

WILLIAM & MARY

BOARD OF VISITORS
COMMITTEE ON INSTITUTIONAL ADVANCEMENT
DRAFT MINUTES
NOVEMBER 21, 2024
BRINKLEY COMMONS – ALAN B. MILLER HALL

COMMITTEE MEMBERS PRESENT

Mr. Kendrick F. Ashton, Jr., Chair
Ms. AnnaMaria DeSalva, Vice Chair (*via Zoom*)
Mr. John L. Brownlee

Ms. Jennifer Tepper Mackesy
Hon. Jill Holtzman Vogel
Ms. Isabella Esposito, Student Representative

COMMITTEE MEMBERS ABSENT

Dr. Christina Stancioiu, Faculty Representative

OTHER BOARD MEMBERS PRESENT

Mr. W. Taylor Franklin
Mr. Stephen J. Huebner
Ms. Barbara L. Johnson
Mr. Courtney M. Malveaux
Hon. Thomas K. Norment, Jr.
Mr. C. Michael Petters
Hon. Charles E. Poston, Rector

Mr. John P. Rathbone
Ms. Laura Keehner Rigas
Mr. J.E. Lincoln Saunders
Ms. Ardine Williams
Ms. Terra M. Sloane, Student Representative
Dr. K. Scott Swan, Faculty Representative
Ms. Candice Vinson, Staff Liaison

OTHERS PRESENT

Dr. Katherine Rowe, President
Dr. Peggy Agouris, Provost
Ms. Carrie S. Nee, University Counsel
Dr. Derek Aday, Dean and Director of the Virginia Institute of Marine Science
Ms. Ginger Ambler, Senior Vice President for Student Affairs & Public Safety
Dr. Carrie L. Cooper, Dean of University Libraries
Dr. W. Fanchon Glover, Chief Diversity Officer
Ms. Heather E. Golden, Chief Marketing Officer
Ms. Tawanda Johnson, Chief Human Resources Officer
Dr. Robert D. Knoeppel, Dean of the School of Education
Dr. Matthew T. Lambert, Senior Vice President for University Advancement
Mr. Brian D. Mann, Director of Athletics
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. Mike J. Todd, Executive Vice President for Finance & Administration
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
Mr. Michael J. Fox, Clerk to the Board of Visitors
Ms. Jessica Walton, Deputy Clerk to the Board of Visitors
Ms. Bonnie Devlin, Managing Principal with Washburn & McGoldrick
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 2:33 p.m.

Mr. Ashton noted that Ms. AnnaMaria DeSalva had notified the Rector that she was unable to attend the meeting of the Committee on Institutional Advancement due to a professional conflict. She asked to participate in the meeting electronically from Greenwich, CT. This request conforms with the Board's electronic meeting policy.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Ashton asked for a motion to approve the September 26, 2024, meeting minutes. The motion was made by Ms. Jill Holtzman Vogel, seconded by Ms. Jennifer Tepper Mackey, and approved by voice vote.

FALL UPDATES

Dr. Matthew T. Lambert, Senior Vice President for University Advancement, gave an overview of events that took place during the fall semester which included Homecoming, Celebration of The Batten School of Coastal & Marine Sciences, Groundbreaking of Gates Hall, and Opening of the Bray School. Dr. Lambert also noted an article - *Lost for centuries, Virginia school for enslaved children gets new life* – featured in The Washington Post regarding the Bray School.

BRAND PLATFORM

Ms. Heather E. Golden, Chief Marketing Officer, gave a presentation on the brand platform. She presented data from the 2019 Positioning Study and noted how this data helped shape Vision 2026, compared results from the 2019 and 2023 Positioning Studies, and spoke about how the positioning study data is being used to develop marketing materials targeted towards prospective students. Ms. Golden announced that the university is developing a brand digital hub that will launch in the spring of 2025. The hub will be a central resource, both internally and externally, to make sure people have access to all components around brand strategy to help speak and represent William & Mary as one university. She gave an overview on the paid digital strategy, focused mainly on enrollment marketing, and actions taken to augment the admissions experience. Lastly, Ms. Golden noted how these increased marketing efforts are impacting website traffic and interest in William & Mary.

STRATEGY MAPPING OVERVIEW

Dr. Lambert introduced Dr. Katherine A. Rowe, President of William & Mary, who spoke about national preeminence and what that means. She said the idea of developing a long-term strategy began with thinking about tools that are needed to initiate strategy conversations, first among the Board and then campuswide. President Rowe gave an overview of the process used to develop the current strategy, Vision 2026, and reviewed the basic logic of the strategy. She highlighted the strengths, weaknesses, opportunities and threats (SWOT) identified in 2021 to develop Vision 2026. She noted that Board committees have been asked to participate in a similar process, of the one used to develop Vision 2026, throughout the academic year. President Rowe said there are multiple Board committees exploring the strategic question of "*how might we secure national preeminence?*" She provided an overview of the build out of Vision 2026, noted how intertwined the initiatives are, and highlighted milestones reached to date. She presented a potential framework for a strategy map (goals, opportunities that align with strengths, problems to solve, and weaknesses to redress) with the end goal of securing national preeminence, particularly as it relates to the four pillars (Data, Water, Democracy, Careers) of Vision 2026, and noted that the map will lead to actions to pursue national preeminence. President Rowe said she wants to

present the problems to solve that will open a conversation about strategic planning. Lastly, President Rowe reiterated that several Board committees will explore a set of questions that will lead into a SWOT analysis.

A discussion ensued regarding affordability, offerings of civics education for staff, and the quality of academics/customer value.

CLOSED SESSION

Mr. Ashton moved 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; and §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 Mr. Michael J. Fox, Clerk to the Board of Visitors.

At that time Committee and Board members, President, Provost, University Counsel, members of the President’s Cabinet, leadership of the Advancement Office, and the Managing Principal with Washburn & McGoldrick entered the closed session meeting at 3:13 p.m.

RECONVENED OPEN SESSION

Following the closed session, Committee members and others returned to the open session at 4:03 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. Motion was seconded by Mr. John L. Brownlee and approved by roll call vote – 5-0 – conducted by Mr. Fox.

STRATEGY MAPPING EXERCISE

Mr. Ashton announced that he will convene a virtual meeting of the Committee on Institutional Advancement before the next regularly scheduled meeting of the Board in February 2025 to lead the strategy mapping exercise due to the fact that items on the agenda took longer than originally planned.

ANNOUNCEMENTS

President Rowe shared the news that William & Mary remains the #1 public university for study abroad, and William & Mary has been named 1 of 16 institutions of the 2025 Mental Health Services Honor Roll. She also announced that Dr. Kelly Crace, Associate Vice President for Health & Wellness; Director of Center for Mindfulness and Authentic Excellence, has accepted a new appointment as Executive Director of University of Virginia’s Contemplative Science Center, to begin in January 2025. The Board members gave him a standing ovation for his years of devotion to William Mary.

ADJOURNMENT

There being no further business, Mr. Ashton adjourned the meeting at 4:08 p.m.