

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON INSTITUTIONAL ADVANCEMENT  
**DRAFT** MINUTES  
SEPTEMBER 28, 2023  
GRIMSLEY BOARD ROOM – BLOW MEMORIAL HALL

## **COMMITTEE MEMBERS PRESENT**

Mr. S. Douglas Bunch, Chair  
Mr. J.E. Lincoln Saunders, Vice Chair  
Mr. Kendrick F. Ashton, Jr.  
Ms. AnnaMaria DeSalva, (*via Zoom*)  
Ms. Anne Leigh Kerr

Mr. Courtney M. Malveaux  
Mr. Brian P. Woolfolk  
Dr. Marc Sher, Faculty Representative  
Ms. Marley Fishburn, Student Representative

## **OTHER BOARD MEMBERS PRESENT**

Mr. Stephen J. Huebner  
Ms. Barbara L. Johnson  
Hon. John E. Littell  
Mr. C. Michael Petters  
Mr. Charles E. Poston, Rector  
Mr. John P. Rathbone

Ms. Laura Keehner Rigas  
Ms. Ardine Williams  
Ms. Sydney Thayer, Student Representative  
Mr. David Armstrong, Faculty Representative  
Ms. Taylor Locks, Staff Liaison

## **OTHERS PRESENT**

Dr. Katherine A. Rowe, 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  
Ms. Heather E. Golden, Chief Marketing 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  
Hon. Thomas K. Norment, Jr.  
Dr. Carlane Pittman-Hampton, Chief of Staff  
Mr. Brian W. Whitson, Chief Communications Officer  
Mr. Timothy A. Wolfe, Associate Vice President for Enrollment and Dean of Admission  
Mr. Clifford B. Fleet, III, Chair, W&M Foundation  
Mr. Michael J. Fox, Secretary to the Board of Visitors  
Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors  
Members of the President's Cabinet  
W&M Staff and Faculty

## **CALL TO ORDER**

Mr. S. Douglas Bunch, Chair, called the Committee on Institutional Advancement to order at 4:01 p.m.

Mr. Bunch said that Ms. AnnaMaria DeSalva, Vice Chair of the Committee on Academic Affairs, notified the Rector that she was unable to attend the meeting due to last-minute travel issues. She 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. Bunch moved that the Board

approve this use of electronic participation. The motion was seconded by Mr. Kendrick F. Ashton, Jr. and approved by voice vote.

### **APPROVAL OF MINUTES**

Recognizing that a quorum was present, Mr. Bunch made a motion to approve the minutes of the April 20, 2023, meeting. The motion was seconded by Ms. Anna Maria DeSalva and approved by voice vote.

### **DEEP DIVE: ENROLLMENT AND ADMISSIONS**

Dr. Jeremy P. Martin, Vice President for Strategy & Innovation, described William & Mary's mission of bolstering preeminence and undergirding a public research university while convening a vibrant and inclusive community. He noted that the OSI working groups have a shared focus on working together to push content, experience, and media. Dr. Martin said that the William & Mary undergraduate application process includes people-intensive, comprehensive, and competitive processes; and goes through a five-stage process - first reads, regional, captains, culling, and committee. This process allows multiple pathways to a William & Mary education.

Dr. Martin explained the undergraduate admissions process adjustments for 2023-2024. He highlighted that race/ethnicity will not be seen during the application review. Applicants will be able to submit two short personal essays.

Dr. Martin shared that legacies go through the same process as non-legacy students and are meeting the same criteria as the overall applicant pool. He described that an applicant can engage in an admission tour or campus visit; have an in-person or remote senior interview; and meet with an admission counselor to boost their interest. Proactive approaches to bolstering the applicant pool include Commonwealth Impact Awareness Partners, W&M Scholars, and Digital Marketing and Web Enhancements.

Dr. Martin described the annual enrollment cycle and described how the marketing team pushes messaging to the applicant pool. He explained data from the last five years of first-time, full-time students. Eighteen percent of in-state students are Pell Grant recipients and smart growth has taken place over the last three years with regards to Pell.

### **WORKING GROUP ON RANKINGS**

Dr. Martin described the charge of the working group: to identify an approach to rankings that affirms the primacy of the university's mission and to draft a statement conveying that approach to the William & Mary community. The initial meetings of the working group took place on August 29 and September 15 and they will report to the Committee on Institutional Advancement as work progresses.

### **POSITIONING STUDY TIMELINE**

Dr. Martin discussed the details of the fall positioning study. It is designed to identify William & Mary's perceived strengths, weaknesses, and opportunities among prospective and current students. This is a follow-up to the Fall 2019 survey to provide post-pandemic comps on attributes most important to prospective students. This study will test 1,000 prospective undergraduate students and 1,000 current W&M undergraduate students.

### **UNIVERSITY ADVANCEMENT UPDATES & ALL IN CAMPAIGN**

Dr. Matthew T. Lambert, Vice President for University Advancement, noted that the mission of the Advancement Office is to create the conditions for opportunity – human, financial and experiential – by garnering and stewarding the resources that advance William & Mary. He discussed the upcoming Tag Day event that is hosted by Students for University Advancement.

Dr. Lambert shared FY23 Fundraising statistics - \$70M raised; \$1.35M raised from gifts of \$100 or less; \$12.5M contributed by corporations and foundations; and 32,740 donors gave to William & Mary.

Dr. Lambert highlighted the new and expanded services offered by the Office of Career Development and Professional Engagement.

Dr. Lambert reported that the *All In* Campaign is nearing its conclusion in December, with \$9M remaining to raise to reach the goal of \$55M. He shared the progress of the Kaplan renovation and Mackesy Sports Performance Center and emphasized that Kaplan Arena is university space used for all major events and not just for athletics.

### **KEY PERFORMANCE INDICATOR (KPI) DISCUSSION**

Mr. Bunch provided background on the KPIs and noted the six before the Committee for their consideration: Admissions Indicators, Career Indicators, Composition Indicators, Marketing/Communications Indicators, Student & Alumni Participation, and Philanthropy. Dr. Martin framed the discussion and noted that the KPIs will help communicate information needed for the Board and administration to make decisions while keeping a long-term view of W&M's competitive strategy. Dr. Lambert provided an overview of KPI presented. A discussion ensued regarding the KPI's metrics, criteria, and possible consolidation of six to four.

### **CLOSED SESSION**

Mr. Bunch moved the Committee on Institutional Advancement convene into closed session pursuant to Va. Code §2.2-3711.A.9 for discussion of fundraising activities to be performed by the institution; and Va. Code §2.2-3711.A.8 for consultation with legal counsel regarding litigation risks and regulatory compliance. The motion was seconded by Mr. Ashton and approved by roll call vote – 7-0 – conducted by Mr. Michael J. Fox, Secretary to the Board of Visitors.

At that time Committee and Board members, President, Provost, University Counsel and members of the President's Executive Leadership Team entered the closed session meeting at 5:21 p.m.

### **RECONVENED OPEN SESSION**

Following the closed session, Committee members and others returned to open session at 5:31 p.m. Mr. Bunch moved that the Committee certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Ashton and approved by roll call vote – 7-0 – conducted by Mr. Fox. Ms. Kerr was absent from the meeting.

### **ADJOURNMENT**

There being no further business, Mr. Bunch adjourned the meeting at 5:32 p.m.