Department works on issues pertaining to multi-cultural, LGBTQIA+, religious, socio-economic, neurodivergent, international, and disability affairs. The department frequently collaborates with multicultural organizations on campus as well as issues related to diversity training.

Initiatives completed include:

- Advocated for inclusive meals for Muslim-identifying students and aided financially in the Ramadan Meal Sponsorship.
- Advocated for queer Black, Indigenous, and People of Color (BIPOC) as they are often not represented fully in the broad queer community.
- Aided in the creation of DEI Training Modules for Student Assembly Internally and Registered Student Organizations (RSOs) that receive SA funding.
- Co-hosted, with QPOC at W&M, the first QTPOC Formal & Ballroom Night. The queer ballroom showcased cultural pride, where students are encouraged to embrace both their queerness and cultural identity.
- Hosted the 6th Sankofa Gala to promote the history of African-American individuals on campus as well as promote the gathering and fostering of relationships between students in the Black community.
- Organized the Sankofa Legacy Festival, which included multiple performances from the African Diaspora and African-inspired food and craft vendors.

# FINANCE

Secretary: Sophie Halkett

Department: Mel Onwusika, Marie Thomas-Sindeh, Lily Stettler-Eno, Levi Hui, Jacob Stein, Daniel Posthumus

The Department of Finance manages the budget of the Student Assembly. Through the Organization Budget Allocation Committee (OBAC), they allocate funding to Recognized Student Organizations for their operations, activities, and initiatives. Members of the Finance department sit on OBAC and meet weekly to review submitted organization budgets to make funding decisions for campus programming.

Initiatives completed include:

- Pioneered the newly implemented Organization Budget Allocation Committee (OBAC) process to allocate funding to RSOs on a quarterly basis.
- Dispersed funding to a record number of 136 RSOs this fiscal year across all quarters, including 43 RSOs that had not received funding over the past two years.
- Began offering Office Hours for RSOs to ensure they have the ability to ask any and all questions about the OBAC funding process. The purpose of these Office Hours is to help educate RSOs on the intricacies of the new quarterly budget allocation process while also promoting transparency.
- Hosted budget information sessions for RSOs intending to submit budget requests, including a session specifically for multicultural organizations.
- Created an appeals process to allow RSOs to appeal funding decisions made by OBAC, if appropriate.
- Made more funding available for competition registration and travel which is utilized by “competition” RSOs.
- Revised finance guidelines to address challenges faced by the committee, enhance the student experience and implement sustainability efforts.



# HEALTH & SAFETY

Secretary: Emma Herber

Department: Brooks Murphy, Laura Calandro, Kellsey Carter, Carlos Noel, Jai Soni

The Department of Health and Safety focuses on four subsets of student health: mental health, sexual health, safety & substance abuse, and disability affairs. The goal is to ensure that students are aware of the resources available to them, and to facilitate conversations between students and campus policy-makers. The department aims to incorporate a variety of student voices.

Initiatives completed include:

- Purchased and distributed '988' stickers to educate and advertise the new suicide prevention hotline.
- Organized and hosted an open forum with the counseling center to help bridge the information gap between students and the counseling center.
- Organized a survey to distribute to campus regarding campus safety and alcohol use to be distributed to RAs next year.
- Collaborated with the Wellness Ambassadors on the "Love Is..." campaign helping students learn about boundaries, compassion, and healthy forms of love.
- Worked with the Secretary of Sustainability to distribute and purchase menstrual cups for students on campus.
- Met with the First Lady of VA and the Secretary of Health and Human Resources to communicate students' mental health needs in VA, and begin a relationship to help make all VA colleges distribution centers for Narcan, a life-saving drug. This initiative is ongoing and hopefully will make a major impact across the state.
- Worked with MindVersity and multicultural groups on campus to bring them into the Wellness Center for art therapy, yoga classes, dance classes.
- Collected data from MindVersity surveys about minority groups' mental health challenges on campus.

# OUTREACH

Secretary: Abby Varricchio

Department: Monica Bagnoli, Isabella Strauss, Cydney Helms, Kiley Pryor, Zoe Zmuda, Lauren Layne, Seth Villavicencio, Livia Martinez

The Department of Outreach is in charge of maintaining the Student Assembly website, updating SA social media accounts, and connecting SA to the student body. The department prioritizes transparency and driven engagement above all else through public relations campaigns and consistent communication with organizations and students.

Initiatives completed include:

- Advertised for:
  - Election Promotion, Finance Promotion, 'Keypers' Distribution, the Campus Living Town Hall, Access to Plan B, City Council Candidate Forum, SA Sustainability Saturdays, 988 Awareness, Heart Fund Awareness, Textbook Exchange, Finance Office Hours for OBAC, Renter's Rights Presentation, Green & Gold Bash, Charter Day Royal Court, Create Your Own Fragrance Event, Spring 2023 Elections & Debates, Computing Townhall, Promotion of the SA Omnibus Survey.
- Worked to create the Recognized Student Organizations (RSO) Sustainability Guide and the Homecoming and Family Weekend Shirt. The Department also assisted with RHA Event Promotion, Elections' Information Session graphics, and the AKPSI and SA Community collaboration (i.e. Tribe Reach).
- The department also assisted with Student Assembly Weekly. SA Weekly is a list of Student Assembly events that the organization sends in Student Happenings, a weekly email to all SA members, and is updated on the SA website. This has allowed better communication from SA and allowed for all students to be aware of upcoming events and initiatives.

# PUBLIC AFFAIRS

Secretary: Marley Fishburn

Department: Kylie Doyle, Stavan Bhakta

The Public Affairs Department is responsible for advocating for student interests at various levels of government. The department works with the Williamsburg City government to develop relationships between the town and the university. We help to organize the William & Mary Road to Richmond event in the spring, and to register voters in the fall.

Initiatives completed include:

- Hosted a Williamsburg Civic Engagement Open House to emphasize the importance of voting locally through showcasing civic engagement organizations in the community and creating connections between students and the city. The event allowed students to update their voting status and become more involved in the greater Williamsburg community.
- Hosted a City Council Public Forum with all of the City Council candidates ahead of the November election to heighten their focus on student voters and create an accessible space for the student body to ask questions of those seeking elected office.
- Worked with the City of Williamsburg and their Planning and Codes Division to explore the creation of a Rent Ready program, wherein landlords would seek city certification of their properties for them to be advertised to William & Mary students as meeting an acceptable level of conditions. Coordinated a survey to be sent to students regarding interest in the program.
- Worked with the University President's Office to plan and advertise the annual Road to Richmond event to provide students an opportunity for civic engagement with the state government.
- Put on a Constructive Dialogues Workshop and Lecture, hosting alumni Chris Phillips ('81) for a catered luncheon workshop and evening lecture/discussion on how our personal values guide interactions with democracy & democratic dialogues. The Dialogue cultivated meaningful discussions despite rising polarization.

# STUDENT LIFE

Secretary: Taylor Fox

Department: Daly Martorano, Ella Kuhnhenhenn,  
Becca Stamm, Isaura Hernandez-Giraldez, Karalyn Timmes

The Department of Student Life is in charge of creating programming initiatives for all W&M Students. They are dedicated to providing fun and engaging activities for the W&M community and work with the following divisions of the College administration: Residence Life, Dining Services, Auxiliary Services, Information Technology, Parking Services, Student Leadership Development, and the Office of Community Engagement.

Initiatives completed include:

- Planned the inaugural Charter Day Green & Gold Bash in collaboration with the Charter Day Committee and Alma Mater Productions to bring a student-facing event to the weekend.
- Hosted the 6th Annual Sankofa Gala event to promote the history of African-American individuals on campus as well as to promote the gathering and fostering of relationships between students in the Black community. Partnerships with the Black Student Organization and African Cultural Society made this event a meaningful experience for Black and African students, but also for any student who was in attendance.
- Put on events including Terracotta Planting on Sadler Terrace, Wellness Goodie Bags, and Create Your Own Fragrance in an event series that focused on wellness through activity.
- Hosted Fall and Spring Welcome Back events on the First Days of Classes where cookies, photo-ops, and beverages were available to celebrate a new semester and the new freshmen or transfer students alongside the current student body.
- Hosted a Taylor Swift Night with Alma Mater Production where an indoor concert was held and the Swifties of the University could come together and listen to the discography of Taylor Swift.
- Hosted Game Day Parties in a collaboration with William & Mary Athletics to get students in game day spirit.
- Hosted Family Weekend and Homecoming Spirit T-Shirt Game Days where school spirit was at an all-time high and W&M cheerleaders, Reveley the Griffin, and more made appearances. Popcorn and Cotton Candy were given out as well.

# SUSTAINABILITY

Secretary: Sydney Thayer

Department: Sarah Bomar, Chris Rossi, Tori Carr,  
Aayla Kastning

The Department of Sustainability works on environmental issues facing both the planet and the campus community. Through educational programs, Student Assembly policies, and support of student organizations, this department strives to make sustainability a campus priority. Sustainability looks forward to paving the way and facing the issue of climate change and other environmental concerns.

Initiatives completed include:

- Created the Student Sustainability Council in order to help increase student engagement in and input on institutional level sustainability at W&M.
- Hosted the Student Sustainability Forum in order to create an open dialogue and facilitate connection between the wide variety of sustainability based groups on campus.
- Posted weekly tips through 'Sustainability Saturdays' to help students understand what small steps they can take to make an impact.
- Worked with the Office of Sustainability to plan the Earth Day Bash which gave student groups all across campus the opportunity to celebrate Earth Day together!
- Acted as a liaison with the Office of Sustainability to ensure collaboration between the office and student based sustainability efforts.
- Distributed and funded free sustainable period products for students and worked with Vox to create an informational guide for those who received the free products.
- Worked with SA Senators to expanded the compost program to more remote areas of campus and conducted outreach regarding the usage of compost bins at special events.
- Created a Sustainable Events Guide to help Recognized Student Organizations better understand what steps they can be taking to decrease the environmental impact of their events.
- Designed and purchased educational stickers that were placed on recycling bins around campus to help students understand what recyclables are accepted at W&M.

# SENATE

## Chair of the Senate: Eugene Lee

The Student Assembly Senate is the representative body for students, including one Class President and four Class Senators from each undergraduate social class and 1-2 Senators from each of the graduate schools.

### Initiatives completed include:

- Passed a Mental Health Initiative Resolution to form a committee focused on prioritizing mental health and wellness in the student body by actively collaborating on campus resources with the Wellness and Counseling Centers.
- Shifted from a 50/50 split of the graduate student activities fees between graduate school governance organizations and SA to a 75/25 split, allowing for more graduate student dollars to go directly to graduate-led initiatives.
- Passed the Indefinite Undergraduate Test-Optional Policy Resolution outlining SA's unequivocal support for the Admissions Office recommendation for shifting the university to a test-optional admission policy and calling for greater inclusivity and accessibility for Black, Latino, FGLI, and international prospective students.
- Passed the Diversity, Equity, and Inclusion Course Evaluation Resolution, calling on the university to adopt a required question of "the instructor fosters an environment of inclusivity," in end-of-course evaluations to assess the inclusivity of the classroom environment by acknowledging the negative impact that discrimination, micro-aggressive behaviors, and racism have on fostering inclusivity, to ensure all concerns relating to student concerns are properly elevated, investigated, and addressed on par with William & Mary's educational standards and encourage the University to require faculty to undergo training on implicit bias and inclusive practices.
- Funded essential equipment needed by WCWM to continue broadcasting to the broader William & Mary campus.
- Co-sponsored the annual Chalk Art competition run by the Muscarelle Museum of Art, and contributed funds to ensure the event was well equipped to accommodate hundreds of participants.
- Made essential changes to the SA Code regarding attendance matters for the Organization Budget Allocation Committee, ensuring quorum could be met more easily to allow for student organization budget requests to be addressed more efficiently.
- Provided thousands of dollars in funds for emergency contraceptive resources and pregnancy tests to subsidize these resources for greater accessibility to the student body.
- Established an initiative centered on educating students on their rights and freedom of expression on campus, in line with the "Democracy" initiative of Vision 2026, while encouraging civil dialogue between parties.
- Sponsored and funded the second iteration of the Sankofa Legacy Festival, celebrating the "past, present, and future Black members of the William & Mary Community."
- Assisted the South Asian Student Association in funding their Mock Mehndi event, bringing together hundreds of William & Mary community members for this important cultural event.
- Reintroduced a bill that moves the meeting place of Senate to each respective graduate school that sends a representative to the Senate. Continues to ensure further collaboration between SA and the graduate schools.
- Made changes to the SA Code to allow for an appeals process in the Organization Budget Allocation Process, when appropriate.

# SENATE CONTINUED

- Clarified language in the SA Code regarding elections; implemented ranked choice voting for student-wide offices (President and VP); and made changes to ensure that rules are strengthened and lessens the chances of election irregularities.
- Allocated \$15,000 for the Green & Gold Bash that brought together well over 500 students for a fun, festive event celebrating Charter Day.
- Established a new executive department of Data & Analytics in the SA Code that will allow for more streamlined and researched surveys, referendums, and questionnaires to be issued and collected on behalf of SA.
- Allocated \$5,000 for the sixth iteration of the Sankofa Gala, a black-tie event that celebrates and promotes the history of Black individuals on campus while fostering greater relationships within the community.
- Supported the Three Minute Thesis competition by providing programmatic support along with a catered reception, for the benefit of both W&M undergrad and graduate students.
- Made further changes to the SA Code regarding OBAC such as codifying the 75/25 graduate student activity fee allocation, allowing student organizations to access conference funding, and further codifying OBAC guidelines.
- Funded an educational campaign for students to educate them on the different types of medical services (Student Health Center, Urgent Care, emergency room, etc.) and to advertise the new Suicide & Crisis Lifeline number.
- Allocated \$50,000 from SA to be used as a matching donation incentive campaign for the construction of the National Pan-Hellenic Council Garden.
- Allocated \$6,000 for funding the second iteration of the Funding Iftar Act. Due to a lack of resources, communication, and properly labeled foods, SA once again provided adequate meals for Muslim students who practice Ramadan.
- Subsidized and purchased additional Covid testing kits for students to ensure safe practices on campus and provide greater financial accessibility to healthcare.
- Funded an event to celebrate Earth Day, where students will celebrate with food and activities while learning of the importance of sustainability and environmentally safe practices.
- Revived and funded the annual 'Royal Ball' event to provide a night of celebration to the student body free-of-charge to encourage high turnout and re-establish a much-loved University tradition.
- Funded the QPOC Formal event which promotes visibility and appreciation of queer people of color and the LBGTQ+ community in a formal and fun space.
- Funded two “recharge” (nap) pods to be placed on the third floor of Swem Library for students to recharge and take breaks, helping to improve student wellness on campus.
- Passed a Code of Ethics for members of Student Assembly to be incorporated into our governing documents and ensure internal accountability.
- Passed the Annual Student Activities Fee budget compiled by the SA Finance Leadership Team and an Omnibus Appropriations Bill of student priorities for the next fiscal year.

# SENATE COMMITTEE ON POLICY & STUDENT RIGHTS

Chair: Sen. Hashir Aqeel

Committee Voting Members: Sen. Brendan Clark, Sen. Miranda Bellamah, Sen. Stephanie Hilaire, Sen. Tanu Halder, Pres. Maheen Saeed, Sen. Aparna Parlapalli, Sen. Justin Bailey, Sen. Ashlynn Parker

Committee Non-Voting Members: Megan Bissonette, Amanda Gill, Marley Fishburn

The Senate Committee on Policy & Student Rights works on college policy issues, including student rights and the honor/student conduct systems, academic policy, and diversity initiatives.

Initiatives completed include:

- Began work on a Parking Information Town Hall.
- Currently working on a Parking Resource Information distribution initiative.
- Opened up dialogue relating to how Student Assembly can better serve the graduate student body.
- Debated and discussed dozens of bills and resolutions over the course of the Senate session.
- Remained in constant communication with relevant cabinet members in order to strengthen Senate-Cabinet relations.



# SENATE COMMITTEE ON THE STUDENT EXPERIENCE

Chairs: Sen. Gloriana Cubero Fernandez, Sen. Max Berckmueller

Committee Voting Members: Sen. Trinity Bea, Pres. Yannie Chang, Sen. Shaunna Scott, Sen. Sophia Tammera, Sen. Soleil Garnett, Sen. Hazel Vineet, Sen. Jiexi Lin, Sen. Spencer Krivo

Committee Non-Voting Members: Victor Adejayan, Taylor Fox, Abby Varricchio, Sydney Thayer, John Willis, Sasan Faraj

The Senate Committee on Student Experience communicates with students, clubs, and campus publications to gauge student sentiment on campus. Reviews ways to enhance student quality of life on campus best and improve student experiences at William & Mary.

Initiatives completed include:

- Meet with Bill Horacio to discuss options for how to implement free parking for students at the Health and Wellness Center as well as whether William & Mary would be implementing any bike share programs in the short-term future.
- Discussed with Councilman Caleb Rogers what the City of Williamsburg is currently looking at in terms of bike share programs for the greater Williamsburg area.
- Provided perspective of Student Experience to three Student Organization OBAC appeals this semester.

# SENATE COMMITTEE ON FINANCE

Chair: Sen. Sean Nguyen

Committee Voting Members: Sen. Daniel Bess, Sen. Morgan Brittain, Sen. Matthew Hwang, Sen. Eugene Lee, Sen. Matthew Swenson, Pres. Mia Tilman, Pres. Zoe Wang

Committee Non-Voting Members: Sophie Halkett

The Senate Committee on Finance discusses Student Assembly spending bills and helps allocate funding requests submitted by student organizations through the Organization Budget Allocation Committee (OBAC). Finance works to make funding more accessible to the student body throughout the year while also being pragmatic and consistent to ensure equitable distribution.

Initiatives completed include:

- Debuted the Organization Budget Allocation Process (OBAP), which introduced quarterly submission deadlines, consistent guidelines, and a collective understanding of the funding allocation philosophy.
- Allocated over \$140,000 for the activities and initiatives of recognized student organizations, intercollegiate competitions, and organizational service projects.
- Prioritized personal communication with organizations, especially with the initial rollout of OBAP, through leading "how to request a budget" training sessions and responsive email correspondences.
- Eliminated unsustainable expenditures including single-use plastics and printing with no purpose.
- Established a framework for a formal and standardized appeal process when recognized student organizations feel that their allocation is not correct.
- Instituted a change to the student activity fee allocation model whereby seventy-five percent of the fee dollars paid by graduate students are allocated to the graduate schools (according to their enrollment) in order to better support graduate student activities.
- Reconfigured Conference Funding from individual to organizational funding—effective August 2023—to better accommodate higher student attendance and need.
- Revised the FY24 budget to subsidize airport shuttles at a higher rate, including fall and spring breaks at 75%, and the winter semester at 50% of the expected cost.
- Adjusted the FY24 budget to increase available funding for recognized student organizations to \$196,391.50, which is a 25.3% increase from the FY23 budget.