



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS RETREAT
DRAFT MINUTES
JULY 25-27, 2023
WILLIAM & MARY WASHINGTON CENTER – WASHINGTON, DC

The William & Mary Board of Visitors held their annual retreat in Washington, DC, at the William & Mary Washington Center, beginning on Tuesday, July 25, through Thursday, July 27.

TUESDAY, JULY 25

Mr. Charles E. Poston, Rector, hosted a dinner for the newly appointed Board members and Board Officers on Tuesday, July 25, at Oceanaire Seafood Room. The dinner began at 6:30 p.m. and was an opportunity to welcome the newly appointed members. Attendees went around the table and made introductions, then the Rector and President provided an overview of the Board Retreat agenda. The dinner concluded at 9:15 p.m.

TUESDAY EVENING DINNER ATTENDEES:

Hon. Charles E. Poston

Ms. Barbara L. Johnson, Vice Rector

Ms. Ardine Williams, Secretary

Ms. AnnaMaria Desalva¹

Mr. Courtney M. Malveaux

Hon. Thomas K. Norment, Jr.²

Also present was Dr. Katherine A. Rowe, President of William & Mary, and Dr. Debbie L. Sydow, President of Richard Bland College (RBC).

WEDNESDAY, JULY 26

Mr. Poston convened the full Board at 9:04 a.m.

BOARD MEMBERS PRESENT WEDNESDAY:

Hon. Charles E. Poston

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. Hixon³

Mr. Stephen J. Huebner

Ms. Cynthia E. Hudson

Ms. Anne Leigh Kerr

Hon. John E. Littel

Mr. Courtney M. Malveaux

Mr. C. Michael Petters

Mr. John P. Rathbone

Ms. Laura Keehner Rigas

Mr. J.E. Lincoln Saunders

Mr. Brian P. Woolfolk

Ms. Sydney E. Thayer, Student Representative

Dr. Taylor V. Locks, Staff Liaison

¹ Ms. AnnaMaria DeSalva was appointed in December 2022 to fill a vacant position before being appointed to a full-term on July 1, 2023.

² Appointed to the Board on July 1, 2023, but not an official member of the Board until the conclusion of his State Senate term. Attended as a guest of the Rector.

³ Term was scheduled to expire June 30, 2023, but will continue to serve as a member of the Board of Visitors until Thomas K. Norment, Jr. assumes his seat on the Board

BOARD MEMBERS ABSENT WEDNESDAY:

Dr. David S. Armstrong, Faculty Representative

OTHERS PRESENT WEDNESDAY:

Dr. Katherine A. Rowe, President

Dr. Debbie L. Sydow, RBC President

Dr. Peggy Agouris, Provost

Ms. Carrie S. Nee, University Counsel

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

Dr. W. Fanchon Glover, Chief Diversity Officer

Dr. Matthew T. Lambert, Vice President for University Advancement

Mr. Brian Mann, Director of Athletics

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

Ms. Carlane Pittman-Hampton, Chief of Staff

Mr. Brian Whitson, Chief Communications Officer

Mr. Bill Ryan, Ryan Consulting

Hon. Thomas K. Norment Jr., W&M Board Appointee and Virginia State Senator

Dr. K. Scott Swan, David Peebles Professor of Business and Marketing Area Head and
Pres. of the Faculty Assembly

Dr. Roxane O. Adler Hickey, Director of the W&M Washington Center

Ms. Erin Battle, Associate Director of the W&M Washington Center

Ms. Ashley M. Hood, Director of Government Relations

Mr. Peerawut Ruangsawasdi, The Flat Hat

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

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

Mr. Steve W. Tewksbury, Executive Director of University Events

Mr. Poston welcomed all attendees and recognized newly appointed Board member, Mr. Courtney M. Malveaux. Mr. Poston welcomed back Mr. James A. Hixon and noted that he will continue to serve as a member of the Board until newly appointed member, Mr. Thomas K. Norment, Jr., completes his term as a Virginia State Senator. He noted that he had invited Mr. Norment to attend the Retreat and future Board meetings as his guest. Mr. Poston also recognized Ms. Sydney E. Thayer, Student Representative and Student Assembly President, Ms. Taylor V. Locks, Staff Liaison and President of the PFFA, and Dr. K. Scott Swan, David Peebles Professor of Business and Marketing Area Head and President of the Faculty Assembly, who attended on behalf of Faculty Representative, Dr. David S. Armstrong.

Mr. Poston gave an overview of the agenda and called on Dr. Katherine A. Rowe, President of William & Mary, to make opening remarks. President Rowe welcomed all attendees and introduced facilitator, Mr. Bill Ryan, for the two morning governance sessions regarding Board Excellence Framework and Developing an Effective Partnership. President Rowe also provided an overview of the workshop agenda (**appended**).

Mr. Poston introduced Dr. Roxane O. Adler Hickey, Director of the W&M Washington Center (“the Center”), and congratulated her on recently earning a Doctor of Education degree from William & Mary. Dr. Adler Hickey introduced herself and Ms. Erin Battle, Associate Director of the W&M Washington Center. Dr. Adler Hickey gave a brief overview of the history and several current activities and programs at the Center. She highlighted the internship program in place that allows students to earn academic credit while participating in an internship. Lastly, she recognized Mr. S. Douglas Bunch

who also serves on the Center’s Advisory Board.

Ms. Battle elaborated on Dr. Adler Hickey’s mention of students having the opportunity to seek academic credit while participating in an internship and highlighted the Global Scholars Program, a partnership between the Center and the Global Research Institute. She noted that this program integrates the goals of Vision 2026.

Mr. Poston called on Ms. Barbara L. Johnson, Vice Rector, who led an icebreaker designed to allow attendees to learn more about each other. All attendees were asked to share their name, brief background and their own particular “superpower.”

Mr. Poston handed the floor to Mr. Ryan who kicked off Governance Session I: Board Excellence Framework. Mr. Ryan said that during the session the Board and other participants would explore the Board’s framework for effective governance, identify what a Board looks like at its best, and determine how to get there. Attendees were asked to participate in an exercise to fill in the following: Board is to organization as... _____ is to _____. Attendees were given time to discuss and provide responses.

Following the exercise Mr. Ryan asked the attendees to review and consider a case study. Mr. Ryan noted that there are three governing modes that the Board must consider when considering requests - (1) fiduciary, (2) strategic and (3) generative. Using the case study, he elaborated on each governing mode and what the Board’s central purpose is along with its core work, the key question to ask and what problems may arise.

Mr. Ryan defined generative governing and highlighted the generative curve (framing and sense-making, deciding, executing). He noted that the opportunity for the Board to influence generative work declines as the issues are framed and converted into plans, strategies and problems. He continued to say that the Board’s involvement is lowest where generative opportunity is greatest and Board involvement increases as generative opportunity declines. Mr. Ryan spoke about the different stages along the curve, the Board’s involvement, and the dynamics between the Board and administration along the curve. He then asked attendees for their reactions.

Following the attendee’s responses to the generative curve, Mr. Ryan asked the members of the Board to conduct a self-assessment/evaluation and identify mindsets, stances, and behaviors the Board needs from individual members to better engage in the effective governing explored in this workshop. He asked members to identify what can be done differently for high value governing work. Groups were given time to brainstorm and discuss before reporting their findings. As the groups reported their findings, discussions ensued on topics ranging from shared governance, the need for information, importance of listening with an open mind, knowledge of the institution, expertise vs. management vs. governance, and constituencies.

Following a break, Mr. Ryan continued the workshop with Governance Session II: Developing an Effective Partnership. President Rowe asked the attendees to consider the following questions when participating in the proposed exercise: on whose behalf do we govern; how do we take advantage of the opportunity afforded by having two experienced Presidents (W&M & RBC) and an established board; and what is the role of the Board and administration leadership? She added that leadership

and the Board should be acting on behalf of the present and the future (two – 50 years frame of thought). Dr. Debbie L. Sydow, President of RBC, echoed President Rowe's comments.

Participants were split into three groups: Board members, Executive Leadership, and Presidents to discuss what is needed from each other to have a successful partnership. After a brief period of time the groups came together to report their findings. The Board reported what they need from the President's and their teams, then the Presidents and Executive Leadership reported what they need from the Board to have a successful partnership. Throughout the reporting processes discussions took place about what each group was asking of the other.

To conclude the session Mr. Ryan summarized the work the Board had just undertaken. Mr. Poston thanked Mr. Ryan and said that it was helpful to have someone facilitate the self-assessment/evaluation to help the group better understand their respective roles.

During lunch Dr. Virginia M. Ambler, Vice President for Student Affairs, provided an update on the comprehensive housing and dining facilities project and noted Phase I began this month. Dr. Peggy Agouris, Provost, provided an update on Phase II of the Faculty Workload Initiative (a.k.a. faculty productivity study) and summarized the handout (**appended**) provided to participants.

Mr. Poston asked Ms. Ardine Williams, Secretary, to take the Board into closed session. Ms. Williams moved the William & Mary Board of Visitors convene into closed session for the following reason:

Va. Code §2.2-3711. A.8 for consultation with legal counsel regarding recent developments in U.S. Supreme Court jurisprudence and possible downstream impacts; and

Va. Code §2.2-3711.A.9 for discussion of matters related to fundraising activities, including anticipated major gifts, and grant awards.

Motion was seconded by Ms. Cynthia E. Hudson and approved by roll call vote – 17-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors. The Board went into closed session at 1:12 p.m. with the W&M President, University Counsel, Chief Diversity Officer, Vice President of Strategy & Innovation, and Vice President of Advancement.

The Board reconvened in open session at 2:03 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. James A. Hixon and approved by roll call vote – 17-0 – conducted by Mr. Fox.

Mr. Poston called on President Rowe to kickoff Strategic Topic Session I: Computing and Data Science. President Rowe referenced the SimpsonScarborough positioning study conducted several years ago and what was learned from the study as it relates to STEM, and the pending decision making timeline for a potential Computing, Data Science, Applied, Physics (CDSAS) school.

President Rowe called on Provost Agouris to provide a more in-depth update on CDSAS. Provost Agouris noted the handout (**appended**) provided to participants. She highlighted the executive summary and

walked the Board through the timeline. Provost Agouris said that she and her team were still meeting with faculty to collect feedback on the CDSAS Initiative Steering Committee Report. She added that work to date has shed light on the implications of a new school, financial and otherwise. Provost Agouris added that the goal is to have a proposal to President Rowe in October with possible Board action in November.

A discussion ensued regarding the new CDSAS school.

Prior to beginning the next session Mr. Poston introduced two students present, Tyler Cattini and Flat Hat Reporter Peerawut Ruangsawasdi, and asked Mr. Brian Mann, Director of Athletics, to provide an update on athletics.

Mr. Mann reflected on the spring semester and noted that all teams had a GPA of 3.0 or higher. He reported on ticket and corporate sponsorship, the football season ticket renewal rate, and provided an update on the Kaplan Arena renovation. Lastly, he noted that the women's tennis coach just extended her contract, and the football team was just voted #1 pre-season in CAA.

President Rowe began Strategic Topic Session II: Rankings by discussing how rankings in the past five years have changed. She noted that William & Mary students are interested in academic excellence, not rankings, and highlighted factors used to determine rankings, both past and present. She asked leadership to consider how William & Mary should value rankings as they reflect the core mission and vision.

A discussion ensued regarding rankings and the view by different constituencies.

Dr. Jeremy P. Martin, Vice President of Strategy & Innovation, said that factors used by students to determine where to attend university is very broad. He noted that factors used by U.S. News & World Report are changing and some no longer align with items William & Mary values. He then elaborated on the factors changing to calculate future rankings.

Discussion continued on the rankings system, how to educate stakeholders on the process, and how rankings should not dictate strategic goals of the university. Dr. Matthew T. Lambert, Vice President for University Advancement, noted that Alumni do care about outcome-based rankings such as William & Mary's alumni giving and internship rankings, and Mr. Brian Whitson, Chief Communications Officer, provided an overview of the communications strategy as it relates to rankings. Further discussion ensued on rankings.

Mr. Poston asked Ms. Thayer, Dr. Swan, and Dr. Locks what students, faculty and staff think of rankings. Each said there is a lack of education/communication regarding rankings.

After further discussion by the Board, Mr. Poston charged President Rowe to form a focus group regarding rankings and report the findings to the Board at its September meeting. Dr. Martin will lead the focus group.

There being no further business, Mr. Poston recessed the Board at 4:28 p.m.

Following the meeting, all participants were invited to attend a reception at the private residence of Mr. S. Douglas Bunch from 5:45 – 6:45 p.m. The event was social, and no business was discussed.

Following the reception, voting members of the Board and invited guests gathered for dinner from 7:00 – 8:30 p.m. at the Dacha Loft. The event was social, and no business was discussed.

BOARD MEMBERS PRESENT FOR WEDNESDAY EVENING DINNER:

Hon. Charles E. Poston	Ms. Anne Leigh Kerr
Ms. Barbara L. Johnson, Vice Rector	Hon. John E. Littel
Ms. Ardine Williams, Secretary	Mr. Courtney M. Malveaux
Mr. Kendrick F. Ashton, Jr.	Mr. C. Michael Petters
Mr. S. Douglas Bunch	Mr. John P. Rathbone
Ms. AnnaMaria Desalva	Ms. Laura Keehner Rigas
Mr. Stephen J. Huebner	Mr. J.E. Lincoln Saunders
Ms. Cynthia E. Hudson	

BOARD MEMBERS ABSENT FOR WEDNESDAY EVENING DINNER:

Mr. James A. Hixon	Mr. Brian P. Woolfolk
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President Rowe, President Sydow and Mr. Norment were also present for dinner.

THURSDAY, JULY 27

Mr. Poston reconvened the Board at 9:08 a.m.

BOARD MEMBERS PRESENT THURSDAY:

Hon. Charles E. Poston	Ms. Anne Leigh Kerr
Ms. Barbara L. Johnson, Vice Rector	Hon. John E. Littel
Ms. Ardine Williams, Secretary	Mr. Courtney M. Malveaux
Mr. S. Douglas Bunch	Mr. C. Michael Petters
Ms. AnnaMaria Desalva	Mr. John P. Rathbone
Mr. James A. Hixon	Ms. Laura Keehner Rigas
Mr. Stephen J. Huebner	Mr. Brian P. Woolfolk
Ms. Cynthia E. Hudson	

BOARD MEMBERS ABSENT THURSDAY:

Mr. Kendrick F. Ashton, Jr.	Dr. David S. Armstrong, Faculty Representative
Mr. J.E. Lincoln Saunders	Dr. Taylor V. Locks, Staff Liaison
Ms. Sydney E. Thayer, Student Representative	

OTHERS PRESENT THURSDAY:

Dr. Katherine A. Rowe, President
Dr. Debbie L. Sydow, RBC President
Ms. Carrie S. Nee, University Counsel
Ms. Carlane Pittman-Hampton, Chief of Staff
Hon. Thomas K. Norment Jr., W&M Board Appointee and Virginia State Senator
Mr. Justin May, RBC Chief Enrollment Officer
Dr. Tiffany Birdsong, RBC Chief Academic Officer
Ms. Lashrecse Aird, Executive Director of the VSU-RBC Joint School for Professional &

Technical Studies

Ms. Melissa Mahoney, RBC Controller

Ms. Stacey Sokol, Chief Business Officer

Mr. Jeff Palmore, Principal at Capitol Square Strategies, LLC

Mr. Peerawut Ruangsawasdi, The Flat Hat

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

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

Mr. Steve W. Tewksbury, Executive Director of University Events

Mr. Poston called on Ms. Laura Keehner Rigas who announced that the day was President Rowe's birthday and she led those present in the Happy Birthday song.

President Rowe asked the Board to continue the conversation on how Board members frame discussions and questions asked in a public setting. She noted that as members of the Board everything they say can be amplified and assumed to be a conclusion rather than conversation.

A conversation ensued regarding the conduct of business in public without having comments by members of the Board construed as conclusions or directives to management, while at the same time showing the Board is doing its due diligence. It was noted that word choice is important and that it is good to have more general questions at the top of the generative curve when an idea/project is in the early stages of discussion and more specific questions further down on the generative curve when the Board is in more of an oversight mode.

President Rowe indicated the importance of the timing of generative work, how questions are framed, and providing information on topics prior to meetings. She then asked the Board to continue the self-assessment/evaluation discussion that took place the day before.

President Rowe asked members of the Board to provide feedback on materials they currently receive and what they would like to receive moving forward to better prepare them for generative conversations. A discussion ensued regarding Board materials, how to best use the Board's time and how to highlight strategic priorities.

Mr. Poston asked Ms. Williams to take the Board into closed session. Ms. Williams moved the William & Mary Board of Visitors convene into closed session for the following reasons:

Va. Code §2.2-3711.A.1 for consideration of the performance and appointment of the President of William & Mary and members of Cabinet and the Executive Leadership Team and evaluation of the performance of Highland which will necessarily involve discussion of specific individuals;

Va. Code §2.2-3711.A.8 for consultation with legal counsel regarding litigation risks and regulatory compliance;

Va. Code §2.2-3711.A.9 for discussion of potential contracts with the city for work to be performed by the institution; and

Pursuant to Va. Code Sec. 2.2-3711.A.11 for consideration of the awarding of honorary degrees to particular individuals.

Motion was seconded by Mr. Hixon and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Ashton and Mr. Saunders were absent from the meeting. The Board went into closed session at 9:54 a.m. with the President and University Counsel.

The Board reconvened in open session at 10:38 a.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. Hixon and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. Ashton and Mr. Saunders were absent from the meeting.

At the conclusion of this session President Rowe and Ms. Carlane Pittman-Hampton departed the meeting and the RBC team joined.

Mr. Poston welcomed the RBC team, noted that the work for RBC to have its own independent Board is still underway, and spoke about President Sydow’s work on this issue during past academic year.

President Sydow provided an overview of the timeline for RBC’s Six-Year Plan, including the fact that it will be brought before the Board at its September meeting, and noted that the potential for an independent governing board must be included in the plan. She then asked all members of the RBC team to introduce themselves.

President Sydow began the RBC Six-Year plan presentation with an overview of RBC (local context & economy, high-level financials, and student population), and noted key metrics⁴ regarding enrollment, program alignment and performance and financial effectiveness and sustainability. She noted that the enrollment decrease does not factor in part-time or dual enrollment students.

A discussion ensued regarding the key metrics presented.

President Sydow concluded her portion of the presentation by noting what RBC’s strengths are and how those strengths drive strategic priorities.

Mr. Justin May, RBC Chief Enrollment Officer, provided an overview of enrollment trends by degree level and full- versus part-time students. He also reported on diversity by income and race/ethnicity. He concluded by reporting what RBC is doing to manage enrollment considering state and national trends, and what are the financial implications of such drivers and actions.

Dr. Tiffany Birdsong, RBC Chief Academic Officer, provided an overview of retention and graduation rates, how student demographic rates differ, and which Virginia four-year institutions are RBC students transferring to. She concluded by reporting how RBC is preparing students to complete their

⁴ Data presented by RBC was from a fact pack provided by Boston Consulting Group in preparation for the Six-Year Planning process.

degree in a timely manner, have success beyond completion, and how conferred degrees align with the needs of the Commonwealth.

Ms. Lashrecse Aird, Executive Director of the VSU-RBC Joint School for Professional & Technical Studies, highlighted the shared services consortium and the University College included in the Six-Year Plan and presented information on the Virtual School of Technical and Professional Studies (“the Virtual School”), a joint endeavor between RBC and Virginia State University (VSU). She provided an overview of the three following findings of the environmental and marketing analysis conducted regarding the Virtual School: (1) target audiences and needs, (2) non-traditional offerings, and (3) 21st century technical jobs. Ms. Aird noted the recommended programs, determined from the analysis, and how they will align with in-demand careers. She also provided an overview of how the potential offerings of the Virtual School compare to what is currently offered at other Virginia institutions. Lastly, she presented the proposed division of responsibilities among RBC, VSU and an external partner for a Virtual School.

Ms. Melissa Mahoney, RBC Controller, provided an overview of how personnel costs have increased on a per-student basis and which expenditures are increasing the fastest. She concluded by reporting how RBC has maintained financial health and focused investment on levers that will drive improvement of student outcomes.

Ms. Stacey Sokol, RBC Chief Business Officer, provided an overview of how the cost of attendance has changed and how much debt students need to take to cover the net price. She highlighted what RBC is doing to improve affordability for students and families, how it is approaching price and revenue management, and the implications of long-term financial health. Lastly, Ms. Sokol presented a list of operating requests and capital budget requests expected to be presented to the General Assembly in 2024 for inclusion in the FY25 budget.

President Sydow said the fundamental goals of the last Six-Year plan approved by the Board are unchanged. She then introduced Mr. Jeff Palmore, a consultant and lobbyist for RBC, who provided a brief overview of the 2023 General Assembly Session as it related to RBC. She noted that conversations were had about what the future of RBC looks like with an independent governing Board and expects conversations to continue through October at which time RBC may know recommendations leading to the 2024 General Assembly session.

During lunch Mr. Palmore discussed the legislative strategy for approval of an independent governing board. He provided an overview of conversations to date and noted that the Senate and Governor’s office are supportive of an independent governing structure and the House requested more information on what an independent governance structure looks like for RBC.

A discussion ensued regarding strategy for independent governance.

Mr. Poston reminded Board members of the protocol for scheduling on campus meetings or meetings with the Executive Leadership Team, and thanked Board members for participating in the self-assessment/evaluation. He then asked Ms. Williams to take the Board into closed session. Ms. Williams moved the William & Mary Board of Visitors convene into closed session for the following reasons:

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

Va. Code §2.2-3711. A.8 for consultation with legal counsel regarding contract negotiations.

Motion was seconded by Mr. Hixon and approved by roll call vote – 14-0 – conducted by Mr. Fox. Ms. Anne Leigh Kerr departed the meeting early, and neither Mr. Ashton nor Mr. Saunders were present at the meeting. The Board went into closed session at 1:20 p.m. with University Counsel.

The Board reconvened in open session at 1:32 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. Hixon and approved by roll call vote – 14-0 – conducted by Mr. Fox. Ms. Anne Leigh Kerr departed the meeting early, and neither Mr. Ashton nor Mr. Saunders were present at the meeting.

Mr. John P. Rathbone made a motion to approve proposed changes to the contract of the President of RBC as discussed in closed session and to authorize the Rector to execute the amended agreement once finalized. The motion was seconded by Mr. Brian P. Woolfolk and approved by voice vote.

There being no further business, Mr. Poston adjourned the meeting at 1:34 p.m.

William & Mary
Board Excellence Workshop
July 26, 2023

- Goal**
- Equip Visitors with frameworks, principles, and best practices for effective governance
 - Engage Visitors and senior leaders in clarifying respective roles and articulating norms to ensure a constructive partnership

- Outcomes** Visitors will understand:
- Key elements of their role (vs Administrators' roles)
 - Best practices for effective governance, including the obligations of fiduciary boards, Board's role in strategy, and approaches for promoting searching boardroom dialogue
 - Key considerations in the design and operation of a board (e.g., practices for effective meetings)

Visitors and administrators will:

- Understand what their counterpart needs from them in order to succeed
- Develop norms to guide their partnership

Format Three-hour, in-person workshop (see agenda below) with paired, small group, and plenary discussions

Facilitator Bill Ryan is a consultant, coach and educator dedicated to improving the governance of nonprofit organizations. He has consulted to the boards and executive teams of dozens of organizations from all corners of the nonprofit sector, helping them making lasting improvements to their governance, and has coached CEOs and board leaders to help them gain insights and strategies for effectively engaging their boards.

Previously, he was for 10 years a principal and research fellow at Harvard's Hauser Center for Civil Society. His 2005 book *Governance as Leadership: Reframing the Work of Nonprofit Boards* (John Wiley and Sons) has helped transform the way nonprofit institutions approach governance. He also taught for 15 years in executive education programs at the Kennedy School, as well as in programs for leaders in higher education at the Harvard Graduate School of Education. Bill has a Master's in Public Administration from the Harvard Kennedy School and Bachelor's from Columbia University.

William & Mary
Board Excellence Workshop
AGENDA

Mins	Topic
15	Getting started <ul style="list-style-type: none">- Opening comments- Overview of session- As warm-up, quick exploration of mental models about boards
75	Board excellence framework <ul style="list-style-type: none">- Using real-world examples and a format that allows for ample give-and-take, we explore a framework showing: how Boards can engage collectively in best-in-class governance (without intruding into management); and which individual mindsets and stances are most essential to a Board's collective success.- After Q+A, we identify some of the key implications for the WM Board collectively and its members individually.
80	Developing an effective Board-President partnership <ul style="list-style-type: none">- After opening comments from the President about how she envisions her leadership in her second term, we explore what the Board and the President (and her leadership team) need from each other in order to succeed. We develop a draft 'compact' (with specific practices, mindsets, and norms) that can be used to ensure the continued success of the Board-Administration partnership.
10	Closing <ul style="list-style-type: none">- Final reflections and next steps

Faculty Workload Initiative Phase II: Executive Summary

Provost's Data Initiative

Data trends for student enrollment and faculty are now available online at the Provost's website (www.wm.edu/about/administration/provost/data-trends/index.php). This public-facing source for data increases transparency for William & Mary stakeholders and contributes to strategic planning for campus leaders. Campus Deans and Faculty Assembly leaders have vetted this information prior to publication and will be involved as additional information is added by the Provost's Office. Additional information from Institutional Research is also available in the University Data Fact Book (www.wm.edu/offices/it/services/ir/university_data/fact_book/index.php). These data sources are updated annually in the fall.

Phase II: Faculty Workload Contributions

Dataset Expansion

The Provost's team continues to expand the dataset on faculty contributions. *Faculty Success* is a data collection tool that provides a record of faculty scholarship and research. All new faculty (70+ new faculty starting in Fall 2023) will enter their information into *Faculty Success* and this will expand the existing dataset. Current faculty in Arts & Sciences and VIMS will complete the entry of their scholarly and creative endeavors into *Faculty Success* for the last 10 years to allow for better capturing of research productivity, awards, and student research collaborations. Additionally, CAYUSE is a new data collection tool that tracks funded research activities. The information collected in CAYUSE and the *Faculty Success* data tool will greatly enhance the university's capability to report on the research and scholarship of our faculty, which has not existed in the past. As in Phase I, academic leaders and Faculty Assembly will validate findings prior to publication.

TIMELINE: Data input will occur in Fall 2023; report generation will occur in Spring 2024; presentation to BOV on progress in April 2024

Deans' Oversight of Workload Principles

Deans will have access to research reports based on the database expansions noted above. To complement this information on research and that reported out in April 2023 on teaching, a faculty survey is planned for Fall 2023 to capture less formal kinds of faculty work, such as organizing events for students, supervising student research, or providing service to the university and the discipline. Given it is the responsibility of each dean to manage faculty workload based on the needs of their areas, access to a more robust set of data will support them in their decision-making and help establish consistent principles for variable faculty workloads appropriate to A&S and the four schools. Annual merit evaluations provide the deans regular opportunity to address workloads of their faculty members.

TIMELINE: Service Survey in Fall 2023; presentation to BOV in April 2024

Faculty Retirement Planning

Currently, approximately 20% of the tenured faculty are 60 or over, which represents a large contingent of faculty who could potentially retire. Because recruitment can be challenging and program needs are constantly changing, the loss of institutional memory and capability represents a challenge due to the upcoming potential brain drain. Furthermore, many senior faculty provide valued leadership on campus, making mid-level leadership succession planning critical. The Deans will work within their programs to ascertain transition needs to address pressing needs and plan for program continuity that they will discuss with the Provost. Simultaneously, various voluntary retirement transition programs are being actively considered.

TIMELINE: Work with the deans on plans in Fall 2023; presentation to BOV in April 2024

Potential New Academic School
Computing, Data Science, Applied Science, Physics
Optimal Timeline

- **Steering Committee Report**
 - *June 12, 2023*: Steering Committee Report completed and submitted to Provost (*completed)
 - *June 29, 2023*: Email to Faculty/Staff from Provost indicating the report was posted to Steering Committee website (*completed)
(www.wm.edu/about/administration/provost/action-areas/new-programs/cds-initiative/steering-committee/index.php)
 - *June 29 – July 25, 2023*: Online feedback form open (*completed)
- *September 2023*: Provost meets with Faculty Assembly for dialogue regarding steps forward
- *September 2023*: Provost meets with Faculty of Arts & Sciences for dialogue regarding steps forward
- *September 2023*: Provost develops recommendation regarding the entity's structure
- *September – October 2023*: Provost develops resource plan (i.e., financial, physical, and human resources, both existing and new) with leaders in the administration
- *October 2023*: Provost submits recommendation on structure and resources to President
- *October 2023*: President finalizes her recommendation to the Board
- *November 2023*: Resolution for Board to consider approving the new school and resource plan
- *December 2023 – February 2024*: Meetings with SCHEV to discuss draft proposal
 - Link to SCHEV Organizational Change Policy document:
www.schev.edu/home/showpublisheddocument/2591/638040132836930000
- *Mid-March 2024*: Full final proposal submitted to SCHEV staff
- *July 2024*: Presentation to SCHEV Council for consideration
- *August 2024 and beyond*: Plan implementation in advance of official launch
 - Governance (Bylaws Updates)
 - Hiring
 - Fundraising
 - Curriculum and Catalog Updates
 - Marketing & Communications

EXECUTIVE SUMMARY

COMPUTER, DATA SCIENCE & APPLIED SCIENCE STEERING COMMITTEE

If approved, a proposed school of Computing, Data Science and Applied Science (“CDSAS”) at William & Mary would become the first new school established at the institution in more than half a century. Proponents of this new entity believe that once established, it will address increased student demands in these three areas, elevating William & Mary’s national profile in industries marked by robust economic growth across the country. They also note that increased visibility and autonomy for these three disciplines will strengthen recruitment of world-class faculty and graduate students and attract increased external funding for research (both external grants and state funds). Others in the community have expressed concerns that such a school might draw resources away from the rest of Arts & Sciences (A&S) and thus undermine William & Mary’s traditional strengths in providing undergraduates with a superlative interdisciplinary education.

Throughout the spring of 2023, this 15-member Steering Committee explored the possibilities for a new autonomous unit and invited comprehensive feedback from the community by holding various town halls (both virtual and in-person), attending meetings with faculty and student groups as well as others, and conducting multiple on-line surveys. Many of those consulted expressed particular concern about the administrative costs of a new structure. Of the different models under consideration, respondents clearly preferred those that offered students the opportunity to matriculate into the new unit after general admission to W&M and the completion of a defined number of credits. Far less support was offered for either a “graduate school only” model or a “direct admission” model. During the course of its work, the Committee was informed that faculty in the Physics (PHYS) department unanimously voted to become part of this new entity as well.

Whether a new unit for CDSAS is situated inside or outside of A&S (substantial support was expressed for both of those two options), an overwhelming majority hoped that such an entity would offer students throughout the university the opportunity to access the new school’s course offerings; many believe a new unit should facilitate cross-school collaborations between faculty and students of different schools, as well as foster the interdisciplinary teaching and research which aligns with William & Mary’s traditional strengths. Developing streamlined processes for faculty to hold joint and affiliate appointments with departments and programs in the new entity will be key to enabling such interdisciplinary collaborations. Finally, faculty and students alike urged the administration to design structures for undergraduate admission and/or majoring in the new school which will address and satisfy the needs of students throughout the university.