



# WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS MEETING  
DRAFT MINUTES  
SEPTEMBER 21-23, 2022  
WILLIAM & MARY ALUMNI HOUSE

The William & Mary Board of Visitors (“the Board”) met Wednesday, September 21, through Friday, September 23, 2022.

On Wednesday, September 21, the Executive Committee met from 4:00 - 6:00 p.m. in Leadership Hall of the Alumni House. Following the committee meeting the Board convened in the Blue Room of the Sir Christopher Wren building, beginning at 6:34 p.m. They received a brief history of the room from Megan Campbell, W&M Student and member of the Spotswood Society, and an overview of activities surrounding the Bray School Lab from Maureen Elgersman Lee, Director of the Bray School Lab. The Rector pinned new members of the Board and then the entire Board recited the William & Mary Board of Visitors Pledge, signed the Board of Visitors membership book and had their annual group photo taken on the steps of the in the Wren Courtyard. The voting members of the Board and President Katherine A. Rowe then gathered, from 7:00 – 9:00 p.m., for dinner in the Great Hall. Mr. John E. Littel provide a history of the Queen Anne portrait and President Rowe gave an overview of W&M strategy, value to students, rankings and enrollment. A conversation ensued regarding tuition rates and the current economic challenges.

## **BOARD MEMBERS PRESENT THURSDAY EVENING:**

Hon. Charles E. Poston, Rector  
Ms. Barbara L. Johnson, Vice Rector  
Ms. Ardine Williams, Secretary  
Hon. Mari Carmen Aponte  
Mr. Kendrick F. Ashton, Jr.  
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  
Dr. Karen Kennedy Schultz  
  
Dr. David S. Armstrong, Faculty Representative  
Mr. John I. Cho, Student Representative  
Mr. Marc D. Kelly, Staff Liaison

## **BOARD MEMBERS ABSENT THURSDAY EVENING:**

Mr. S. Douglas Bunch  
Mr. J.E. Lincoln Saunders

Mr. Brian P. Woolfolk

## **OTHERS PRESENT FOR THURSDAY EVENING:**

Dr. Maureen Elgersman Lee, Director of the Bray School Lab  
Ms. Megan E. Campbell, W&M Student  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

**THURSDAY, SEPTEMBER 22**

On Thursday, September 22, the Committee on Audit, Risk and Compliance met from 8:45 – 10:00 a.m. in Leadership Hall followed by a meeting of the Richard Bland College Committee from 10:30 a.m. to 12:30 p.m. in Hunter Hall. Board members then gathered for lunch in Hunter Hall where they were provided training on the new Board platform, OnBoard. After lunch the Committee on Academic Affairs met from 2:00 – 2:45 p.m. in Hunter Hall, followed by concurrent meetings of the Committee on Administration, Buildings and Grounds, in Hunter Hall, and the Committee on the Student Experience from 2:45 – 3:45 p.m. The Committee on the Student Experience meeting consisted of a tour of the new Sadler Center expansion.

At 4:15 p.m. the Committees on Financial Affairs and Institutional Advancement met jointly.

**COMMITTEE MEMBERS PRESENT FOR JOINT COMMITTEE MEETING:**

Mr. James A. Hixon, Chair of Financial Affairs  
Mr. S. Douglas Bunch, Chair of  
Institutional Advancement (*remote via Zoom*)  
Ms. Anne Leigh Kerr  
Hon. Mari Carmen Aponte  
Mr. Kendrick F. Ashton, Jr.  
Mr. Stephen J. Huebner  
Mr. John P. Rathbone  
Ms. Laura Keehner Rigas

Dr. John B. Gilmour, Faculty Representative for  
Financial Affairs  
Mr. Owen R. William, Student Representative  
for Financial Affairs  
Dr. James G. Dwyer, Faculty Representative for  
Institutional Advancement  
Ms. Jasmin R. Martinez, Student  
Representative for Institutional  
Advancement

**COMMITTEE MEMBERS ABSENT FROM JOINT COMMITTEE MEETING:**

Mr. J.E. Lincoln Saunders

Mr. Brian P. Woolfolk

**OTHER BOARD MEMBERS PRESENT FOR JOINT COMMITTEE MEETING:**

Ms. Cynthia E. Hudson  
Hon. John E. Littel  
Dr. Karen Kennedy Schultz  
Hon. Charles E. Poston, Rector

Ms. Ardine Williams  
Dr. David S. Armstrong, Faculty Representative  
Mr. John I. Cho, Student Representative  
Mr. Marc D. Kelly, Staff Liaison

**OTHERS PRESENT FOR JOINT COMMITTEE MEETING:**

Dr. Katherine A. Rowe, President  
Dr. Peggy Agouris, Provost  
Ms. Amy S. Sebring, Chief Operating Officer  
Ms. Carrie S. Nee, University Counsel  
Dr. Virginia M. Ambler, Vice President for Student Affairs  
Mr. Howard Busbee, Interim CEO W&M Alumni Association  
Dr. W. Fanchon Glover, Chief Diversity Officer  
Dr. Matthew T. Lambert, Vice President for University Advancement  
Mr. Brian D. Mann, Athletics Director  
Dr. Jeremy P. Martin, Chief of Staff  
Mr. Brian W. Whitson, Chief Communications Officer  
Mr. Cliff Fleet, Chair of the W&M Foundation Board of Trustees  
Ms. Jackie C. Ferree, Associate Vice President for Business Services & Organizational Excellence

Mr. Kent B. Erdahl, Internal Audit Director  
Ms. Heather E. Golden, Chief Marketing Officer  
Ms. Kathleen I. Powell, Chief Career Officer  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Mr. James A. Hixon, Chair of the Committee on Financial Affairs, called the joint meeting of the Committee on Financial Affairs and Committee on Institutional Advancement to order at 4:14 p.m.

Mr. Hixon said that Mr. S. Douglas Bunch, Chair of the Committee on Institutional Advancement, notified the Rector that he is unable to attend the joint committee meeting due to a professional matter related to his appointment to serve as a representative to the United Nations. Mr. Bunch asked to participate in the meeting electronically from New York, NY. Pursuant to the Virginia Freedom of Information Act and Section III.D of the Board bylaws, Mr. Hixon moved that the Board approve this use of electronic participation. The motion was seconded by Ms. Anne Leigh Kerr, and approved by voice vote.

Mr. Bunch introduced the newly appointed faculty and student representatives to the Committee on Institutional Advancement, Dr. James G. Dwyer and Ms. Jasmin R. Martinez.

Recognizing a quorum was present. Mr. Bunch asked for a motion to approve the minutes of the September 23, 2021 Committee on Institutional Advancement meeting. Motion was made by Ms. Mari Carmen Aponte, seconded by Ms. Karen Kennedy Schultz, and approved by voice vote.

Mr. Hixon introduced the newly appointed faculty and student representatives to the Committee on Financial Affairs, Dr. John B. Gilmour and Mr. Owen R. Williams. He also noted the attendance of Mr. Cliff Fleet, Chair of the W&M Foundation Board of Trustees.

Mr. Hixon called on Dr. Matthew T. Lambert, Vice President for University Advancement, to begin his presentation. Dr. Lambert provided an overview of Advancement activities that had taken place since the beginning of the academic year. He announced that Tag Day is Friday, September 23, and the Green and Gold Walk will take place during Homecoming on Saturday, October 8.

Mr. Hixon moved the Committees on Financial Affairs and Institutional Advancement convene into closed session pursuant to Virginia Code Sections: §2.2-3711.A.9 for discussion of university fund-raising activities and related contracts for services; and §2.2-3711.A.8 for consultation with legal counsel regarding W&M regulatory and legal compliance. Motion was seconded by Ms. Aponte and approved by roll call vote – 8-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors. Mr. J.E. Lincoln Saunders and Mr. Brian P. Woolfolk were absent from the meeting. Observers were asked to leave the room and the members and representatives of each committee, and other Board members present, including the faculty and student representatives and staff liaison, went into closed session at 4:23 p.m. with the President, Provost, Chief Operating Officer, University Counsel, Vice President for Student Affairs, Interim CEO W&M Alumni Association, Chief Diversity Officer, Vice President for University Advancement, Athletics Director, Chief of Staff, Chief Communications Officer, Chair of the W&M Foundation Board of Trustees, Associate Vice President for Business Services & Organizational Excellence, Internal Audit Director, Chief Marketing Officer, Chief Career

Officer, Secretary to the Board of Visitors, and others from the Advancement Office.

The committees reconvened in open session at 5:03 p.m. Mr. Hixon moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Ms. Aponte and approved by roll call vote – 8-0 – conducted by Mr. Fox. Mr. J.E. Lincoln Saunders and Mr. Brian P. Woolfolk were absent from the meeting.

There being no further business, Mr. Hixon, adjourned the joint meeting of the Committees on Financial Affairs and Institutional Advancement at 5:05 p.m.

### **FRIDAY, APRIL 22**

On Friday morning, September 23, the Committee on Financial Affairs met from 8:00 – 8:45 a.m. in Hunter Hall of the Alumni House.

At 9:17 a.m. Mr. Charles E. Poston, Rector, convened the full Board.

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

Hon. Charles E. Poston, Rector

Ms. Barbara L. Johnson, Vice Rector

Ms. Ardine Williams, Secretary

Hon. Mari Carmen Aponte

Mr. Kendrick F. Ashton, Jr.

Mr. S. Douglas Bunch (*remote via Zoom*)

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

Dr. Karen Kennedy Schultz

Dr. David S. Armstrong, Faculty Representative

Mr. John I. Cho, Student Representative

Mr. Marc D. Kelly, Staff Liaison

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

Mr. J.E. Lincoln Saunders

Mr. Brian P. Woolfolk

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

Dr. Katherine A. Rowe, President

Dr. Debbie L. Sydow, RBC President

Dr. Peggy Agouris, Provost

Ms. Amy S. Sebring, Chief Operating Officer

Ms. Carrie Nee, University Counsel

Dr. W. Fanchon Glover, Chief Diversity Officer

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

Dr. Jeremy P. Martin, Chief of Staff

Mr. Brian W. Whitson, Chief Communications Officer

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, Faculty and Students

Mr. Poston noted that Mr. S. Douglas Bunch had notified him that he is unable to attend the Board meeting due to a professional matter related to his appointment to serve as a representative to the United Nations. Mr. Bunch would like to participate in the meeting electronically from New York, NY. Pursuant to the Virginia Freedom of Information Act and Section III.D of the Board bylaws, He moved that the Board approve this use of electronic participation. The motion was seconded by Mr. James A. Hixon, and approved by voice vote.

Mr. Poston called on Mr. Michael J. Fox, Secretary to the Board of Visitors, to speak about the format of the meeting. Mr. Fox reminded members of the Board, and others present, that for the first time the Board is being live streamed online per guidelines developed by the State Council of Higher Education for Virginia.

Mr. Poston introduced the new members of the Board, including the faculty and student representatives and staff liaison.

Mr. Poston spoke about the honor of being elected as Rector and announced he will continue to host Rector's Days, where he will meet with faculty, students and administrators. Rector's Days is scheduled to take place on October 19-20, 2022. He also announced the plan for the Board to return to the Board Room in Blow Hall for its February 2023 meeting. Mr. Poston then reaffirmed the Board's support for shared governance.

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

President Sydow provided an update on fall student enrollment, residence hall occupancy, and athletics. She spoke about partnerships RBC has formed to assist in expanding its role in training, advance manufacturing, and unmanned aerial systems (UAS) technicians for Petersburg and the Virginia Gateway Region, and noted that the DroneUp Academy is now open. She added that four proposed UAS courses are going through the faculty assembly review process, and UAS credential is under development. President Sydow provided an update on RBC's design and develop of an innovation park that will be located on the campus of RBC. Lastly, she provided an overview of the agenda and action items of the Richard Bland College Committee which met on Thursday, September 21.

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

President Rowe said there is an urgency to continue to evolve for excellence, part of the strategic plan, and do so in a manner that is forward looking and long-term. She noted her definition of excellence and how it relates to academics, the student experience and success while on campus and in their professional life after graduation.

President Rowe provided an overview of the current phase of Vision 2026, noting planning consists of two components. The first of which is a comprehensive look at modalities that allow the university to expand its reach, educate for impact and evolve to excel. She said all schools, including the Virginia

Institute of Marine Science, have been planning over the past year and are beginning to implement. Second, further proposals will be invited during the current academic year to plan regarding the four comprehensive domains (data, water, democracy, careers). President Rowe added that the university will be building a campaign around both components in the coming years.

President Rowe spoke about the student experience, and noted the dedication of the Sadler Expansion, a hub of student activity, would take place later in the day. She also highlighted multiple capital projects that are scheduled to be completed in 2023. President Rowe provided an update on the comprehensive housing and dining plan.

President Rowe spoke about the value of a liberal arts education, and the importance of expanding access for first generation and low-income students. She said that in 2026 higher education is going to face a decline in the traditional college going population. She added that with this shift the university must invest in areas that appeal to first generation, low-income and non-traditional college age students. President Rowe said the Provost is working with a group of departments to identify potential areas of investment and new academic models.

President Rowe provided an update on the faculty hiring pilot.

President Rowe said William & Mary is committed to affordability and noted the university has held tuition flat for five consecutive years. She noted there are discussions taking place regarding a multi-year tuition approach versus yearly. Lastly, President Rowe announced William & Mary will guarantee scholarship aid to cover at least the cost of tuition and fees for all in-state Pell Grant eligible students. She added the university aims to increase the percentage of in-state undergraduate students who are Pell eligible to 20% by 2026.

Recognizing a quorum was present. Mr. Poston asked for a motion to approve the minutes of the April 20-22, 2022, and July 26-28, 2022 meetings. Motion was made by Ms. Karen Kennedy Schultz, seconded by Ms. Mari Carmen Aponte, and approved by voice vote.

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

Ms. Cynthia E. Hudson reported for the **Committee on Audit, Risk and Compliance** and briefly reviewed the agenda. On behalf of the Committee on Audit, Risk and Compliance, Ms. Hudson moved adoption of **Resolution 1**, Approval of the William & Mary Crisis and Emergency Management Plan. **Resolution 1** was approved by voice vote.

Mr. John P. Rathbone reported for the **Richard Bland College Committee** and briefly reviewed the agenda. On behalf of the Committee, Mr. Rathbone moved adoption of **Resolution 2**, Approval of Revised FY23 Tuition & Fees; **Resolution 3 as amended**<sup>1</sup>, Approval of Revised Six-Year Plan; **Resolution 4**, Appointment to Fill Vacancies in the Instructional Faculty; **Resolution 5-R (appended)**, Appointment to Fill Vacancies in the Professional Faculty; and **Resolution 6**, Retirement of Karen Henley, Student Services Specialist. Mr. John E. Littel requested that **Resolution 2** be removed from

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<sup>1</sup> Resolution 3 was amended to include the establishment of a high school residential, Science, Technology, Engineering and Applied Mathematics (STEAM)-focused college laboratory school. The original amendment included the establishment of an 11th and 12th grade residential, Science, Technology, Engineering and Applied Mathematics (STEAM)-focused college laboratory school

the block because he does not support the increase of the Global Student Success Program fee outside the traditional cycle. **Resolution 2** was approved by voice vote with Mr. Littel voting no. **Resolutions 3 as amended, 4, 5-R, and 6** were approved by voice vote.

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 7**, Appointment to Fill Vacancies in the Instructional Faculty; **Resolution 8**, Executive Appointments; **Resolution 9**, Designated Professorship; **Resolution 10**, Faculty Leaves of Absence; **Resolution 11-R (appended)**, Modify the Faculty Handbook, Allegations of Violations Policy; and **Resolution 12** Modify the Faculty Handbook, Policy on Joint Appointments. **Resolutions 7-10, 11-R and 12** were approved as a block by voice vote.

On behalf of the Committee, Ms. Johnson moved adoption of **Resolution 13**, William E. Cooke, Physics; and **Resolution 14**, Michael A. Unger, School of Marine Science. **Resolutions 13-14** were approved as a block by voice vote.

Following Ms. Johnson's report for the Committee on Academic Affairs Mr. Poston made the following statement:

*We are now emerging for the COVID years which necessitated adaption and changes. All of the university community demonstrated flexibility and cooperation. This is now our path forward.*

*The faculty, especially, responded efficiently and promptly to ensure that students progress towards graduation was not interrupted.*

*The Board of Visitors reaffirms its support of Vision 2026 at its meeting today.*

*The Board also recognizes its obligation to maximize the use of our current resources.*

*It is the Board's request that the Faculty Assembly work with the President and Provost to facilitate the effective implementation of the strategic plan and analyze faculty productivity.*

*In addition to any other tasks identified by the Provost, the Board asks the Provost, in consultation with the Faculty Assembly to report to the Board at its meeting in April 2023, on the following subjects:*

- 1. Faculty productivity; and*
- 2. Initiatives to support the significant growth of STEM disciplines and address and observed changes in the arts, humanities and social sciences to ensure continued success in all areas.*

Ms. Ardine Williams reported for the **Committee on Administration, Buildings and Grounds** and briefly reviewed the agenda. Ms. Williams moved adoption of **Resolution 15**, DHRM Workforce Planning Report; **Resolution 16**, Employee Benefit Plan Update; and **Resolution 17**, William & Mary Capital Plan Update. **Resolutions 15-17** were approved as a block by voice vote. Mr. Poston noted

that had Mr. Brian P. Woolfolk been present he would have voted no on **Resolution 17** because of the line item included for James Monroe's Highland.

Mr. James A. Hixon reported for the **Committee on Financial Affairs** and briefly reviewed the agenda. On behalf of the Committee on Financial Affairs, Mr. Hixon moved adoption of **Resolution 18**, William & Mary 2022 Six-Year Plan Update; **Resolution 19** Virginia Institute of Marine Science; and **Resolution 20** Auxiliary Enterprise Reserve Policy. **Resolutions 18-20** was approved by voice vote.

Mr. Hixon brought forward a motion that was approved by the **Committee on Financial Affairs** and the **Committee on Institutional Advancement** authorizing the Chief Operating Officer and Vice President for University Advancement to develop and implement a gift and endowment reinvestment policy consistent with the guidelines proposed during closed session of a joint meeting held on Thursday, September 22. The motion from the Committees was approved by voice vote of the full Board.

Mr. Poston reiterated President Rowe's earlier mention of exploring a multi-year tuition plan and asked the President to elaborate further. A discussion ensued regarding a multi-year tuition plan, with several Board members expressing support for a multi-year plan as it provides predictability to families and the university.

Mr. Poston provided a recap of topics identified during over the course of the meeting: tuition predictability, quality and excellence, effective use of resources, and supporting those that need financial aid to attend William & Mary. Mr. Littel added that given the growth in enrollment the university needs to look at the impact of this growth on infrastructure, staff and faculty.

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

Mr. Poston introduced Mr. John I. Cho, student representative for the Board and President of the Student Assembly. Mr. Cho reported that the Student Assembly has been focused on engaging students, particularly diverse populations across campus, as well as reviving and creating traditions on campus. Mr. Cho also highlighted two initiatives, included in his written report, Community Values Pledge and Diversity, Equity and Training Modules.

Mr. Poston introduced Dr. David S. Armstrong, faculty representative. Dr. Armstrong highlighted multiple items included in his written report including the excitement surrounding the opening of the new Fine and Performing Arts Complex arts complex and the groundbreaking of Phase IV of the Integrated Science Center. Dr. Armstrong reported that Arts & Sciences faculty are working on a new framework for non-tenure eligible faculty, that will clarify titles and positions.

Mr. Poston introduce Mr. Marc D. Kelly, staff liaison to the Board and Staff Assembly President. Mr. Kelly reported that the current focus of the Staff Assembly and Professionals & Professional Faculty Assembly (PPFA) is on staff development and highlighted initiatives planned to support this focus. Mr. Kelly also noted the support of the housing and dining plan by the Staff Assembly and PPFA.

Mr. Poston said there was no old business.



Mr. Poston introduced **Resolution 21**, Approval of the Board of Visitors Policy for Conducting Meetings by Electronic Means and asked Mr. Michael J. Fox, Secretary to the Board of Visitors, provided an overview of the policy. A discussion ensued regarding the parameters of electronic participation and Mr. Littel asked that the Board be provided with a cost estimate for providing video of Board meetings. Motion was made by Mr. Littel, seconded by Ms. Barbara L. Johnson, and approved via voice vote.

Mr. Poston introduced, at the request of President Rowe, **Resolution HC-1**, Recognition of Amy Stoakley Sebring – Chief Operating Officer, and asked President Rowe to read the resolution in its entirety.

**RECOGNITION OF AMY STOAKLEY SEBRING  
CHIEF OPERATING OFFICER**

*Amy Stoakley Sebring came to William & Mary in 2016 as the university's first chief financial officer. Over the course of six years, her scope rapidly grew as she took on mission-critical efforts to secure the university's financial foundation. She became vice president for finance and technology in 2018 and was named chief operating officer in 2020. That same year, she added the responsibility of chairing the university's Public Health Advisory Team (PHAT), driving adaptation to safeguard William & Mary's mission. As Ms. Sebring's roles expanded, so too did her reputation for keen intelligence, mission-driven approach, transparency and warm collegiality.*

*William & Mary enthusiastically claims Ms. Sebring as an alumna. She earned her master's degree in public policy from the university in 1995. She also holds a baccalaureate degree from Duke University and a post-baccalaureate certificate in accounting from Virginia Commonwealth University (VCU).*

*A strategic thinker who plays the long game, Ms. Sebring has advanced prosperity for the university and its people. She strengthened financial management across all fund sources and renewed efforts to align employee compensation with market rates. She oversaw tech innovations to improve business processes, helped develop the university's comprehensive housing and dining plan, and revamped William & Mary's public safety areas. She gets things done swiftly and well.*

*Ms. Sebring oversaw transformations to William & Mary's built campus that spark learning and catalyze creativity. The list of major construction projects completed during her tenure is striking: the Sadler Center expansion, Hearth: Memorial to the Enslaved, the Alumni House renovation and expansion, the Busch Field team facility, the Reveley Garden, and the transformation of William & Mary's new Arts Quarter, with Phi Beta Kappa Hall as its glorious centerpiece.*

*Ms. Sebring stepped into the role of chief operating officer amid extraordinary disruption. She worked closely with Provost Peggy Agouris to fortify William & Mary's financial health through a comprehensive budget review. As chair of PHAT, she put the health and wellbeing of our community at the forefront of every transformation, so that our faculty and staff could keep teaching, continue their research, and ensure our students were on track to their degrees.*

*Ms. Sebring's career has been defined by public service. Before joining William & Mary, she served as senior associate dean for finance and administration at VCU's School of Medicine and executive director and chief operating officer of MCV Associated Physicians. Her previous appointments include legislative fiscal analyst for the Virginia Senate Finance Committee, finance policy director for the State Council of Higher Education for Virginia, budget analyst for the Virginia Department of Planning and Budget, and research associate for the Education Commission of the States.*

*In November 2022, Ms. Sebring will join Virginia Tech (VT) as executive vice president and chief operating officer. Her colleagues look forward to seeing her build on her experience at William & Mary and thrive in this new role in service to the Commonwealth. And we will miss her deeply. VT is fortunate to have recruited such a talented and caring public servant.*

***THEREFORE, BE IT RESOLVED,*** *That the Board of Visitors recognizes Amy Sebring's innovative and principled service to William & Mary that has laid a foundation to ensure the university flourishes in the next decade and beyond;*

***BE IT FURTHER RESOLVED,*** *That the Board of Visitors hereby expresses their deep appreciation for Ms. Sebring's data-driven leadership as chair of the university's Public Health Advisory Team;*

***BE IT FURTHER RESOLVED,*** *That the Board of Visitors extends warmest wishes to Ms. Sebring and her husband, Roy, as they launch this new chapter; and*

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

Mr. Poston moved adoption of **Resolution HC-1**. The motion was seconded by the entire Board of Visitors and approved by voice vote. Following the vote Ms. Amy S. Sebring, Chief Operating Officer, received a standing ovation.

Prior to going into closed session Mr. Poston announced, that in accordance with the Board of Visitor Bylaws, he has designated Mr. C. Michael Petters to serve as an ex officio Trustee of the William & Mary Foundation, and noted that the Board would have one action item following closed session.

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 terms of appointment and performance of the Presidents and senior leadership of both Richard Bland and William & Mary;

Pursuant to Va. Code §2.2-3711.A.1 for discussion of the performance of the RBC and W&M Athletics Departments where the conversation will necessarily involve discussion of the performance of individuals;

Pursuant to Va. Code §2.2-3711.A.7 and A.8 for consultation with legal counsel regarding pending and anticipated litigation, contract and regulatory matters;

Pursuant to Va. Code §2.2-3711.A.9 for discussion of university fund-raising activities and related contracts for services;

Pursuant to Va. Code Sec. 2.2-3711.A.11 for consideration of honorary degrees to be awarded at Charter Day;

Pursuant to Va. Code §2.2-3711.A.19 for discussion of plans to protect public safety and provide for the security of governmental buildings and the people using them as described in the W&M Crisis and Emergency Management Plan; and

Pursuant to Va. Code §2.2-3711.A.29 for discussion of the terms or scope of a P3 public contract and a separate services contract where discussion in open session would adversely affect the bargaining position or negotiating strategy of the university.

Motion was seconded by Mr. Petters and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. J.E. Lincoln Saunders and Mr. Brian P. Woolfolk were absent from the meeting. Observers were asked to leave the room and the Board went into closed session at 10:35 a.m. with the W&M President, Provost, Chief Operating Officer and University Counsel.

The Board reconvened in open session at 12:16 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. Payne and approved by roll call vote – 15-0 – conducted by Mr. Fox. Mr. J.E. Lincoln Saunders and Mr. Brian P. Woolfolk were absent from the meeting.

Mr. Poston moved to officially confer an honorary degree on the following individual for Charter Day 2023:

- Barbara Berkeley Ukrop – Doctor of Humane Letters

The motion was seconded by Mr. Littel and approved by voice vote.

Mr. Poston reminded Board members that Homecoming & Reunion weekend is October 6-9, 2022, and the Board will meet again on Thursday, November 17 at Richard Bland College and Friday, November 18 at William & Mary.

There being no further business, Mr. Poston adjourned the meeting at 10:43 a.m.

Following the Board meeting members of the Board hosted athletics staff and coaches for lunch at 12:15 p.m. in Leadership Hall. Lunch was purely social in nature and no business was discussed.

Members of the Board concluded the day by attending the dedication of the Sadler Center Expansion



**Richard Bland College**  
*of WILLIAM & MARY*

**APPROVAL TO FILL VACANCIES IN THE PROFESSIONAL FACULTY**

Vacancies in the Professional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

**THEREFORE, BE IT RESOLVED**, that upon recommendation of the President, the William & Mary Board of Visitors approves the appointment of the following individuals to fill these positions:

**CHRISTIE, CLARKE**, Dual Enrollment Program Director, effective April 10, 2022:

M.S., Administration and Supervision, Virginia State University, 2003  
B.S., Liberal Studies/Elementary Education, Longwood College, 1997  
A.S., General Studies, Southside Virginia Community College, 1995

Dinwiddie County Public Schools

Director of School & Community Relations, 2018 – 2022  
Director of Staff Development, 2014 – 2018  
Coordinator of Instructional Technology, 2005 – 2014  
Principal, 2003 – 2005

Sunnyside Elementary School

Teacher, 1997 - 2003

**BIRDSONG, TIFFANY**, Chief Academic Officer, effective May 10, 2022:

PsyD., La Salle University, 2011  
M.A., La Salle University, 2008  
B.S., Manhattan College, 2006

Richard Bland College

Director of Academics, 2021 - 2022  
Associate Professor of Psychology, 2021 - present  
Assistant Professor of Psychology, 2015 – 2021

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Discovery Counseling and Consulting  
Clinical Psychologist, 2013 - 2015

Poplar Springs Hospital  
Clinical Psychologist, 2013

Good Neighbor Outpatient Services  
Outpatient Clinician, August 2011- March 2013

**BOYD, KIMBERLY**, Vice President, effective July 1, 2022:

Ph.D., Social Psychology, Virginia Commonwealth University, 2003  
M.S., Psychology, Virginia Commonwealth University, 2002  
M.A., Counseling Psychology, GA School of Professional Psychology, 1996  
B.A., Psychology, Spelman College, 1991

Richard Bland College  
Chief Research Officer, 2021 – 2022

Hampton University,  
Chairperson, Psychology Department, 2003 – 2005

Virginia State University  
Interim Assistant Dean, College of Natural and Health Sciences, 2019 - 2021  
Chair and Professor, Psychology Department, 2018 – 2021  
Professor, 2005 – 2015  
Associate Chair, 2012 – 2015

Eastern Virginia Medical School (EVMS),  
Research/Community Professor, Department of Psychology, 2003 – 2005

Centers for Disease Control and Prevention (CDC)  
Behavioral Scientist, 2002 – 2003  
Deputy Branch Chief, 2000 – 2001  
Research Psychologist, 1999 – 2002  
Public Health Analyst, 1997 – 1999  
Grants Management Specialist, 1991 – 1997

Experiment in International Living (EIL)  
Government Scholar, 1987 – 1987

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Virginia Medical Center  
Government Scholar, 1995 – 1995

Decatur Hospital, Addiction Recovery Resources  
Psychology Intern, 1996 - 1996

**MAY, JUSTIN**, Chief Enrollment Officer, effective July 1, 2022:

M.S., Management Strategy, and Leadership Michigan State University  
B.S., Bachelor of Science, Walden university

Richard Bland College  
Director of Admissions, 2021 - 2022

ECPI University School of Technology  
Director of Enrollment, 2012 – 2021

Advance Care Pharmacy  
Vice President of Sales, 2013 - 2016

Medical Careers Institute, School of Health Science  
Director of Enrollment, 2007 - 2012

Beta Tech  
Director of Recruitment and Sales, 2003 - 2007

**SOKOL, STACEY**, Director of Institutional Effectiveness & Compliance, effective July 1, 2022

M.B.A., Virginia Commonwealth University, School of Business, 2012  
M.Ed., Adult Learning, Virginia Commonwealth University, School of Education, 2008  
B.B.A, *Cum Laude*, Hospitality & Tourism Management, James Madison University, School of Business, 1995

Richard Bland College  
Director of Online & Strategic Partnerships, 2021 – 2022  
Director of Online & Continuing Education, 2020 – 2021  
Program Manager for Strategic Initiatives, 2018 – 2020

Virginia Commonwealth University  
Director of Executive MBA, 2013 - 2018  
Assistant Executive MBA Director, 2004 – 2013

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**MIDGETTE, THOMAS**, Director of Industry Partnerships & Workforce Initiatives, effective July 1, 2022:

Ed. S., Educational Leadership, Liberty University, 2018  
M.S., Education, Old Dominion University, 2015  
B.S., Engineering Technology, Old Dominion University, 2013

Richard Bland College  
FAME Director, 2021- 2022

Petersburg High School  
Assistant Principal, 2014 – 2019  
CTE Department Chair, 2017  
Tech. Ed Instructor, 2014 – 2017

Vernon Johns Middle School  
Summer School, Instructional Coach  
Dean of Students, 2017 – 2019

U. S. Navy  
Petty Officer Second Class – Aviation Electrician Mate, 2007 – 2011

**JACOBSON, MARK**, Controller, effective July 1, 2022:

B.A., Finance, The College of William & Mary, 1990  
A.S., Richard Bland College, 1987

Richard Bland College  
Director of Accounting & Financial Reporting, 2019 – 2022

Virginia State University:  
Assistant Controller, 2006 – 2019  
Cost Accounting Manager, 2005 – 2006  
Financial Reporting Analyst, 2005

UNICOR Federal Prison Industries:  
General Business Manager, 2001 – 2002  
Supervisory Accountant, 1999 – 2002  
Cost Accountant, 1996 – 1999  
Contract Specialist Trainee, 1992 - 1995

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Butner Correctional Institute:  
Contract Specialist, 1995 - 1996

Peaches Music and Video:  
Shipping and Receiving Clerk, 1991 – 1992

Bond True Value Hardware:  
Sales Clerk, 1983 - 1990

**IFEKWUNIGWE, ANN MARY**, Program Director, University Center, effective August 25, 2022:

Ph.D., Harvard Graduate School of Education, 2014  
M.B.A, Massachusetts Institute of Technology, 2007  
M.Ed., Education Policy and Management, Harvard University, 2005  
M.S., Administration and Administrative Services Credential, Pepperdine University, 2002  
M.Ed., Multiple Subject Professional Clear Teaching Credential, UCLA, 1990  
B.A., Human Development, UC Riverside, 1988

Richmond Public Schools  
Teacher, 2008

Petersburg Public Schools  
Director of College and Career Readiness, 2016 – 2020

Newport News Public Schools  
Program Administrator, 2005 – 2016

ASCD  
Director of UCLA National Board for Professional Development, 2000 - 2005

Los Angeles School District,  
Teacher, 1991 – 2004



**WILLIAM & MARY  
MODIFICATION OF THE FACULTY HANDBOOK**

**WHEREAS**, the William & Mary Faculty Assembly has undertaken to review the *Faculty Handbook* section “Allegations of Violations of Policy”;

**WHEREAS**, these changes will expand and outline the terms of faculty suspension or reassignment; and

**WHEREAS**, the proposed changes were approved by both the Personnel Policy Committee and the Faculty Assembly;

**THEREFORE, BE IT RESOLVED**, That the revisions set forth in the attached document are made, effective immediately, such that the existing provisions on General Principles and Procedures, Interim Suspension or Reassignment in III.F.1.i are deleted, new provisions on Interim Suspension or Reassignment of Faculty are added as III.J, and provisions on Interpretation and Amendment of the Faculty Handbook are renumbered as §III.K.

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

### **SECTION III - F. ALLEGATIONS OF VIOLATIONS OF POLICY**

This section of the Faculty Handbook describes the procedures by which the university investigates alleged violations of university policy and imposes sanctions should clear and convincing evidence<sup>30</sup> support the allegation. In certain cases, violation of university policy may also entail violation of the policies of external organizations; consequently, cases alleging discrimination/ discriminatory harassment or misconduct in scholarly activity or research require special procedures to ensure compliance with external agencies and regulations. Nevertheless, the following general procedures and principles apply for all allegations of violation of university policy.

#### **1. General Principles and Procedures**

##### **i. Formal Investigation and Resolution**

Formal investigation of charges may ensue when no settlement is reached during informal investigation and mediation, and/or when the appropriate officer and/or the body conducting the informal investigation concludes that the alleged violation is sufficiently grave and the evidence supporting the allegation is sufficiently convincing to warrant major sanction, as defined in Section III.F.1.b.viii. The investigation will be conducted by the Faculty Hearing Committee (see III.F.3.e. and 4.c. below); the committee will find for or against the faculty member and may, in the latter instance, recommend a sanction.

##### **j. Remedies and Sanctions**

Remedies and sanctions may include, but are not limited to

- A warning not to repeat the offending conduct and/or special monitoring of teaching or research;
- Separation of the parties involved;
- Required participation in an educational program (for example, about discrimination);
- A letter of reprimand;
- Removal from a research project (including long-term disbarment), suspension of access to laboratories, or other reassignment of duties;
- Loss of office, travel funds, research funds, etc.;
- Denial of a pay increase;
- Reduction in rank or salary or loss of endowed chair;
- Probation;
- Suspension with or without pay;
- Dismissal.

### **k. Appeals of Major Sanctions**

Should a faculty member, at the end of a formal investigation, receive a major sanction (as defined in Section F.1.a.viii.), he or she may appeal to the Procedural Review Committee on grounds of failure to follow procedure Section III.F. Allegations of Violations of Policy - 57 - and/or to the President and the Board of Visitors on any other grounds (see section III.F.6. below).

### **I. Faculty Notification and Access to Files**

Nothing concerning allegations against a faculty member shall be kept in writing by any committee, officer, or office of the university unless the faculty member is notified of the existence of and provided access to the written material (be that notes, reports, files, etc.). The faculty member shall also be afforded the opportunity to respond to the allegation and to have that response added to the written record. (This standard does not apply to conversations or discussions that do not result in further inquiry or investigation and/or enduring notes, reports, files or other written documents).

### **Section III. - J. Interim Suspension or Reassignment of Faculty**

- 1. Provost's Authority to Suspend, Reassign, and/or Limit Access.** If the Provost determines that a faculty member poses a likely threat of harm to one or more members of the university community and the likely conduct posing such a threat would violate university policy, the Provost may suspend the faculty member from some or all of the faculty member's duties at the university, assign the faculty member to other faculty duties, or limit the person's access to university facilities, information systems, or activities. The Provost may include as part of such a suspension, reassignment, and/or access limit any conditions they deem reasonably necessary to protect other members of the university community from threatened harm. Any such action taken pursuant to this paragraph shall be subject to the provisions of III.J.2 and 3. Any such suspension, reassignment or limitation of access shall be with full pay and benefits.
- 2. Notification of Faculty Member and Right of Response.** Any suspension, reassignment, or access limit imposed pursuant to III.J.1. will typically constitute an interim measure pending an investigation pursuant to Section III.F. of this *Handbook*. Whatever the context of the suspension, reassignment and/or access limit, the Provost shall, unless there are exigent circumstances, contact the faculty member in advance and: (a) notify them in writing of the proposed action, (b) inform them of the reasons for the action, (c) inform them of the right to waive consultation with the Faculty Assembly Executive Committee (see III.J.3.), and (d) provide the faculty member with an opportunity to respond. If exigent circumstances prevent the Provost from contacting the faculty member in advance of suspending, reassigning, or limiting a faculty member's access, the Provost shall notify the faculty member and provide an opportunity for response as soon as reasonably practical.

3. **Executive Committee Consultation.** Except when the Provost determines that the threat of harm authorizing action under III.J.1. is imminent, the Provost shall consult with the Faculty Assembly Executive Committee before suspending, reassigning or limiting the access of a faculty member, concerning the propriety, length and conditions of these interim measures, unless the faculty member has waived the right to consultation. Any such waiver must be in writing. If there is no such waiver and the Provost does not consult with the Executive Committee before ordering such a suspension, reassignment, or access limit, the Provost shall consult with the Executive Committee within 24 hours after ordering such a measure. Such interim measures cannot continue indefinitely. If the Provost believes that the suspension, reassignment, access limitations and any accompanying conditions should continue beyond 120 days, the Provost must consult the Executive Committee regarding the propriety, length and conditions of the continuing suspension, reassignment or access limits before each 30 day extension until the matter is resolved.

### **Suspension, Reassignment, and Access Limitations Subject to Grievance**

**Procedures.** A faculty member may seek review pursuant to Section III.G.

("Grievances") of any suspension, reassignment or access limitation imposed pursuant to Section III.J.

### **SECTION III - K. INTERPRETATION AND AMENDMENT OF THE FACULTY HANDBOOK**

The official version of the Faculty Handbook is located on the Provost's Office website. All instructional faculty will receive a print copy of the Handbook when they receive their initial appointment contract; however, all subsequent interpretations/amendments of the Handbook will be made to the version on the Provost's website, and the website version Section III.J. Interpretation and Amendment of the Faculty Handbook - 81 - shall repeal and supersede all previous versions. Amendments/interpretations made subsequent to July 1, 2008 will be dated within the text. Nothing in this Faculty Handbook limits the Board of Visitors' power as the ultimate institutional authority for the university.