

# WILLIAM & MARY

BOARD OF VISITORS  
COMMITTEE ON INSTITUTIONAL ADVANCEMENT  
**DRAFT MINUTES**  
SEPTEMBER 26, 2024  
MATOAKA WOODS – SCHOOL OF EDUCATION

## **COMMITTEE MEMBERS PRESENT**

Mr. Kendrick F. Ashton, Jr., Chair  
Ms. AnnaMaria DeSalva, Vice Chair  
Mr. John L. Brownlee  
Ms. Jennifer Tepper Mackesy

Hon. Jill Holtzman Vogel  
Dr. Christina Stancioiu, Faculty Representative  
Ms. Isabella Esposito, Student Representative

## **OTHER BOARD MEMBERS PRESENT**

Hon. Charles E. Poston, Rector  
Ms. Laura Keehner Rigas

Dr. Scott Swan, Faculty Representative  
Mr. Candice Vinson, Staff Liaison

## **OTHERS PRESENT**

Dr. Peggy Agouris, Provost  
Dr. Derek Aday, Dean and Director of the Virginia Institute of Marine Science  
Dr. W. Fanchon Glover, Chief Diversity Officer  
Ms. Heather E. Golden, Chief Marketing Officer  
Dr. Robert D. Knoepfel, Dean of the School of Education  
Dr. Matthew T. Lambert, Senior Vice President for University Advancement  
Dr. Carlane Pittman-Hampton, Chief of Staff  
Dr. Suzanne Raitt, Dean of the Faculty of Arts & Sciences  
Mr. A. Benjamin Spencer, Dean of the Law School  
Mr. Brian W. Whitson, Senior Associate Vice President for Communications and Chief Communications Officer  
Ms. Jennifer J. Morgan, Senior Executive Assistant to the Senior Vice President for University Advancement  
Ms. Jessica Walton, Deputy Secretary to the Board of Visitors  
Members of the President's Cabinet  
W&M Faculty, Staff and Students

## **CALL TO ORDER**

Mr. Kendrick F. Ashton, Jr., Chair, called the Committee on Institutional Advancement to order at 3:16 p.m. and welcomed and recognized new Committee members and representatives.

## **APPROVAL OF MINUTES**

Recognizing that a quorum was present, Mr. Ashton asked for a motion to approve the April 25, 2024, meeting minutes. The motion was made by Ms. Jill Holtzman Vogel, seconded by Ms. Jennifer Tepper Mackesy, and approved by voice vote.

## **KEY PERFORMANCE INDICATOR UPDATE**

Mr. Ashton noted that several Key Performance Indicators (KPIs) under the purview of the Committee, and related to enrollment, have been replaced with KPIs on Internships and Reach & Awareness due to an evolution in staffing in senior leadership. He said the KPIs for the 2024-2025 academic year include: Alumni Engagement, Internships, Philanthropy, and Reach & Awareness.

Dr. Matthew T. Lambert, Senior Vice President for University Advancement, provided an update of the four KPIs. A discussion ensued regarding Alumni Engagement.

#### **UNIVERSITY ADVANCEMENT UPDATE**

Dr. Lambert, gave an overview of the evolution of William & Mary University Advancement (“Advancement”) over the past ten years and noted Advancement’s Mission and goals for FY25 – build connections; fuel the operational excellence of the Advancement enterprise; and inspire to propel university strategic priorities.

Dr. Lambert introduced the following members of Advancement’s Executive Leadership Team: Bruce Aird, Associate Vice President for Advancement Services & Innovation; Mark Begly, Associate Vice President; Matt Brandon, Associate Vice President for Alumni Engagement; Heather Golden, Associate Vice President for University Marketing; Kirsten Kellogg, Assistant Vice President for Principal Gifts & Gift Planning; Meghan Palombo, Associate Vice President for Annual Giving & Philanthropic Engagement; Kathleen Powell, Associate Vice President for Career Development & Professional Engagement; and Brian Whitson, Senior Associate Vice President for Communications.

Dr. Lambert shared trends in Alumni Engagement from FY12 to FY20, and new gifts & commitment levels during and between campaigns. He provided examples of engagement, philanthropic and Career Services events hosted by or involving Advancement, and highlighted the upcoming 2024 Homecoming & Reunion Weekend and Tag Day. Dr. Lambert said the other area of focus for Advancement is Marketing & Communications and that it reaches from prospective students all the way to alumni.

#### **REPUTATION: STRATEGIC PLANNING AND NATIONAL PRE-EMINENCE**

Mr. Ashton spoke about the importance of institutional reputation and the benefit of it being elevated and enhanced. He said that this effort will include reviewing the university’s current reputation, identifying ways to enhance it, and ways to articulate to the nation how effective and excellent the university is. He said that the Committee will look at data associated with institutional reputation during the meeting and noted that this is tied into the conversation on national preeminence.

Dr. Lambert noted that while the university seeks to elevate the university’s reputation it will do by keeping within the university’s current vision, mission & values. He said the aim is not to change who William & Mary is but rather to communicate the university’s excellence.

Dr. Lambert provided an overview of rankings. He noted the importance in rankings, particularly among alumni, and the change in methodology in calculating rankings.

Ms. Heather E. Golden, Chief Marketing Officer, provided an overview of the findings of the 2019 Positioning Study as it related to the level of familiarity with William & Mary among in/out-of-state prospective students. She noted that a mini replication study was conducted in October 2023 among current and prospective students. She highlighted what current students perceive to be strengths of William & Mary and what prospective students consider important attributes when looking at schools. Ms. Golden presented the findings from a comparison study that showed how well William & Mary was known among prospective students in 2019 versus 2023. She compared the findings from the Net Promoter Score in 2019 versus 2023, and the Agreement Ratings. She also spoke about the trend in out-of-state applicants since 2020.

A discussion ensued about developing and implementing a brand strategy.

Dr. Lambert presented alumni sentiment on institutional reputation.

Dr. Lambert asked those present to participate in a Think, Pair, Share exercise to address the following questions: (1) Which three audiences should be considered as Advancement's top priority for institutional awareness; and (2) What metrics do you think each of the audiences cares about most?

Committee and Board members presented findings from the exercise and a discussion ensued.

Mr. Ashton said that with only two years remaining on the strategic plan, Vision 2026, it is time to begin thinking about the next strategic plan. He said that with emphasis on elevating the university's national preeminence the Committee on Institutional Advancement has been charged with facilitating a process to beginning the planning for the next strategic plan. Mr. Ashton said that a series of questions have been identified for each committee (Committee on Institutional Advancement, Committee on Academic Affairs, Committee on Financial Affairs, and Committee on Student Experience) to view, evaluate, and discuss. Each committee is to report back to the Committee on Institutional Advancement at its April meeting. The findings will be synthesized and lead to the creation of a charge, for the Board, the President and senior leadership to consider at the July 2025 Board Retreat.

Mr. Whitson gave a presentation on Blue Sky Thinking. He spoke about the advantages of having Communications and Marketing fully aligned and provided examples of collaboration between the two teams, most notably the announcement of the \$100M gift for the Batten School of Coastal & Marine Sciences. Ms. Golden added to the Blue Sky Thinking presentation by highlighting aspects of promoting such events as the "W&M Bowl" and noted that collaboration promotes a university wide approach to increase brand awareness nationally.

#### **CLOSED SESSION**

Mr. Ashton moved that the Committee on Institutional Advancement convene into closed session pursuant to Va. Codes §2.2-3711.A.9 for discussion of fundraising activities to be performed by the institution; §2.2-3711.A.8 for consultation with legal counsel regarding legal and regulatory compliance. The motion was seconded by Ms. Vogel and approved by roll call vote – 5-0 – conducted by Ms. Jessica Walton, Deputy Secretary to the Board of Visitors.

At that time Committee and Board members, Provost, members of the President's Cabinet, and Advancement leadership entered the closed session meeting at 4:30 p.m.

#### **RECONVENED OPEN SESSION**

Following the closed session, Committee members and others returned to the open session at 4:35 p.m. Mr. Ashton 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. The motion was seconded by Mr. John L. Brownlee and approved by roll call vote – 5-0 – conducted by Ms. Walton.

#### **ADJOURNMENT**

There being no further business, Mr. Ashton adjourned the meeting at 4:36 p.m.