

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA (SCHEV)
BOARDS OF VISITORS ORIENTATION
NSU BOARD OF VISITORS
October 23-24, 2018

Virginia Museum of History and Culture
428 N. Boulevard (Halsey Family Lecture Hall)
Richmond, VA 23220

MINUTES

1. **Attendees** – For an entire list of registered attendees, please see the attached attendee list prepared by SCHEV. Below is a list of attendees from NSU.

NSU Board of Visitors Present:

Mr. Dwayne B. Blake
The Honorable Jean W. Cunningham
Mr. B. Keith Fulton
Dr. Tamara A. Jones
Ms. Joan G. Wilmer

Members of the NSU Staff Present:

Mr. Ericke S. Cage, Executive Advisor to the President and Board of Visitors for Policy, Compliance and University Ombudsman
Mrs. April T. Allbritton, Office Manager/Board Liaison

University Counsels Present: (October 24, 2018 - Day 2)

Ms. Pamela F. Boston, University Counsel
Mr. Ronald Forehand, Assistant University Counsel for NSU Board of Visitors

2. **Welcome, Introductions and Overview**

Mr. Peter Blake, SCHEV Director, opened the meeting and welcomed everyone to the SCHEV Boards of Visitors Orientation session. For several years, this training was optional but later became mandated by the legislature. The work of Boards of Visitors is very important. You were chosen because of your expertise, talents or experiences that you bring to the Board. Your service is appreciated. Feel free to ask questions as the sessions are made to be interactive.

Mr. Blake introduced and welcomed the facility host, Mr. Jamie Bosket, President and CEO of the Virginia History and Cultural Museum. Mr. Bosket gave a brief overview of the organization and invited everyone during breaks to take advantage of the nine million items in the museum that speak to the rich history of the Commonwealth. Today is the opening of a special exhibit titled, "Fresh Paint," where ten artists have been commissioned to create murals inspired by the story of Virginia. Mr. Bosket recognized members of the Museum Board in attendance (Tom Slater, Victor Branch and Makola Adbullah, who will arrive later today).

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Mr. Heywood Fralin, SCHEV Council Chair, was introduced by Mr. Blake. His comments included the following:

Virginia has one of the best systems of higher education in nation. This has happened because of the effective presidents and staffs at all of our institutions, leaders in Virginia's government, members of the SCHEV Council, and because governors have appointed individuals like all of you to the Boards of Visitors of the public institutions in the Commonwealth. Virginia will continue to maintain this level of excellence and seeks to become the best educated state by 2030. What you do as a Board will shape your institution for years to come and affect Virginia's economy.

3. Perspectives on Board Service

Governor Ralph S. Northam provided remarks by video. His comments included:

Overseeing Virginia's higher education is a very large and important responsibility. He emphasized that this is work and that you should not take this role lightly. Virginia has big issues to tackle, including making sure that higher education is affordable, accessible and accountable. Today's training is designed to familiarize you with the broader state issues affecting higher education and how your institution fits into the bigger picture. You must ensure that your institution is aligned with your mission. To grow the economy, we will need all institutions to contribute and there will be times when it will be essential that we all row in the same direction. Feel free to contact SCHEV as an invaluable source of information.

Mr. Blake introduced the following individuals to continue the discussion on Board service:

- Kelly Thomasson, Secretary of the Commonwealth
- Fran Bradford, Deputy Secretary of Education
- Aubrey Layne, Secretary of Finance

Their comments included:

- Working closely with the Virginia Commission on Higher Education Board appointments, sixty-six seats were filled and there is a near equal ratio of males and females. High on diversity and inclusiveness, fifty percent of the appointments are non-Caucasian in reflection with Virginia's population.
- Boards play an important role. You are a true public servant and this requires a lot of hard work. The Secretary of Education's key priorities are:
 - ✓ Early childhood education
 - ✓ Issues of equity in K12
 - ✓ Pathways to good jobs for the future
 - ✓ Access and completion

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Ms. Wilmer asked if there is a portal for Boards of Visitors to share ideas and best practices. Response: Currently, there is not. This is a great idea and has been talked about during the planning stage of this training. Feel free to share during the session tomorrow by sitting with members from other institutions. Also, look to SCHEV as a resource. There is a lot of information on their website.

Financial Considerations and Issues – Mr. Layne stated that Boards should have a sense of what's happening on the federal and state level. His comments included:

- Virginia is the number one recipient of government spending of all states in the nation. Virginia is very dependent on fiscal and monetary policies coming out of Washington, D.C.
- Virginia's unemployment rate is slightly under three percent.
- Liquidity is important issue that is not talked about often. We all should be looking at what resources we have that we can cut without affecting core functions.
- Be mindful that your institution should be structured for success; having the right business plan.
- Mentioned some of the national and state economic indicators and the state's long term liabilities items (pensions and OPEB obligations).
- The national and state economy is expected to be good for the next 18 to 24 months.
- The current federal budget lifted the sequential limits, which helped Virginia. Trade policy; however, could upset the global distribution. This would affect ports and agricultural products in our state.
- Ninety percent of the General Fund revenue for Virginia is comprised of payroll taxes (up 2.7% this year) and sales tax (at 7.5% this year) as the two main drivers. Three months into the cycle, Virginia's overall revenue is ahead by \$100 M.
- The Governor has made education a significant priority but it is competing with health care and residents' public safety. Major issues that will affect Virginia's funding include the national economic situation, federal actions and our bond rating.
- Driving Virginia's budget will be the decision on tax policy, the Medicaid reforecast and the K12 allotment/forecast. Legislative issues that may impact the budget include all 140 seats of the General Assembly are up for re-election and the redistricting lines that have been drawn.
- On October 11, 2018, the Joint Advisory Board of Economists (JABE) will meet followed by the Governor's Advisory Council on Revenue Estimates (GACRE) on November 19, 2018, to develop a revenue forecast. Their recommendations will be presented to the Governor and the Governor will release his budget recommendations on December 18, 2018.

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- When reviewing the budget, look at more than the numbers. You should read the language, as it includes important details.

Mr. Layne answered questions from the audience. Ms. Wilmer had a question on the Commonwealth's position on attracting large corporate companies and how that lends itself to new initiatives or workforce development with institutions of higher education. Response: One of Governor's initiatives is to attract large and small corporations to Virginia. Corporations want to know if Virginia is a diverse state and we are. He used the CyberX project as an example of the Commonwealth responding to workforce development. He mentioned the expansion of the company Micron Technology that is coming to northern Virginia and that Amazon is looking for a second home and Virginia is in the running along with other states.

Responding to another question, Mr. Layne stated that Virginia has a Triple A (AAA) bond rating. Other states with this rating include Wyoming, Nebraska, Delaware and North Carolina. He can provide the full list to anyone who wants it.

Virginia's Economic and Civic Prosperity: Roles of The Virginia Plan for Higher Education and the Public Colleges and Universities – Mr. Tom Slater, SCHEV Council Member, introduced the speakers for this panel that included:

- Mr. Peter Blake, Director, SCHEV
- Ms. Susan Gooden, Vice Chair, State Board for Community Colleges; Past Chair, Academic, Student Affairs & Workforce Development Committee, State Board for Community Colleges (SBCC)
- Ms. Megan Healy, Governor's Chief Workforce Development Advisor (substituted for Mr. Stephen Moret, who had to send regrets)

Comments from Mr. Slater and the panel included:

- Virginia previously provided 65% of the cost of education for public institutions. This has gone down to approximately 34-35%. This is not headed in the right direction and is a challenge.
- SCHEV is developing a common standardized survey that will answer key policy aspects as: 1) how many graduates stay in Virginia; 2) how many out-of-state students who attend college in Virginia and stay after graduation; and 3) how do you value your higher education experience, civic life and more.
- SCHEV's responsibilities include approving the university's mission or mission changes, enrollment projections, academic programs (*this prevents unnecessary duplications*), major organizational changes, elimination of programs and off-site programs. SCHEV also provides budget and policy recommendations.
- SCHEV has completed a statewide strategic plan (refer to handout in package).

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- There is a demographic change that SCHEV needs to pay attention to, in addition to an enormous resource constraint.
- Need to add more than 1.5 M more credentials by 2030. The vitality of the Commonwealth depends on the validity of higher education.
- Psychology is the largest bachelor's degree but there are no positions available for them. This major can be tied to mental health, if universities implemented clinicals and other training to make this a viable career path.
- There are 30,000 jobs in cyber security, 30,000 in the health care field and 1,000 in trades for electricians.
- Universities should establish partnerships with businesses to include apprenticeships, internships, etc. Paid internships are preferable.
- Fast food, retail and some other jobs will not exist in ten years.

Brief conversations in response to questions on the length of time for individuals to get a secret clearance, possible overturn of affirmative action legislation, headway of starting career planning in middle school, addressing or accelerating an Artificial Intelligence (AI) curriculum, addressing adult learners returning to college (retooling them and establishing weekend courses), and accepting work experience as credit.

Reception – The reception was held at the Virginia Museum of Fine Arts. Mr. Blake noted that the First Lady of Virginia is unable to attend as planned. College presidents and rectors were invited to attend the reception.

4. START OF DAY 2

The Public Purposes of Public Higher Education: What are the Roles of Public Colleges and Universities – and their Boards – on the Eve of the 21st Century's Third Decade?

Mr. Fralin introduced Dr. Belle Wheelan, President, Southern Association of Colleges & Schools Commission on Colleges (SACSCOC).

Dr. Wheelan provided the following comments:

- Suggested that Board members purchase the book "How University Boards Work," by Robert A. Scott. There is a lot of good information in this book. One quote that she particularly likes is that "Board Governance is a team sport" and as such Boards should:
 - ✓ Speak as one with one voice through the Rector;
 - ✓ Be led by a Captain and a Coach;
 - ✓ Be part of a collective effort; and
 - ✓ Have on-going training associated with governance.

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- There are three roles of Boards identified by SACSCOC:
 - ✓ Policy making function;
 - ✓ Selection, evaluation (regularly) and, if necessary, termination of the CEO; and
 - ✓ Fiduciary responsibility.
- The key to success is trust and effective communication.
- The Association of Governing Boards (AGB) states that Boards should be responsible for maintaining institutional autonomy and independence; ensure the integrity of the mission; protect Academic Freedom while ensuring academic quality; and commit to preparing graduates for productive roles in society.
- Boards should regularly evaluate themselves as this leads to:
 - ✓ A clear understanding of the roles of the Board;
 - ✓ Consensus on specific objectives and improvement plans of Board performance;
 - ✓ A better working relationship with CEO;
 - ✓ More productive board meetings;
 - ✓ Ensuring the long-term sustainability of the institution; and
 - ✓ Adds value to decision-making.
- The Board's job is to protect the university wherein lies your allegiance. You have constituents, but it is incumbent upon you to make the best decision for the university.
- As a courtesy, you should inform the President anytime you plan to visit campus.
- All Board members should receive the same information at the same time. If you wish to request information, request it through your Rector, who in turn will contact the President to respond to the request with the information being sent to all members of the Board.
- Eyes in, hands off. Do not cross over into the administrative lane. Stay in your lane.
- Reasons SACSCOC may become involved include: reaffirmation; formal complaint; unsolicited information from the newspaper or television; and the university self-reporting an issue.
- The SACSCOC Board has recommended adding a \$500 technology fee to universities as part of their dues to allow universities access to upload and retrieve documents from the SACSCOC data management system online. The service is expected to be operational July 1, 2019.
- Since the federal government invests a lot of funding for student aid, they are pushing for increased productivity. In turn, SACSCOC is looking at a set of data points, but allowing universities to use their own data as the benchmark. The three types of data points include: 1) IPED; 2) Self-Reporting; and 3) the National Clearing House.

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In response to Ms. Wilmer, Dr. Wheelan stated that there should be measureable goals for the President's evaluation. AGB can provide a set of criteria or a timeline. The Board Chair should have regular conversations with the President. Ask the President to report on how well he/she is achieving the goals at least twice a year.

Brief discussions held on Board dismissal, dual enrollment and federal policy.

Inquiring, Listening, Responding: Best Practices of Effective Public Institution Boards – Mr. Blake introduced Mr. Todd Stottlemeyer, Member and Former Rector, College of William & Mary Board of Visitors.

Mr. Stottlemeyer's comments included:

- Practice good governance and good service. Think big and act big.
- His focus was on the following three areas:
 - 1) Fiduciary responsibilities (duty of care, duty of loyalty to the university and duty of obedience). Fill your responsibility and take your service very seriously.
 - 2) Characteristics of high functioning Boards include focusing mainly on things of greatest importance such as:
 - ✓ Hire, evaluate and fire president.
 - ✓ Ensure long-term sustainability.
 - ✓ Strategic enterprise and risk management.
 - ✓ Practice shared governance and perform annual self-evaluation.
 - ✓ Build a strong relationship with the President. The President's job is 24x7 and it is harder than that of a corporate president. The President has to deal with a complex and unique set of stakeholders. This is not easy to do.
 - 3) Characteristics of a great Board member include:
 - ✓ Practice servant-leadership. Act like it is a privilege to serve as you are there to serve.
 - ✓ Park your political views at the door.
 - ✓ Do not act entitled (for instance requesting free tickets, etc.).
 - ✓ Show up and be prepared. Step off the Board if you are not going to be participatory.
 - ✓ Actively listen and learn about higher education issues.
 - ✓ Ask questions during the appropriate setting.
 - ✓ Be willing to challenge the status quo, if necessary.
 - ✓ Stay focused on "big rock" issues and avoid rabbit holes.
 - ✓ Know your responsibility as a Board member and take it seriously.
 - ✓ Practice and respect your responsibility. Know your responsibility as a Board member versus the President's responsibility. The Board is a partner with the President; however, the university is led by the President.

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- ✓ Governance is a team sport and the Board and the President are on the same team. It is not us versus him/her. As a courtesy, let the President or the Board Secretary know when you are on campus.
- ✓ Enjoy your time on the Board.
- ✓ Take care of your college. Think big, act big and be bold. Higher education needs your best thinking, as education has the ability to impact the Commonwealth and the nation.

There was a brief conversation on the continuity of boards, as the turnover is frequent. Many would like to see longer terms for Board members, perhaps six years.

In response to Mr. Fulton, Mr. Stottlemeyer stated that for new members, it is a lot more important to listen during your first meeting. Be mindful to engage at the appropriate time or speed without disrupting the rhythm of the Board.

Addressing a question on loyalty, Mr. Stottlemeyer stated that your loyalty to the university is important. The best practice is to do what is right for the university, but be aware of broader public policy when it comes to politics.

Mr. Blake recognized the Rectors that were present.

Perspectives from the Legislative Branch – Ms. Katie Webb introduced Delegate Lashrecse Aird of the 63rd House District. Delegate Aird holds the honor of being the youngest woman ever elected to the Virginia House of Delegates.

Delegate Aird stated that she would provide context as a member of the Higher Education Joint Subcommittee on the Future Competitiveness of Virginia. She stated that this is an amazing time for our institutions to transform themselves. As a Board member, you are uniquely positioned to take part in that transformation. Students coming to school at this time are requiring more support academically and financially. The legislature is concerned with students seeing a return on their investment/their degree; credentialing more students while keeping the cost affordable; and management and accountability at institutions. During the 2018 session, legislation was presented on transfer credits and aligning degrees with industries. She stated that Delegate Cox has doubled down on his stance on tuition and fees not to outprice income. She quoted Cox as stating:

"We need to move forward on a range of solutions: alternative pathways; transfer programs; online options; cost-saving innovations; more efficient collaboration among institutions; more help for students through financial aid, TAG grants, and work-study opportunities; and so on."

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Delegate Aird also stated that Delegate Cox envisions institutional partnership agreements that each college or university should agree, not just on the talent development and other key economic initiatives, but also on key outcomes for students. Specifically, in return for a financial commitment from the Commonwealth, each school will make transparent commitments concerning the four-year net cost of attendance for in-state undergraduates, the internship and work-study opportunities that will provide, and the maximum student loan debt levels that any Virginia student may incur. This may be a different business model than the Commonwealth has had in the past.

Delegate Aid stated that for the 2019 session, there may be policy recommendations that come forward regarding accountability measures.

Boards' Legal and Ethical Responsibilities – Mr. Henry Light introduced Mr. Alan Gernhardt, Senior Attorney, Virginia Freedom of Information Advisory Council and Mr. Al Wilson, Senior Assistant Attorney General, Office of the Attorney General.

This discussion centered on the Freedom of Information Act (FOIA), Conflict of Interest, conduct and liability. They stated that Board emails are FOIAble, both business and personal, if they relate to university business. Scholastic records may be generally withheld. Effective July 1, 2018, Virginia House Bill 1 prohibits a university from disclosing a student's email address, physical address or telephone number under the exception of the Family Educational Rights and Privacy Act (FERPA) for directory information or the Virginia Freedom Information Act (FOIA) unless the student has affirmatively consented in writing to the disclosure. Student lookup at institutions are also gone.

Two bills were referred this year about public comment. The FOIA Council plans to issue a policy statement that reads:

"As a matter of best practices, we encourage all public bodies to take public comment during meetings."

The FOIA Council agreed to insert the following language for public institutions:

"All public institutions of higher education should afford an opportunity for public comment during any open meeting where a vote to recommend or change any fee or tuition amounts occur."

For closed session, the law now says that you should be more specific on your subject, which is more specific than what the exemption outlines.

Legislation was brought forward this year that did not pass on closed session certification. This legislation may return during the 2019 General Assembly session and would likely

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include a penalty for later rescinding your certification because the closed session discussion went off subject.

Please notice your meetings, which a staff person likely does on behalf of the Board. A meeting is three or more Board members.

There are 300 lawyers with the AG's Office and 45 are in the Education section. The AG's Office has access to over 250 lawyers that they can call upon as experts. Please seek advice from your university counsel and not your personal lawyer or friend. There is no attorney/client privilege with your personal lawyer in regard to state matters. Your personal lawyer can be called to testify. By using your university counsel, should you get sued, you can state that you acted on the advice of counsel. Each Board member is covered with \$2M in liability insurance.

Please feel free to watch the FOIA video, as it has a lot of this information. Board members are required every two years to take the Virginia Conflict of Interest and Ethics Advisory Council Training Module as a refresher course.

Hot Topics and Trends in College Student Life – Ms. Fran Bradford moderated a panel that included Ms. Kelly Crace, Associate Vice President for Health and Wellness, College of William and Mary and Mr. Kevin Foust, Chief of Police and Director of Security, Virginia Tech.

This discussion centered on mental health, sexual assault, alcohol and drugs, free speech and protests. Counseling services are becoming more and more important as one (1) in four (4) students have some pre-diagnosed condition and are taking medication. Ensure that your staff are certified in Crisis Intervention Training (CIT). Recommend that you have your campus police staff certified as well. Universities are looking at holistic ways for students to manage stress. Suggested that universities look at having a mandatory course on stress or implement a wellness course. Sexual Assault is a high issue. Educate your campus on sexual assault. "No" is a complete sentence. How you investigate or not investigate can become a major problem.

Talked about how students manage stress either through control or avoidance. Students are using less alcohol and more drugs, mainly marijuana. Some students do not realize that marijuana is not legal in Virginia. You should encourage students to look out for each other. Your campus police officers should be on drug task forces to be familiar with the latest information.

Free speech is fine as long as it does not interfere with the business of the university. You should listen and hear the request first and discuss how to accomplish the event in a safe way.

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In response to a question from Ms. Wilmer on the inclusiveness of LGBTQ, the response was that the university should seek to broaden everyone's understanding that there are all types of identities.

Boards' Fiduciary Obligations for Building Budgets and Setting Tuitions – Mr. Bill Bolling, moderated a panel that included Mr. Michael Maul, DPB Associate Director, Mr. Dwight Shelton, Vice President for Finance and Chief Financial Officer at Virginia Tech and Ms. Victoria Harker, SCHEV Council Member.

Comments included:

- Universities usually raise tuition and fees because of the increasing cost to recruit and maintain faculty; health care cost increases; infrastructure cost; security and accreditation requirements; and creation of new academic programs.
- The legislature has become a lot more sensitive to the increase in tuition and fees. Tuition and fees are the dominant part of an institution's budget.
- The budget is a complex cycle and is relatively fluent. The Board should have its nose in and fingers out when it comes to the budget. The Board oversees the budget, but does not manage it.
- The budget should be tied to your strategic plan. Have a niche.
- An example of a sensitive issue is closing an academic program that doesn't generate any money.
- Educate your legislators to fully understand your institution.
- Virginia has the lowest decentralized system.

Board Governance and Executive Management: Leadership for Virginia's 21st-Century Needs and Goals – The last panel consisted of the following individuals and was moderated by Mr. Troy Paino.

- Makola Abdullah, President, Virginia State University
- Ángel Cabrera, President George Mason University
- Mark Lawrence, Rector, Radford University
- Marianne Radcliff, Rector, Longwood University

Comments included:

- The Rector should talk with the President; not just send emails.
- The Rector and the Board should build a trust relationship with the President.
- Relay the good and bad that you have heard to the President.
- Value your role as a Board member and do not undersell yourself.
- Have the tough conversations and look at alternatives.

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- Be sensitive to what your presence on campus means.
- All Board members should receive the same information. Best to go through the President or the Board secretary to have the information sent out.
- Tell the President what he/she needs to know; not what he/she wants to hear.
- Be as supportive as possible and find ways to celebrate the university successes.
- Communication is key.
- Toughest assignment is to cherish and protect the university.
- Feel free to get to know the students and faculty.
- Be careful of fact finding missions and do not engage in pet projects under the cover of darkness.
- A casual statement from a Board member can cause a lot of work for the university. In your movements around campus, take care of what you take in or say.

5. **Conclusions and Appreciation** – Ms. Thomasson and Mr. Blake thanked everyone for attending. Mr. Blake stated that SCHEV will send a survey to attendees to rate and provide comments on the orientation session.

Ms. Thomasson apologized for not having the Board members' certificates and pins available today. There was a printing issue. The certificates and pins will be sent to the Board secretaries, who will get them to you.

Respectfully submitted,

April T. Allbritton, Board Liaison

Devon M. Henry, Secretary
Board of Visitors

Registered Attendees - 2018 Boards of Visitors Orientation

Christopher Newport University

Maria Herbert

The College of William & Mary

Victor Branch

George Mason University

Anjan Chimaladinne
Paul Reagan
Edward Rice
Denise Roth

James Madison University

Buddy Gadams
Maggie Ragon
Zuraya Tapia-Hadley

Longwood University

Larry Palmer
Polly Raible

Norfolk State University

Dwayne Blake
Jean Cunningham
B. Keith (BK) Fulton
Tamara Jones
Joan Wilmer

Old Dominion University

Robert Corn
Unwanna Dabney

Radford University

Tom Brewster
Greg Burton
Nancy Rice
Georgia Anne Snyder-Falkinham

University of Mary Washington

Martha Abbott
Allida Black
Leopoldo Martinez
Patricia McGinnis

University of Virginia

Robert Hardie
Evans Poston

Virginia Commonwealth University

Phoebe Hall (Rector)
~~Todd Haymore~~
Gopinath Jadhav
Stuart Siegel

Virginia Community College System

Yohannes Abraham
Adnan Bokhari
Peggy Layne

Virginia Military Institute

Thomas E. "Teddy" Gottwald

Virginia State University

Valerie Brown

Virginia Tech

Ed Baine
Robert Mills
Dennis Treacy (Rector)
Preston White

State Council of Higher Education for Virginia

~~Ken Ampy~~
Peter Blake, Director
Marge Connelly
Heywood Fralin, Chair
Victoria Harker
Henry Light
Stephen Moret
Thomas Slater
Katharine Webb

Board Professionals

April Allbritton, Norfolk State University
Ericke Cage, Norfolk State University
Karen Castele, Radford University
Donna Harper, James Madison University
Susan Harris, University of Virginia
Jeffrey McClurken, University of Mary Washington
Rose Marie Owen, State Board for Community Colleges
Annie Redd, Virginia State University
Michele Schumacher, Virginia Commonwealth University

Student Advisory Committee

Mary Zell Galen, LU
Cody Hartley (Co-Chair), RU
Sarah Izabel, VCU
Matthew McCauley, CWM

Governor

The Hon. Ralph Northam, Governor of Virginia

Cabinet Members

The Hon. Kelly Thomasson, Secretary of the Commonwealth
The Hon. Fran Bradford, Deputy Secretary of Education
The Hon. Megan Healy, Governor's Chief Workforce Development Advisor
The Hon. Aubrey Layne, Secretary of Finance

Other Participants

Makola Abdullah, President, Virginia State University
The Hon. Lashrecse Aird, Virginia House of Delegates
Aaron Arenas, Old Dominion University
The Hon. Bill Bolling, Former Lieutenant Governor
Jamie Bosket, President & CEO, Virginia Museum of History & Culture
Ángel Cabrera, President, George Mason University
Anastasia Chaky, Old Dominion University
Kelly Crace, Associate VP for Health & Wellness, The College of William and Mary
Nikki Elkins, Old Dominion University
Kevin Foust, Chief of Police & Director of Security, Virginia Tech
Alan Gernhardt, Senior Attorney, FOIA Advisory Council
Susan Gooden, Vice Chair, State Board for Community Colleges
Charles King, Senior VP for Administration & Finance, James Madison University
Mark Lawrence, Rector, Radford University
Michael Maul, Associate Director, Department of Planning & Budget
Troy Paino, President, University of Mary Washington
Marianne Radcliff, Rector, Board of Visitors, Longwood University
Dwight Shelton, Vice President for Finance and CEO, Virginia Tech
Todd Stottlemeyer, Member and Former Rector, College of William & Mary
Evie Terrono, American Association of University Professors
Brian Turner, American Association of University Professors
Belle Wheelan, Southern Association of Colleges & Schools Commission on Colleges
Al Wilson, Senior Assistant Attorney General, Office of Attorney General