



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS
DRAFT MINUTES
COMMITTEE ON ADMINISTRATION, BUILDING AND GROUNDS
SEPTEMBER 28, 2023
GRIMSLEY BOARD ROOM - BLOW MEMORIAL HALL

COMMITTEE MEMBERS PRESENT

Ms. Ardine Williams, Chair
Mr. Stephen J. Huebner
Hon. John E. Littel

Mr. Courtney M. Malveaux
Mr. C. Michael Petters
Ms. Sydney Thayer, Student Representative

COMMITTEE MEMBERS ABSENT

Ms. Cynthia E. Hudson, Vice Chair

Dr. Christopher Bailey, Faculty Representative

OTHER BOARD MEMBERS PRESENT

Mr. Kendrick F. Ashton, Jr.
Mr. S. Douglas Bunch
Ms. Barbara L. Johnson
Hon. Charles E. Poston, Rector

Ms. Laura Keehner Rigas
Dr. David S. Armstrong, Faculty Representative
Dr. Taylor V. Locks, Staff Liaison

OTHERS PRESENT

Dr. Katherine A. Rowe, President
Dr. Peggy Agouris, Provost
Ms. Carrie S. Nee, University Counsel
Hon. Thomas K. Norment, Jr.
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 D. Mann, Director of Athletics
Dr. Jeremy P. Martin, Vice President for Strategy & Innovation
Dr. Carlane Pittman-Hampton, Chief of Staff
Mr. Brian W. Whitson, Chief Communications Officer
Dr. D. Derek Aday, VIMS Dean and Director
Mr. Kent Erdahl, Director Internal Audit
Ms. Abby Houser, Associate Budget Director
Mr. Sean Hughes, Interim AVP for Business Affairs
Mr. Mike Maddalena, AVP of Finance & Operational Analytics
Mr. Jackson Mathews, AVP of Auxiliary Services
Mr. Dan Pisaniello, University Architect
Mr. Michael J. Fox, Secretary to the Board of Visitors
Ms. Jessica Walton, Deputy Secretary to the Board of Visitors
Ms. Pamela W. Carroll, Executive Assistant to the Chief Operating Officer
Members of the President's Cabinet

William & Mary Staff and Faculty

INTRODUCTORY REMARKS

Ms. Ardine Williams, Chair, called the Committee on Administration, Buildings and Grounds to order at 9:30 a.m.

Ms. Williams introduced new committee members, Mr. Courtney Malveaux, Mr. Stephen J. Huebner and Ms. Sydney Thayer, Student Representative, and provided a brief overview of the agenda.

REPORT FROM INTERIM AVP OF BUSINESS AFFAIRS

Ms. Williams introduced Mr. Sean Hughes, Interim Associate Vice President for Business Affairs, who provided an overview of the scope of Business Affairs and noted that Business Affairs operates under the Evolve to Excel strategy of Vision 2026.

Mr. Hughes provided a brief update of the Comprehensive Campus Plan. President Rowe commissioned a cross-section of the university faculty, staff and students to engage in a 10-to-100-year campus plan which leads to and supports university reaccreditation in 2025-2026. The plan is led by an 18-member comprehensive plan committee and includes the Learning Spaces Committee, Housing & Dining Facilities Plan and, Landscape Planning Committee.

A discussion ensued regarding the length of the campus plan and stewarding campus for the long-term.

Mr. Hughes provided an overview of the Debt Authorization and Reimbursement resolutions before the Committee for approval. He stated that Resolution 12 authorizes borrowing for various dormitory projects, and Resolution 14 authorizes borrowing for the Muscarelle renovation and the Kaplan Arena project. Resolutions 13 and 15 allow the university to be reimbursed with bond proceeds for costs prior to the bond sale.

Mr. Hughes explained the annual University Succession Plan – DHRM Workforce Planning Report – is a state mandated report, required of all state agencies and is not tailored to higher education. It requires annual approval by the Board of Visitors and focuses on three main areas, critical positions, employees nearing retirement and executive positions. Mr. Hughes highlighted the following findings from the report: William & Mary and VIMS have 2480 filled positions and 5 executive positions eligible for retirement and show a medium risk in continuity of operations, recruitment, retention & engagement, and workforce development.

Mr. Hughes highlighted the management tools used by the Business Affairs team to track data and metrics and provided several examples. He noted that the data and metrics are refined and rolled up to strategic measures tracked at the executive level of the university. Mr. Hughes said that Business Affairs has a dashboard for each individual business line and continues to build them out. He said that he anticipates being able to produce dashboards for the Key Performance Indicators (KPIs) identified by the Committee.

ACTION MATERIALS

Ms. Williams brought forth and requested a motion of the following resolutions:

- **Resolution 12:** 9c Debt Issuance for Renovation of Dormitories
- **Resolution 13:** 9c Reimbursement Authorization for Renovation of Dormitories
- **Resolution 14:** 9d Debt Issuance for Improvements to the Muscarelle & Athletics Complex
- **Resolution 15:** Reimbursement Authorization for the Improvements to the Muscarelle & Athletics Complex

Resolutions 12-15 were moved as a block by Mr. Huebner, seconded by Mr. Malveaux, and approved by voice vote.

Ms. Williams brought forth **Resolution 16**, Signature Authority, and asked for a motion. Motion was made by Mr. Huebner, seconded by Mr. Malveaux, and approved by voice vote.

Ms. Williams brought forth **Resolution 17**, University Succession Plan – Report to DHRM, and **Resolution 18**, VIMS ESL Property Transfer to HRSD. She noted that Resolution 18 needed to be amended to reflect a 60'x60' parcel of the property at 6 Riverview Avenue, instead of a 50'x60' parcel. Mr. Huebner moved **Resolution 17** and **Resolution 18 as amended**. The motion was seconded by Mr. John E. Littel and approved by voice vote.

Key Performance Indicators (KPIs) Discussion

Ms. Williams provided an overview of the proposed KPIs: 1) Facilities Project Milestones; 2) Physical Plant Energy Use Metrics & Benchmarks; 3) Housing & Dining Facilities Plan Indicators; and 4) Physical Plant Deferred Maintenance provided to the Committee for their consideration. A discussion ensued regarding the metrics, criteria for the topics presented and the achievability of the goals.

Dr. Katherine A. Rowe, President of William & Mary, noted that there isn't currently a draft Human Resources or IT KPI. She noted these are important areas to monitor and while committees have been asked to limit the number of KPIs to four per committee there needs to be away to report to the Board on these two areas.

Ms. Williams said there needs to be further discussion on possible Human Resources and IT KPIs, exception management, and incorporating faculty and student feedback on infrastructure.

APPROVAL OF MINUTES

Ms. Williams requested a motion to approve the April 20, 2023, minutes of the Committee on Administration, Buildings and Grounds. Motion was made by Mr. Littel, seconded by Mr. C. Michael Petters, and approved by voice vote.

ADJOURNMENT

There being no further business, Ms. Williams adjourned the general meeting at 10:35 a.m.