

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
BOARD OF VISITORS ORIENTATION
FOUNDER'S INN AND CONFERENCE CENTER
NOVEMBER 12 AND 13, 2024
MINUTES**

November 12

Mr. Scott Fleming, director of SCHEV, welcomed the attendees and commented on how they would benefit from the day's program. He recognized many individuals appearing on the agenda, including several Council members. A copy of the attendee list is attached.

Mr. Fleming introduced SCHEV Chair General John Jumper. General Jumper welcomed the attendees and commented on the importance of board service and the role of board members in strengthening their institution. General Jumper introduced Ms. Delceno Miles, who introduced the first panelists, Mr. Mike Melis and Mr. Armand Alacbay.

Governance 101 – Fundamentals of Service on the Governing Board of a Public Institution of Higher Education

Mr. Mike Melis, senior assistant attorney general and higher education section chief, and Mr. Armand Alacbay, secretary of the George Mason University Board of Visitors, led a presentation on the governance of a public institution.

Mr. Alacbay discussed the differences between public and private board services, highlighting the duty of board members to serve the Commonwealth. He also discussed the responsibilities of shared governance, noting the differences between governance and management. He further discussed the board's roles as they relate to academic policy, protecting free speech on college campuses, affordability, and the brand of the institution.

Mr. Melis reviewed three areas of board duties: (1) how the Office of the Attorney General fits into the institution's board operations, (2) the Freedom of Information Act, and (3) an overview of the Virginia Conflict of Interest Act.

The Art and Science of Institutional Governance

Mr. Ross Mugler, an Old Dominion University board member, introduced the topic. General Jumper introduced himself as the current SCHEV Council Chair and noted his history in the Air Force and as a member of several museum boards. Mr. Tod Haymore introduced himself as the rector at Virginia Commonwealth University. He served under three governors as an agency head and has a career in the private sector. He also served on the board of Virginia Commonwealth University for eight years. Ms. Rachel Sheridon

introduced herself as currently serving on the board of the University of Virginia as the audit chair. She is a lawyer by trade with a career in the private sector.

Mr. Mugler asked the panel about how new board members can get involved. The panelists highlighted that new board members should speak up, read materials, show up to meetings, interact with other board members, and build in time before and after meetings to connect with other board members.

Mr. Mugler asked the panelists about the balancing act of oversight versus the institution's management. The panelists indicated that the board members should focus on the institution's overall goals and provide strategy instead of focusing on the specifics of which faculty to hire, for example. The panelists also recommended that the Presidents of each institution be hired to focus on the day-to-day operations of the institution, but the board members should provide guidance and support to their president.

The panel was asked how to build trust with the campus president and leadership team. Panelists responded that communication is key, with a focus on candid discussions and a common grounding point of the institution's mission, vision, and goals. Mr. Mugler asked the panelists to expand on building trust with other board members. The panelists responded that board retreats, attending university events, and mentoring veteran board members are great ways to build trust among the board.

Mr. Mugler asked about the importance of shared governance to the institutions. The panelists responded that the board is responsible for the institution's strategy, the faculty focuses on teaching and learning, and the government has a role in the institution's goals. Panelists further described the challenges of shared governance, but knowing one's role is important, and everyone has a job to do as it relates to the institution's success.

The panelists were asked about the importance of the institution's mission and vision. They responded that it embodies the institution's goals and that being able to support the mission is the common ground for supporting a shared strategy.

Attendees asked about the structure of the full committee and subcommittee and how that plays into the board's role. Panelists responded that a lot of action happens at the subcommittee level, and understanding the process is important in accomplishing goals.

Fireside Chat

Secretary of Education Aimee Guidera introduced Chief of Staff Littel, who is the current Chief of Staff for Governor Youngkin and served as Rector of William and Mary's BOV for 12 years.

Chief of Staff Littel challenged the BOV attendees to understand their specific institution and their role as a BOV member. Mr. Littel told attendees that their presence and communication are key as BOV members. He encouraged the attendees to assume they were one-term board members, to do their homework, come to orientation sessions, show

up at meetings, and learn the job so they can make a difference. The biggest challenge is to understand the finances of an institution.

Secretary Guidera asked Mr. Little to discuss how boards can best support their institutions. Mr. Little encouraged the members to build relationships with the president of their institution, determine their needs, and work to ensure the president's success, but still push and question them when necessary. Mr. Little suggested that board members should enjoy time together outside of meetings by having dinner and attending athletic events at institutions. He encouraged everyone to find ways to incorporate new members into the fold.

Secretary Guidera directed the attendees to QR codes linked to resources compiled to inform the work of BOV members. She emphasized the importance of the Virginia Plan for Higher Education, known as Pathways to Opportunity, which seeks to provide an affordable, equitable, and transformative education for students.

Chief of Staff Little highlighted that strong higher education institutions help stimulate the economy. He noted that the Governor selects BOV members because of their unique contributions to their institutions.

According to Secretary Guidera, Governor Youngkin was concerned that more people were leaving than moving into Virginia. He believes that higher education is crucial for retaining and attracting people. By improving higher education, the Youngkin administration hopes to keep more individuals to stay in the Commonwealth.

The session concluded with Mr. Little challenging attendees to focus on what makes their institution different. Secretary Guidera stated that higher education must change considering the changing demographics. Adaptation in higher education is necessary to allow students access and be job ready.

Overview of Virginia Higher Education

Mr. Fleming, SCHEV director, provided some basic facts about the higher education landscape in Virginia. Fleming cited degrees awarded, higher education expenditures, graduation rates, median wages and student loan debt. Virginia is currently ranked number one for business and education. He shared a quote from the Weldon Cooper Center for Public Service regarding the return on investment, "Every dollar spent on public higher education by the state is associated with an additional \$1.89 in state revenue and an increment of \$25.59 to Virginia's gross domestic product."

He also identified challenges facing higher education in Virginia and the nation. With changing demographics and a lack of confidence in the value of a college education, there will be a significant drop in college enrollment in 2025. Virginia's enrollment in higher education is flat, while many other states face a significant decline. Mr. Fleming also cited the challenge of keeping students' costs low to ensure accessibility.

Mr. Fleming introduced SCHEV's Strategic Planning & Policy Studies Director, Dr. Alan Edwards. Dr. Edwards thanked attendees for their willingness to serve and acknowledged that the BOV is the institution. He identified several governance stakeholders in Virginia's higher education, including the Governor, who appoints BOV members, the SBCC, and the SCHEV council. The General Assembly confirms BOV members, develops legislation pertaining to higher education, and adopts the biennial budget. Unlike other states, there is not a single board, but each public institution has its own board. Dr. Edwards said that the BOV approves tuition, fees, and policy recommendations that align with the institution's goals and priorities.

Dr. Edwards explained SCHEV's role as a stakeholder in higher education. SCHEV is a coordinating agency that provides policy recommendations to the Governor, approves degree programs, develops a strategic plan, and administers financial aid. The strategic plan is important because of shifting demographics, gaps in participation and completion, employers' demands for trained workers, and resource constraints.

Dr. Edwards identified some strengths and challenges for higher education in the Commonwealth. Although graduation rates are strong, there is robust outreach to K-12 students and concerted efforts between communities and institutions to support access and completion. However, there is lower enrollment among Hispanic, African American, low-income, and male students. Additionally, many middle and high school students lack awareness of the value of higher education and postsecondary education opportunities.

Mr. Lee Andes, interim director of finance policy and innovation, discussed the role of boards in financial aid. He gave an overview of financial aid from a broad perspective and then down to the student-level data. SCHEV administers \$3.2 billion in financial aid. At the Federal government level, financial aid is in the form of Pell grants and student loans. FAFSA is administered by the federal government but is used by state and private institutions to evaluate aid eligibility. State financial aid is decentralized and focuses on the average unmet need to minimize the gap between institutional aid and financial aid.

According to Mr. Andes, BOVs have more input in tuition waivers, tuition revenue used for aid, and unfunded scholarships, which means less collected revenue. Tuition setting and institutional aid are part of the realm of responsibility for BOV at each institution. Mr. Andes told BOV members to consider the average student loan, percentage of students borrowing, unmet needs, and degree completion when making financial aid decisions. Default rates are higher for those having lower debt. A high debt amount is typically equated with a student remaining in school longer but does not mean completion. According to Mr. Andes, one of the most important ways to measure the impact of BOV decisions is through degree completion.

Virginia Finances, the State Budget and Budgeting

Secretary of Education Guidera introduced the Secretary of Finance Cummings.

Secretary Cummings explained that Virginia has a biennial budget process. The current budget the Commonwealth is working on was delivered in December 2023 and was developed anticipating a mild recession. At the time the current budget was developed, there were concerns about geopolitical threats, high inflation, rising consumer confidence concerns, and the fear of a federal government shutdown.

According to Sec. Cummings, Virginia's economic performance was stronger than anticipated, with job growth and increased real GDP. As of September, payroll employment in Virginia was 1.5% higher than in prior years. Virginia's unemployment rate increased slightly in September but is still 1.2 % below the national unemployment rate. Revenues continue to grow year after year, exceeding forecasts. General Fund revenues rose 12.4% year over year in September and are up 9.9% fiscal year to date. YTD collections are above the official forecast and up 3.5%.

Secretary Cummings highlighted that reserve fund balances exceed 15%, which are split between the Revenue Stabilization Fund and Reserve Fund. Virginia is now ranked number three among triple AAA-rated states for prioritizing reserve fund growth. According to Secretary Cummings, with strong individual income revenue supported by job growth, wage increases, and consumer spending, revenue will remain stable or grow. This surplus helped fund the budgeting gap last June.

Higher education makes up 11% of general fund operating appropriations and is the third largest line item in the general fund, with appropriations of \$3.6 billion. K-12 spending constitutes 31% of the Virginia budget. Regarding capital outlays for the Commonwealth's budget, Secretary Cummings stated that maintenance is prioritized over new construction.

Secretary Cummings alerted attendees that he was monitoring Hurricane Helene's economic impact on unemployment and the potential for federal support to help restore assets and stabilize employment in areas hit by the natural disaster.

Institutional Budgeting, Tuition Setting, Strategic Finance and Academic Planning – Making Tough Decisions

Mr. Maul gave a high-level overview of the state budget process. The general fund includes revenue from income tax, corporate tax, etc. Thirty-six percent of the budget comes from the general fund, but that is where most of the discussion takes place because the spending is discretionary. The non-general fund is for dedicated funds. Higher education is a large part of the budget, but it is second to K-12 education and Health and Human Resources. Mr. Maul described the various categories of expenditures contained in the state budget. Higher education is 100% discretionary funded – when there is a lot of money, higher education gets additional investments. However, in downturns, higher education is cut the most. Significant cuts to higher education haven't occurred since The Great Recession.

Mr. Maul explained that higher education has more programs than other funds. The Education and General program is one of the biggest. It includes everything that

supports the college and its operations. He outlined the remaining programs that are a part of higher education and the same across all institutions, including Auxiliary Services and Student Aid. Some colleges have additional programs (VMI has military programs, Mary Washington has museums, for example). He explained that the Education and General program is a shared cost. The population of the colleges often drives the state share, but there are some exceptions, such as Virginia State University (higher state share, but student population is declining).

Mr. Maul said his agency has a higher education division and analysts for each public college. He recommended that BOV members get to know their budget analysts.

Ms. Sebring introduced herself and said she has seen Virginia's higher education from many vantage points in her career. She noted that discussing financing at the orientation is challenging because all the public colleges are very different.

Ms. Sebring said much time is spent discussing capital budgets, and BOV members should know what is happening in their college's capital programs. BOVs are controlled entirely by the institution. They also have the responsibility of reviewing financial audits and setting financial policy.

Ms. Sebring outlined the financial planning calendar. Beginning in the summer, SCHEV asks the institutions for updates on their six-year plans. In the fall, budget requests occur, and the six-year plan is the starting point for budget requests. By spring, the Governor and General Assembly work together to pass a budget.

Ms. Sebring said it is important for BOV members to understand their college's revenue drivers. It is also important to understand how the federal government tracks funds. Additionally, philanthropy can be a key revenue source. It is also important for BOV members to understand the institution's expenditures. She encouraged BOV members to ask questions and learn what the data told them. She outlined the funding categories that are most challenging and somewhat easier to cut.

Ms. Sebring shared a snapshot of Virginia Tech's workforce, which will also look very different at different institutions. Virginia Tech has 20,000 employees and relies heavily on student-wage employees. She said that understanding the college's workforce will help find vulnerabilities in the budget.

Ms. Sebring's key recommendation for boards is to ask a lot of questions.

Ms. Sebring described the data that Virginia Tech provides to their BOV to aid in making tuition decisions, which are conversations that usually occur in the spring. That includes information on the six-year plan to ensure the BOV makes strategic investments. Other things to consider about tuition include market position, financial aid, and state support.

Ms. Sebring reminded BOV members that "all money is not green" and that many revenue sources restrict what funds can and cannot be used for.

Mr. Bland provided some perspectives from his time as a board member. He said that while the impact of budgets may vary the preparation is the same. He highlighted the importance of planning, stating that businesses often fail due to a lack of planning. Mr. Bland agreed that the six-year plan should inform investments.

Mr. Bland said Virginia college enrollments do not reflect the demographics. According to the 2020 census, more than half of the population in Virginia urban areas is non-white. He encouraged BOV members to consider how they can educate more of the future workforce, especially in the context of the upcoming enrollment cliff. Widening the make-up of the student body may include working with secondary schools to prepare more college-ready students.

Mr. Bland said BOV members should read the recent JLARC report and understand its contents because the public will also know.

Mr. Maul concluded the session by thanking attendees for their participation and willingness to serve on the BOV.

Reflections and Preparations for Day Two

Mr. Fleming provided contact information for the Secretary of Education and her team. He asked attendees to use the QR code to fill out evaluations. Mr. Fleming adjourned the meeting for the day.

November 13

Mr. Fleming welcome the group back for the second day and introduced them to the programming for the day.

Boards' Use of Data in Institutional Governance – Data Sources and Strategic Use of Data in Planning and Decision-making

John Markowitz, Deputy Secretary of Finance, provided an overview of the most common reports compiled by institutions and state agencies to compare data across public institutions in Virginia, including Six-Year Plans, Fact Packs, and reports from the Auditor of Public Accounts.

President of Reynolds Community College, Dr. Paula Pando, outlined the types of data that can help board members make informed decisions for their institutions, focusing on enrollment trends, market penetration, and market progression. She then reviewed the importance of tools like administrative dashboards to compare data across traditional institutional silos to make more impactful decisions.

Todd Oldham, Vice President and Director of Education Analytics and Technical Services for the Virginia Office of Education Economics, explained how his office

compares data from SCHEV and labor market analytics to make policy recommendations that reflect current trends.

Finally, Tod Massa, Director of Policy Analytics for SCHEV, demonstrated the agency's data analytics tools, which allow users to compare specific data points over time and across institutions statewide.

National and Virginia Enrollment Trends/ Challenges and the Demographic Changes Impacting Higher Education

Justin Brown, Senior Associate Director at the Joint Legislative and Audit Review Commission, explained his office's role in informing legislative development in the General Assembly and provided a brief overview of the Commonwealth's higher education landscape before summarizing the Commission's latest reports on higher education in Virginia. Reports analyzing student cost, institutional spending efficiency, and institutional viability are available on JLARC's website.

Zachary Jackson, Research and Policy Analyst with the Weldon Cooper Center for Public Service presented a comparison of enrollment trends across Virginia institutions pre- and post-pandemic. Michael Walsh, retired Dean of Admissions for James Madison University and consultant for SCHEV, then compared Virginia's enrollment trends with those across the United States and offered points for consideration to board members as they consider how to successfully guide their institutions through shifting demographics.

Keynote: Artificial Intelligence in Higher Education

Dr. Shehu introduced herself, her position as an Artificial Intelligence (AI) officer, and gave a broad overview of AI. She discussed the fears of AI and how it could change productivity.

Dr. Shehu discussed the origins of AI research at Dartmouth College and how sensors and improved hardware have increased AI's capacity to collect data.

Dr. Shehu distinguished artificial intelligence from machine learning and described the differences between unstructured and structured data. She discussed how training data does not make a judgment on collected data. Machine learning seeks to map training data to labels that can explain outcomes.

Dr. Shehu said we can learn from data without labels. Unsupervised learning does not include labels, while supervised learning does. Deep learning requires less human involvement and massive amounts of data to function properly.

She explained how deep learning gained prominence. Collaborations between faculty and staff showed that deep learning neural networks could approach human performance and have since gained attention. Dr. Shehu discussed some of the uses of deep learning, such as in identifying health issues.

Dr. Shehu said some of the applications of machine learning, such as predicting traffic and identifying at-risk students. She describes these applications as generative AI. She mentioned that models are evaluated on their ability to predict outcomes. These models are trained in text data and image data.

Dr. Shehu discussed how AI can be integrated into higher education by improving resumes and organizing calendars. She mentioned that these uses can be expensive and require a large amount of data. She introduced some of the risks and the unknown factors around data protection that could pose a threat to higher education.

Dr. Shehu described the work at George Mason University as balancing the benefits of AI for learning with threats to student dependency on AI.

Workforce Development and Curricular Alignment

The panelists introduced themselves.

Dr. DeFilippo introduced the topic. He described curricula as "what institutions impart to students." He said workforce development can not be reduced to the first job a student takes on after graduating.

Dr. DeFilippo distinguished between SCHEV's role and the Board of Visitors' role in program approval. He said any new program must come to SCHEV for approval after receiving BOV approval. He said SCHEV is responsible for providing a relevant labor market outlook for graduates of the program's area of study. SCHEV ensures that there is alignment between the new degree programs and labor market needs. Other factors include whether the program is included in the six-year plan. He described changes to SCHEV's degree program approval process. New programs will be sent to the Council sooner. SCHEV will be deemphasizing labor market duplication. SCHEV will utilize labor market data from the Virginia Office of Education Economics.

Dr. DeFilippo described the SCHEV process for reviewing existing degree programs, which takes place every five years. He said programs demonstrating low productivity and low enrollment will be considered for discontinuation. This is consistent with the Governor and Secretary's emphasis on return on investment. He said SCHEV will likely close more programs following this change.

Chancellor Doré said that SCHEV's changes to program approval will expedite the process. Dr. Doré gave an overview of the Virginia Community College System. He said the system's statewide aspect allows VCCS to recognize broad trends while staying attuned to regional differences. Dr. Doré defined his goals for VCCS as increasing adaptability, engagement with business and industry, and engagement with SCHEV. VCCS developed the Six-Year Plan over the summer, which became the new strategic plan. VCCS developed year-by-year metrics for achieving the goals of the strategic plan. The board evaluates the Chancellor based on progress captured in key metrics. The VCCS sets key performance goals for all of its colleges, which are also used to evaluate presidents.

Dr. Doré said that the level of economic mobility is a key factor VCCS considers.

Dr. Doré discussed the Fast Forward program, which is unique to the community college system. This program offers entry-level short-term workforce credentials. Dr. Doré noted that the average wage increase is \$12,000. He said these programs aim for students to work towards a bachelor's degree. He said these programs are customized for specific companies and are evaluated programs based on industry demand.

Dr. Doré said that VCCS reshaped programming to align with labor market needs. He said that colleges within the system collaborated to formulate regional plans. He said that VCCS works closely with the Virginia Office of Education Economics (VOEE) and the Virginia Economic Development Partnership (VEDP.) Dr. Doré discussed how VCCS is addressing different workforce sectors. He said VCCS has focused on healthcare since it is the number one area of need. He said VCCS recently completed its second industry summit.

Dr. Doré said that many VCCS students plan to transfer to four-year institutions, but they may be unable to. He said VCCS is working to increase "stackability," ensuring that students leave with credentials to increase employability. He noted that engagement with business and industry will be a major focus going forward.

Ms. Melvin introduced the Virginia Economic Development Partnership. She explained the return on investment from investment projects and how these contribute to the general funds. Ms. Melvin said that existing businesses provide the bulk of partnerships. She said that fewer regions are experiencing net job loss. She introduced the Tech Talent Investment Program, Virginia Talent Accelerator, and International Trade Strategic Program. Ms. Melvin described the consolidation of several workforce development programs into Virginia Works.

Ms. Melvin outlined the plan to become the top state for talent. The goal is to retain talent in Virginia and attract talent from out of state. She also said there are goals to increase in-demand talent and reduce barriers to workforce participation. Ms. Melvin said several metrics, including the opportunity index, can be used to evaluate progress.

Ms. Melvin said VEDP does not see itself as a leader in all the initiatives in which it participates. She said VEDP sees itself as a convener in some partnerships. She described VEDP's collaborations with higher education institutions. Higher education institutions are featured at VEDP's Experience Center. Ms. Melvin said VEDP's teams convene roundtables with employers across Virginia. For example, Ms. Melvin described a collaboration between a vaccine developer and JMU. VEDP allocated funding to recruit students from high school to attend Blue Ridge Community College and attend JMU before working for the developer.

Ms. Melvin discussed the Virginia Talent Accelerator Program, a collaboration with VCCS. She said the Talent Accelerator staff deliver training on behalf of the company. This program works closely with higher education institutions. She said the program focuses on job-specific training, developing relationships between employers and higher education

institutions, and how Talent Accelerator can help with screening for companies. Ms. Melvin said any curriculum developed can be used in future partnerships. Ms. Melvin said all partnerships are posted on HBCU Connect.

Mr. Stout introduced himself and described how Virginia's diversity of talent attracted Amazon. He said Amazon takes a holistic view when seeking talent and provides educational opportunities for growth among its employees. He said Amazon has committed over \$1 billion in free education and skills training.

Mr. Stout said Career Choices funds high school completion, certification programs, and postsecondary work. He said partnerships with 13 Virginia institutions exist. Instruction combines classroom training and on-the-job training. He said participants receive an average 40% increase in wages. He described the User Experience program, which allows workers to gain skills in customer service. He said the AWS Grow Our Own Talent Program focuses on entry-level employees.

Mr. Stout said that Amazon partners with higher education institutions. They attend career fairs and offer internships. Mr. Stout said Amazon collaborates with institutions on research. He noted that Amazon works to promote curriculum alignment with existing talent gaps. He said Amazon has worked with NoVa Community College to expand programs in areas of need.

Mr. Stout described ways Amazon can work with higher education institutions to align goals. He said that there is a heavy focus on technical skills. He said there needs to be more of a focus on skills such as innovating and critical thinking. He said curricula should be designed to provide more applied learning experiences.

Campus Safety, Security and Free Expression

Deputy Secretary of Public Safety and Homeland Security, Office of the Governor, Jonathan Scheffler, discussed how his team plans for campus protests and violence. On October 7, 2023, when many of the campuses experienced large student protests, his team learned that they needed to improve the communications with campus police chiefs to work as a team to devise strategies. There is a special concern that Jewish students do not feel safe on campus, and there is concern that many of them feel unsafe because of messages they are getting from some faculty members. He stated that everyone who works on campus should be subject to background checks. He encourages campus forces to train for the eventuality of campus protests and possible violence.

President Javaunne Adams-Gaston from Norfolk State University introduced herself and discussed the challenges she encounters on her campus with student safety and First Amendment issues. She reminded the participants that it has been a very challenging time for HBCUs, and there have been constant threats, for example, bomb threats. It is important to address how threats impact the student experience. She cited gun violence as another issue. The recent personalized emails and texts threatening students' safety

with deportation or enslavement weigh heavily on students and impact their studies. She suggested that better funding for campus security is a way that the BOV could assist. Improved lighting, fencing, cameras, and gating are ways that we can enhance student security. She discussed how NSU participates in the Constructive Dialog Institute's program to teach students how to talk to each other and respect free speech. She concluded by discussing the special place that HBCUs hold in the higher education community.

Chief of Police and Assistant Vice President for Public Safety, George Mason University, Carl Rowan, provided specific ways for the boards to help. He discussed the GMU response to the October 7, 2023, protests and the growth of antisemitism. GMU put together a team that consisted of the president, legal counsel, student life team, and the police department, acting as a team to quell violence but respect the First Amendment rights of the student protest. Board members can be constructive by getting to know the police chief on campus and asking questions to learn more. Mr. Rowan also discussed the importance of crisis intervention training to deal with students experiencing mental health distress or any situation where the goal is de-escalation. The goal for each security team should be near 100% training. He expressed concerns that some on campus don't appreciate the realities of campus security and don't take it seriously. He suggested that the police chiefs report directly to senior leadership in the president's office. He stated that the boards set the tone for the universities and that their interest in campus security will enhance safety.

Director, Think Again, University of Virginia, Mary Kate Cary, co-teaches political speech writing and election classes. She described her work with Think Again. Think Again has co-sponsored the Free Speech Summit at UVA. She discussed promoting free speech on campus by writing a free speech statement or supporting the University of Chicago's free speech from a couple of years ago. The statement from UVA states that the rules of engagement in her classes are to be curious, not judgmental and that everything is off the record in her class. The administration should remain neutral on current events. Ms. Carey suggested free speech orientation for all students and perhaps faculty. Good free speech orientation enhances campus security by teaching everyone the rules, standing up for your beliefs, and listening with empathy. Free speech training should be in-person and year-round. She described some of the events that Think Again employs. Think Again provides awareness and training in free speech through various programs and events, some serious, some silly, and some fun. Ms. Carey encouraged board members to join Heterodox Academy, which promotes and protects diversity of thought on campuses. UVA has the second largest chapter in the country and is looking to create coalitions with other VA institutions to foster a new movement to teach students to stop self-censoring and encourage free expression.

Conclusions, Reflections and Appreciation

Secretary of the Commonwealth Kelly Gee thanked everyone for their participation. She described the BOV member positions as the most coveted and

most vetted of the 100 board appointments the Governor made. Secretary Gee discussed how the BOV appointments carry extra scrutiny and responsibility. She described the board member role as oversight and accountability rather than in day-to-day decision-making. She encouraged all to practice a duty of care and to participate actively.

Director Fleming closed the session and orientation by thanking all the panelists and saying he feels a little smarter after the program.

SCHEV Staff

2024 Boards of Visitors Orientation Attendees

Christopher Newport University

Brent Archer
Kevin Callanan
Daniel Gade
Keith Windle
Will Estrada
Kenneth Kidd
Christy Morton
Larry Pope

George Mason University

Armand Alacbay
Reginald Brown
Lindsey Burke
Deb Dickenson
Kenneth Marcus
Nina Rees
Armada Shehu
Marc Short
Charles Stimson
Farnaz Thompson
Hamid Zayd

James Madison University

Jeff Bolander
Larry Caudle
Terri Edwards
Tom Galati
David Kirkpatrick
Suzanne Obenshain
Nikki Thacker
Jack White

Longwood University

Kathleen Early
David Rose
Ronald White

Norfolk State University

Javaune Adams-Gaston, President
Mike Andrews
Pamela Boston
Dwayne Blake
Gil Bland
Kim Brown
Katrina Chase
Sher're Dozier
James Dyke, Jr.
Conrad Hall
Destinee Jackson
James Jamieson
Delbert Parks
Lionell Spruill, Sr.
Tanya S. White

Old Dominion University

Brian Campbell
Stanley Goldfarb
Brian Hollard
Ross Mugler
Wulf Winiarek

Radford University

Dale Ardizzone
Karen Castelee
Callie Dalton
Lisa Pompa

University of Mary Washington

Virginia Gentles
Jeffrey McClurken
Tim Pohanka

University of Virginia

Daniel Brody
Marvin Gilliam
Susan Harris
Rachel W. Sheridan
David Webb
Doug Wetmore
Porter Wilkinson

Virginia Commonwealth University

Siobhan Dunnivant
Chelsea Gray
Todd Haymore
Kenneth Lipstock
Erin McClinton
Randy Reynolds, Jr.
C.J. Sailor

Virginia's Community Colleges

Chancellor David Doré
Ed Dalrymple
Mark Hourigan
Bif Johnson
Peggy Layne
Bruce Meyer
Rose Marie Owen
A.J. Robinson
Terri Thompson
Michel Zajur

Virginia Military Institute

Charles Edgar
Clifford Foster
James Inman
William Janis
Nancy Phillips
James Ring
Bill Wyatt
Damon Williams

Virginia State University

Valerie Brown
Thomas Cosgrove
M. Peter McPherson
Daphne Meeks
Annie C. Redd
Verdell Robinson
Robert Thompson
Dennis Via

Virginia Tech

Nancy Dye
William Holtzman
Donald Horsley
Starlette Johnson
Jim Miller
Kim O'Rourke
James Pearson
Amy Sebring

William & Mary

John Brownlee
Anna Maria DeSalva
Rob Estes
Michael Fox
Steve Huebner
Laura Keehner Rigas
Jen Mackesy
Tommy Norment
John Rathbone
Jill Vogel
Ardine Williams

Cabinet Members

The Hon. Stephen Cummings, Secretary of Finance
The Hon. Kelly Gee, Secretary of the Commonwealth
The Hon. Aimee Guidera, Secretary of Education
The Hon. John Littel, Chief of Staff
Nicholas Kent, Deputy Secretary of Education
John Markowitz, Deputy Secretary of Finance
Jonathan Schleffer, Deputy Secretary of Public Safety
& Homeland Security

Special Guests

Justin Brown, Joint Legislative & Audit Review Commission
Zachary Jackson, Weldon Cooper Center for Public Service
Michael Maul, Department of Planning and Budget
Mike Melis, Assistant Attorney General
Debbie Melvin, Virginia Economic Development Partnership
Todd Oldham, Virginia Office of Education Economics
Brian Stout, Amazon

State Council of Higher Education for Virginia

General John Jumper, Chair
Scott Fleming, Director, SCHEV
Micah Edmond
Delceno Miles
Carlyle Ramsey