

MINUTES
Meeting of the Board of Visitors
The College of William and Mary in Virginia

April 15-17, 2009

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg on Wednesday, Thursday and Friday, April 15-17, 2009.

On Wednesday, April 15, the Committee on Administration met in the Board Room and the Executive Committee met in the Rector's Office.

Those present on Wednesday were:

Janet M. Brashear	Michael K. Powell, Rector
Colin G. Campbell	Robert E. Scott
Timothy P. Dunn	John Charles Thomas
John W. Gerdeman	Jeffrey B. Trammell
R. Philip Herget III	Barbara B. Ukrop
Kathy Y. Hornsby	Henry C. Wolf
Suzann W. Matthews	Faculty representative: Katherine M. Kulick
Anita O. Poston	

Absent: Charles A. Banks III
Thomas E. Capps
Sarah I. Gore

Others present were:

W. Taylor Reveley III	Michael J. Fox
Samuel E. Jones	W. Fanchon Glover
Anna B. Martin	Michael L. Stump
Kiersten L. Boyce	Sandra J. Wilms

Following committee meetings, the full Board convened at 7:15 p.m. for dinner in the Plumeri House at 119 Chandler Court.

At 7:40 p.m., the Rector moved that, pursuant to Section 2.2-3711.A.1., of the Code of Virginia, the meeting be closed in order to discuss personnel matters involving identifiable college employees. Motion was seconded by Ms. Matthews and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 7:40 p.m.

The Board reconvened in open session at 9:15 p.m. Mr. Powell reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Matthews and approved by roll call vote of the Committee members conducted by Secretary of the Board Suzann Matthews. (Certification **Resolution** is appended).

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There being no further business, the Board adjourned at 9:15 p.m.

On Thursday, April 16, the Committee on Buildings and Grounds, Committee on Financial Affairs, Committee on Athletics, Committee on Student Affairs and Committee on Development and Alumni Affairs met in the Board Room, while the Committee on Academic Affairs and the Nominating Committee met in the Board Conference Room.

Those present on Thursday were:

Charles A. Banks III	Michael K. Powell, Rector
Janet M. Brashear	Robert E. Scott
Colin G. Campbell	John Charles Thomas
Timothy P. Dunn	Jeffrey B. Trammell
John W. Gerdelman	Barbara B. Ukrop
R. Philip Herget III	Henry C. Wolf
Kathy Y. Hornsby	Faculty representative: Katherine M. Kulick
Suzann W. Matthews	Student representative: Valerie M. Hopkins
Anita O. Poston	

Absent: Thomas E. Capps
Sarah I. Gore

Others present were:

W. Taylor Reveley III	Karen R. Cottrell
P. Geoffrey Feiss	John E. Donaldson
Virginia M. Ambler	Edward C. Driscoll, Jr.
Samuel E. Jones	Michael J. Fox
Anna B. Martin	W. Fanchon Glover
Sean M. Pieri	Michael L. Stump
Kiersten L. Boyce	Brian W. Whitson
Michael J. Connolly	Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Ann Repeta; Dean Virginia L. McLaughlin, Dean Carl Strikwerda and members of the William and Mary Faculty Liaison Committee.

At 11:05 a.m. the Board convened as a committee of the whole. Mr. Banks presided as chair of the **Committee on Athletics** and called on Director of Athletics Terry Driscoll. Mr. Driscoll reported on the teams, discussed the Tribe Club web site and provided an update on the athletic mascot selection process currently underway. Mr. Driscoll presented a short quiz on athletic facts and discussed several upcoming special events. There being no further business, the Committee adjourned at 11:35 a.m. for the Committee on Student Affairs.

Mr. Thomas presided as chair of the **Committee on Student Affairs** and called on Interim Vice President for Student Affairs Virginia Ambler. Ms. Ambler reported on the College radio station, noting that the annual report was contained in Enclosure G. Ms. Ambler advised that although the student liaisons were not able to be here today, the new Student Assembly officers will be

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introduced at lunch on Friday.

Ms. Ambler introduced Dean of Students Patricia Volp and Associate Dean of Students and Director of Student Conduct David Gilbert. Mr. Gilbert provided a brief overview of the Student Code of Conduct and the Honor Code Process, noting that the name of his office had been changed from Judicial Affairs to Student Conduct. He discussed the mission, principles, rights and responsibilities, and standards then introduced junior Bailey Thompson, the new chief justice of the undergraduate Honor Council, and senior Ashley Bevis, outgoing co-chair of the Student Conduct Council. Ms. Thompson and Ms. Bevis discussed the authority, jurisdiction and process of the two councils. A brief discussion ensued.

Ms. Ambler reported on assessment methods in Student Affairs, focusing on the Cooperative Institutional Research Program (CIRP) Freshman Survey, administered annually to entering undergraduate students at colleges and universities across the nation. CIRP is one of the nation's oldest and largest studies of higher education. The CIRP Freshman Survey collects a variety of demographic and attitudinal data. Students are asked about their reasons for attending college, previous year activities, self perception, expectations, goals, highest objectives, views, and career plans. Ms. Ambler reviewed the results of the survey from 2008 orientation. A brief discussion ensued.

There being no further business, the Committee adjourned at 12:17 p.m. for lunch, followed by the meeting of the Committee on Development and Alumni Affairs.

Committee meetings recessed at 2:30 p.m. The Board traveled by bus to the Virginia Institute of Marine Science for a tour of Andrews Hall and the Seawater Research Laboratory, then participated in the dedication of these two new buildings.

On Friday, April 17, the Richard Bland College Committee and the Committee on Strategic Initiatives met in the Board Room, while the Committee on Audit met in the Board Conference Room, prior to the full Board meeting.

Those present on Friday were:

Charles A. Banks III	Michael K. Powell, Rector
Janet M. Brashear	Robert E. Scott
Colin G. Campbell	John Charles Thomas
Thomas E. Capps	Jeffrey B. Trammell
Timothy P. Dunn	Barbara B. Ukrop
John W. Gerdelman	Henry C. Wolf
R. Philip Herget III	Faculty representatives: Katherine M. Kulick
Kathy Y. Hornsby	Alexandra Duckworth
Suzann W. Matthews	Student representatives: Valerie M. Hopkins
Anita O. Poston	Landon K. Reidmiller

Absent: Sarah I. Gore

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Others present were:

W. Taylor Reveley III	Michael J. Connolly
P. Geoffrey Feiss	Karen R. Cottrell
Virginia M. Ambler	Edward C. Driscoll, Jr.
James R. Golden	Michael J. Fox
Samuel E. Jones	W. Fanchon Glover
Anna B. Martin	Michael L. Stump
Sean M. Pieri	Brian W. Whitson
Kiersten L. Boyce	Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Ann Repeta; Richard Bland College President James B. McNeer, Provost Vernon R. Lindquist, Dean Russell E. Whitaker, Jr.; William and Mary Dean of University Libraries Connie K. McCarthy, Dean Virginia L. McLaughlin, Dean John Wells and members of the Faculty Liaison Committee.

At 9:38 a.m. the Board convened as a committee of the whole. Mr. Trammell presided as chair of the **Committee on Strategic Initiatives**. Mr. Trammell, while noting that great progress has been made, advised that only the framework of the strategic plan has been developed and work would continue over the summer. Mr. Trammell thanked Provost Geoff Feiss and Vice President Jim Golden for their leadership. Noting from the Board perspective that Ms. Brashear had been invaluable to the whole process, Mr. Trammell called on her as chair of the Strategic Initiatives Committee.

Ms. Brashear commented on the framework contained in the booklet distributed with the agenda, noting that the Board would be asked to approve the framework, not the full plan and the detailed action steps would be discussed in September.

Vice President for Strategic Initiatives James Golden and Provost Geoff Feiss provided an update on the strategic planning process, and Ms. Brashear facilitated discussion of the vision, challenges, goals, highlights of the objectives, ten priority actions, and the implementation process. The Board preferred to refer to the document as the Strategic Planning "Framework" rather than "Plan," to recognize both the fluidity of the current document but also the dynamic nature of the strategic planning process itself. A general discussion ensued, followed by the outlining of the next steps. It was noted that this was the core strategic framework from which will develop communications documents.

The discussion made it clear that the approval of the resolution was not meant to cast any of the elements of the plan in stone, but rather view the plan as a working document that will be fleshed out in more detail in the implementation process. The Board members recognized that some elements of the structure and wording would change as the implementation plan developed and provided recommendations for how the public version might be presented on the website.

Mr. Trammell moved adoption of revised **Resolution 36**, Celebrating Tradition & Forging Change: A Plan for William & Mary. Motion was seconded by Mr. Thomas and approved by voice vote (**Resolution 36(R)** is appended).

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There being no further business, the Committee adjourned at 11:15 a.m.

Following a short break, the Rector convened the annual meeting of the full Board at 11:27 a.m.

Those present were:

Charles A. Banks III	Michael K. Powell, Rector
Janet M. Brashear	Robert E. Scott
Colin G. Campbell	John Charles Thomas
Thomas E. Capps	Jeffrey B. Trammell
Timothy P. Dunn	Barbara B. Ukrop
John W. Gerdelman	Henry C. Wolf
R. Philip Herget III	Faculty representatives: Katherine M. Kulick
Kathy Y. Hornsby	Alexandra Duckworth
Suzann W. Matthews	Student representatives: Valerie M. Hopkins
Anita O. Poston	

Absent: Sarah I. Gore

Others in attendance:

W. Taylor Reveley III	Kiersten L. Boyce
James B. McNeer	Karen R. Cottrell
P. Geoffrey Feiss	Edward C. Driscoll, Jr.
Vernon R. Lindquist	Michael J. Fox
Virginia M. Ambler	W. Fanchon Glover
James R. Golden	Michael L. Stump
Samuel E. Jones	Russell E. Whitaker, Jr.
Anna B. Martin	Brian W. Whitson
Sean M. Pieri	Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Ann Repeta, Dean Virginia L. McLaughlin, Dean John T. Wells and members of the William and Mary Faculty Liaison Committee.

Recognizing that a quorum was present, the Rector asked for a motion to approve the minutes of the meeting of February 4-6, 2009. Motion was made by Ms. Ukrop, seconded by Mr. Gerdelman and approved by voice vote.

The Rector moved that the Board of Visitors convene in Closed Session for the purpose of discussing personnel actions involving the appointment, promotions, tenure and leaves of specific college employees; discussing matters relating to the investment of public funds in the Real Estate Foundation and the acquisition and development of real property in the City of Williamsburg for the benefit of the College; discussions with legal counsel pertaining to actual litigation and briefings by staff members regarding specific legal issues involving specific College employees; discussing specific recommendations related to alumni fundraising and the

status of current development activities; discussing matters pertaining to the consideration of honorary degrees, and discussing specific investment manager changes, as provided for in Section 2.2-3711.A.1., 3., 7., 8., 10., and 29. of the Code of Virginia. Motion was seconded by Ms. Matthews and approved by voice vote. The Board went into closed session at 11:29 a.m.

The Board reconvened in open session at 12:00 noon. The Rector reviewed the topics discussed during closed session, then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Banks and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox.

Mr. Gerdelman reported for the Committee on Administration, noting that the committee had heard a presentation on sustainability from Lynda Butler and Dennis Taylor. The committee had also heard a report on Information Technology, and would hear a presentation in the fall on the integration of Information Technology as part of the strategic plan.

Mr. Gerdelman moved adoption of **Resolution 1**, Code of Ethics. Motion was seconded by Ms. Ukrop and approved by voice vote.

Ms. Brashear reported for the Committee on Buildings and Grounds, noting the committee had heard an update on the Code language for the Building Official and noted that code reviews for Richard Bland College were permitted. The Committee reviewed current construction projects as well as those in the six-year capital plan, including a future proposal that could integrate all arts programs on campus.

Ms. Brashear moved adoption of **Resolution 2**, Virginia Institute of Marine Science 2010-2016 Capital Outlay Plan; and **Resolution 3**, College of William and Mary 2010-2016 Capital Outlay Plan. Motion was seconded by Mr. Thomas and approved by voice vote.

Mr. Wolf reported for the Committee on Financial Affairs, and moved adoption as a block of **Resolution 4**, FY2009-10 College of William and Mary Operating Budget for Educational and General Programs; **Resolution 5**, FY2009-10 Tuition and Fee Structure for Full- and Part-Time Students; **Resolution 6**, FY2009-10 Auxiliary Enterprise Operating Budgets; **Resolution 7**, FY2009-10 Sponsored Programs Operating Budget; **Resolution 8**, FY2009-10 State Appropriated Student Financial Assistance; **Resolution 9**, FY2009-10 Applied Music Fee; **Resolution 10**, FY2009-10 Board of Visitors Private Funds Budget; and **Resolution 11**, Revisions to the Investment and Spending Policy for Endowment. Motion was seconded by Mr. Gerdelman and approved by voice vote.

Mr. Wolf moved adoption of **Resolution 12**, Virginia Institute of Marine Science FY2009-10 Operating Budget. Motion was seconded by Ms. Matthews and approved by voice vote.

Mr. Wolf reviewed the investment report from Wachovia Securities, noting the name will change to Wells Fargo as of May 1, which recommended the appointment of two new investment managers for the U.S. mid-cap value and the international equity funds.

Mr. Wolf moved adoption of **Resolution 43**, Appointment of Investment Managers, noting that it was being introduced by the President in accordance with the *Bylaws*. Motion was seconded by Mr. Banks and approved by voice vote (**Resolution 43** is appended).

Mr. Herget reported for the Committee on Development and Alumni Affairs, noting that the committee had heard a presentation on the alumni survey from the Art & Science Group.

Mr. Herget moved adoption as a block of **Resolution 33**, Amendment of the Dr. Murray Braderman Borish Endowment Fund Prize; **Resolution 34**, Establishment of the Dr. Edwin W. Vaughn Endowed Scholarship Fund; and **Resolution 35**, Establishment of the Carolyn R. Watson Quasi-Endowment for the Watson Lab. Motion was seconded by Ms. Ukrop and approved by voice vote.

Ms. Ukrop reported for the Richard Bland College Committee, noting the extraordinary commitment of President McNeer and his team, who do a wonderful job on a bare bones budget. President McNeer expressed his thanks to Ms. Ukrop and the Board.

President McNeer advised that Judge John Charles Thomas would be the Commencement speaker on May 15. The President provided an update on the capital campaign, noted the loss of \$600,000 in operating budget cuts from the state and the receipt of \$344,000 in stimulus funding, which will help to offset the cuts. The science and technology facility ground-breaking was held with a fall 2010 opening anticipated. The open house for prospective students and their families was planned for tomorrow, with a large number from Northern Virginia and Tidewater. President McNeer advised that William and Mary Associate Provost for Enrollment Earl Granger was working with them to let applicants who had been denied admission to William and Mary know of the opportunities at Richard Bland.

Ms. Ukrop moved adoption as a block of **Resolution 37**, Commitment to a Code of Conduct Governing Student Loan Practices; **Resolution 38**, Resolution to Approve the Establishment and Members of the Emergency Management Committee; **Resolution 39**, Resolution to Approve the Establishment and Members of the Threat Assessment Team; **Resolution 40**, Code of Ethics; **Resolution 41(R)**, Tuition and Fees for 2009-10; and **Resolution 42**, 2009-10 Operating Budget Proposal. (**Resolution 41(R)** is appended).

Ms. Ukrop moved adoption of **Resolution 44**, Six-Year Capital Outlay Plan, noting that it was being introduced by the President in accordance with the *Bylaws*. Motion was seconded by Mr. Wolf and approved by voice vote (**Resolution 44** is appended).

Mr. Capps reported for the Committee on Audit. There were no action items.

Mr. Trammell reported for the Committee on Strategic Initiatives, noting the committee had reviewed the outline of the strategic plan and were indebted to Geoff Feiss, Jim Golden and Janet Brashear for their work.

Mr. Trammell read **Resolution 36(R)**: Celebrating Tradition & Forging Change: A Plan for William & Mary, and asked for a motion to adopt it. Motion was made by Mr. Wolf, seconded by Mr. Gerdelman and approved by voice vote (**Resolution 36(R)** is appended).

The Rector thanked Mr. Trammell for his work as well.

In his last report to the Board, Provost P. Geoffrey Feiss expressed his thanks for their friendship, hospitality and generosity over the years, and for the opportunity to work with them. Noting the enormous amount of work done on the strategic plan by the faculty, he has felt a spirit of investment and strong sense it is a worthwhile thing to do on behalf of the institution. It has managed to create a great deal of trust between faculty, staff and Board members and a great sense that it is a joint effort. The Provost cautioned that implementation will be harder and will involve a lot of time and require leadership from the Faculty Assembly, the new Provost and the Deans; the process is just getting started.

The Provost advised that work has already begun on the next Faculty Survey, noting that Professor Katherine Kulick is still coordinating that effort. The Faculty Assembly plans to have it done early so the Board may have the report early in the year. This survey will be much more automated but not less challenging. As this is the seventh survey, the data will be useful. The Provost and Professor Kulick responded to several questions.

Ms. Poston reported for the Committee on Academic Affairs, noting that the committee had asked Provost Feiss for his three wishes for the College, which were: (1) a good faculty, (2) continue devotion to liberal arts focus, and (3) continue commitment to diversity in its broadest sense. Ms. Poston noted that the report from the Faculty Liaison Committee demonstrated a major commitment to the strategic planning process.

Ms. Poston moved adoption as a block of **Resolution 13**, Appointment to Fill Vacancies in the Administrative Faculty; **Resolution 14**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 15**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 16**, Award of Academic Tenure; **Resolution 17**, Faculty Promotions; **Resolution 18**, Designated Professorships; **Resolution 19**, Faculty Leaves of Absence; **Resolution 20**, Revision of the Bylaws of the School of Education; **Resolution 21**, The Lemon Project: A Journey of Reconciliation; **Resolution 22**, Retirement of Ismail H. Abdalla, Department of History; **Resolution 24**, Retirement of David H. Finifter, Department of Economics; **Resolution 25**, Retirement of James F. Harris, Department of Philosophy; **Resolution 26**, Retirement of Thomas Lee Heacox, Department of English; **Resolution 27**, Retirement of Dale E. Hoak, Department of History; **Resolution 28**, Retirement of Virginia B. Kerns, Department of Anthropology; **Resolution 29**, Retirement of David E. Kranbuehl, Department of Chemistry; **Resolution 30**, Retirement of Don A. Monson, Department of Modern Languages and Literatures; **Resolution 31**, Retirement of Joyce VanTassel-Baska, School of Education; and **Resolution 32**, Retirement of Stewart A. Ware, Department of Biology. Motion was seconded by Mr. Wolf and approved by voice vote.

Ms. Poston called attention to Resolution 21, The Lemon Project: A Journey of Reconciliation. This is an interdisciplinary project and a great opportunity for further collaboration with Colonial Williamsburg, for which she thanked Colin Campbell. It is similar to the Brown University example and an effort to engage the campus, Williamsburg and the Hampton Roads area in an effort to learn and understand. This is a long term and important project.

Ms. Poston asked the Secretary to read **Resolution 23**, Retirement of P. Geoffrey Feiss, Department of Geology, into the record. Upon conclusion, Ms. Poston moved adoption of Resolution 23; motion was seconded by Mr. Wolf and approved by voice vote with a round of applause from the Board.

Mr. Powell reported for the Executive Committee, and moved the adoption of the report of the Committee given in Closed Session to formally approve the awarding of the following honorary degrees at Commencement:

Tom Brokaw – Doctor of Humane Letters (L.H.D.)
Sherman Cohen - Doctor of Humane Letters (L.H.D.)
Linda Lavin – Doctor of Arts (Arts. D.)

Motion was seconded by Ms. Ukrop and approved by voice vote.

There was no old business.

Before moving to new business, Mr. Powell commented on his two terms as Rector and announced that he did not plan to seek re-appointment when his term ends in June. Noting that this had been a labor of love, Mr. Powell expressed his confidence that the Board and the College would continue to be well led by the new officers soon to be elected. A long and enthusiastic round of applause from the Board and guests followed the conclusion of his remarks.

Ms. Ukrop announced that this would be her last Board meeting, inasmuch as she had joined the Board with Mr. Powell seven years ago, served two terms and did not plan to seek re-appointment when her term ends in June. A long and enthusiastic round of applause from the Board and guests also followed her announcement.

Under new business, Mr. Thomas reported that, pursuant to the Bylaws, the Nominating Committee had met and recommended the following individuals to serve in the offices noted for the 2009-2011 term:

Rector – Henry C. Wolf
Vice Rector – John W. Gerdeman
Secretary – Janet M. Brashear

Mr. Thomas placed all three names in nomination and asked for any other nominations from the floor. Hearing none, Ms. Poston moved that nominations be closed. Motion was seconded by Ms. Mathews and approved by voice vote. Mr. Thomas asked for a motion to adopt the slate as presented. Motion was made by Mr. Powell, seconded by Mr. Banks and approved by voice vote. A round of applause was offered by the Board.

The Rector thanked Valerie Hopkins and Landon Reidmiller for serving as the student representatives from William and Mary and Richard Bland and offered congratulations to the incoming William and Mary Student Assembly President Sarah Rojas and incoming Student Assembly Vice President Ryan Ruzic, noting that Sarah will join the Board as the William and Mary student representative after Commencement. A Richard Bland representative will be

appointed following the recommendation of President McNeer.

The Rector announced the re-appointment of Katherine Kulick and Alexandra Duckworth as faculty representatives for 2009-2010.

The Rector thanked Ann Repeta for serving as the first William and Mary staff liaison and advised that new staff liaison would be appointed.

The Rector then moved that the Board of Visitors convene in Closed Session for the purpose of discussing personnel actions involving specific college employees, as provided for in Section 2.2-3711.A. 1. of the Code of Virginia. Motion was seconded by Ms. Ukrop and approved by voice vote. The Board went into executive session at 12:45 p.m.

The Board reconvened in open session at 12:55 p.m. Rector reviewed topic discussed during closed session for benefit of observers, then moved adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion was seconded by Ms. Ukrop and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 12:56 p.m.

Board of Visitors

April 15, 2009

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

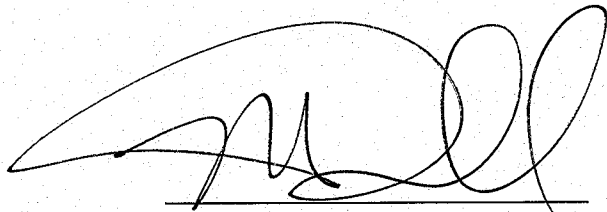
AYES:

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NAYS:

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ABSENT DURING CLOSED SESSION:

A handwritten signature in black ink, appearing to read 'M. Powell', with a large, sweeping flourish extending to the right.

Michael K. Powell
Rector of the College

**CELEBRATING TRADITION & FORGING CHANGE:
A PLAN FOR WILLIAM & MARY**

At the direction of President W. Taylor Reveley III, a new strategic planning process was launched in mid-2008. Under the direction of co-chairs Provost P. Geoffrey Feiss and Vice President for Strategic Initiatives James R. Golden, the process was envisioned to produce a five-year strategic plan, updated annually each spring, through an open, inclusive process. The Plan focuses on identifying “grand challenges” of greatest importance to the future of the university. It will be directly linked to the annual budgeting process. The implementation of the Plan will include assignment of responsibility for each objective, clear metrics, and open reports of performance against objectives. As a result, planning and financial processes will become more transparent and more directly focused on strategic priorities.

Initial steps that will be undertaken immediately include a comprehensive review of the curriculum, including course loads and student-faculty ratios; incorporating and improving technology options and collaborations; increasing housing options to highlight William & Mary as a close-knit, diverse and residential campus community; underscoring the importance of a lifelong William & Mary experience through finding new ways to reach out to and connect with alumni and friends of the College; significantly increasing research funding over the next decade; looking for entrepreneurial opportunities and more efficient ways to operate to increase revenue and reduce costs; and completing a systematic review of communications and marketing at William & Mary to effectively tell the College story to the world.

The strategic planning framework (attached) outlines the next steps in developing the strategic plan, entitled Celebrating Tradition & Forging Change: A Plan for William & Mary.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary hereby approves the proposed strategic planning framework, vision, challenges, goals, objectives and the implementation process; and

BE IT FURTHER RESOLVED, That the Board commends the work of the entire College community in this effort, but especially the co-chairs of the Planning Steering Committee, Provost P. Geoffrey Feiss and Vice President for Strategic Initiatives James R. Golden.

Executive Summary

President Taylor Reveley launched a new strategic planning process in academic year 2008-2009. The process will produce a five-year strategic plan (Plan), updated annually each spring, through an open, inclusive process. This is the first of those Plans. Each year, the Plan will focus on “grand challenges” of greatest importance to the future of the university. The implementation of the Plan will include assignment of responsibility for each objective, development of specific metrics to track outcomes, and open reports of performance against objectives. As a result, our planning and financial processes will become more transparent and more directly focused on strategic priorities.

The centerpiece of our strategy over the next five years is the fact that William & Mary has clearly defined itself as a “liberal arts university.” All major actions and decisions moving forward will build from our ability to combine the very best elements of a liberal arts college and a research university. W&M’s ability to balance those two aspects make us a great university. Our niche is characterized by effectively integrating teaching and scholarship, supporting interdisciplinary and international programs, and recognizing and promoting the kind of faculty-student interaction that distinguishes W&M as being among the very best.

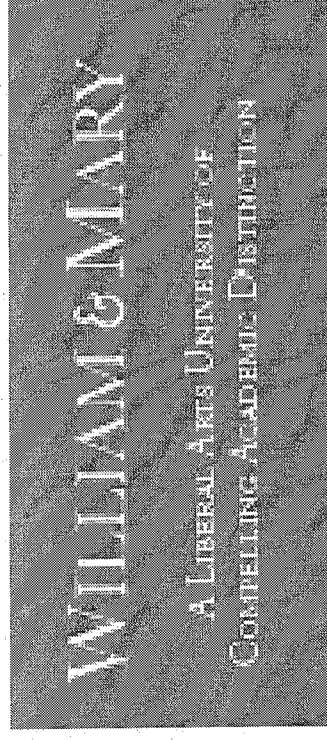
Executive Summary

This commitment to academic excellence and to our niche as an outstanding liberal arts university is central to our strategy. All of our other aspirations flow from that commitment. We recognize the insight and excellence that come with inclusiveness, and we are committed to building a welcoming and supportive university. We will work to strengthen our community and we will focus on W&M as a lifelong experience. Our strategy recognizes that we need a new financial model to fund adequately our exceptional liberal arts university and to build a solid foundation for the future. We will develop a new financial model that is consistent with our aspirations.

Our Vision

Historic William & Mary is a liberal arts university of compelling academic distinction -- one with interdisciplinary study, international focus, and emphasis on faculty-student research.

Our students come wanting to change the world and they leave with the tools to do it.



A Unique Combination

William & Mary

Celebrating tradition & Forging change

Alma mater of a nation & Citizen of the world

Dedicated to teaching & Devoted to research

Large enough for excellence & Small enough for community

Whole-heartedly undergraduate & Selectively professional and graduate

Graced by alumni who have served & Inspired by students who strive to lead



Six Challenges

1. Lead as a model **liberal arts university**.
2. Build and support a **more fully diverse W&M community** that demonstrates the strengths of inclusion.
3. Build an ever more engaging educational environment that maximizes student learning, fosters personal development, and inspires a **lifelong commitment** to W&M.
4. Develop and implement a **business plan** that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs.
5. Provide the **human and material resources and infrastructure** necessary to operate the College's administrative and academic support functions with the high level of expertise, efficiency, and cooperation required for a modern liberal arts university.
6. Articulate more clearly W&M's identity, mission, and goals, and implement a more effective model for internal and external **communication**.

Challenge 1: Lead as a model liberal arts university

Goal: Embed core values -- intellectual curiosity, rigor, diversity, and engagement; dynamic pedagogies and research models; lifelong learning; ethical conduct and moral integrity -- at all levels

Task Force to lead conversation about the attributes and purposes of liberal arts education in the 21st Century; Confirm importance of honor code; Review undergraduate curricula including course loads, student-faculty ratios

Goal: Support for research, scholarship, creative activities

Faculty support, undergraduate research, graduate stipends, importance of ISC3, IT

Goal: Support innovation

Promotion criteria, interdisciplinary incentives, strategy for internationalization, community engagement, collaborative research, economic development outreach, spaces and creative use of IT to promote collaboration

Challenge 2: Support more fully diverse W&M community

Goal: Centralize diversity initiatives -- Leadership, training, share initiatives

Goal: Welcoming campus -- Accessibility, student retention support, cultural center

Goal: Increase diversity -- Recruitment of under-represented groups, international students, faculty diversity peer analysis, grants for socioeconomic access

Goal: Curricular offerings and delivery models -- Range of academic programs, Internationalization

Goal: Communications strategy to highlight commitment

Challenge 3: Engaging community – inspire commitment

Goal: Create community that values life in balance -- Student support and career services, professional development and family support

Goal: Increase inclusiveness and collective identity -- Physical meeting spaces, service learning, alumni engagement with campus, recognize contributions of athletics, importance of campus ceremonies and traditions

Goal: W&M lifelong relationships -- Alumni networks, courses, events; reinforce theme from first day; build on recent alumni research; advisory and leadership boards

Goal: Enhance meaningful engagement by all constituencies -- Review governance to enhance participation, expand student residential capacity -- consider surrounding community relationships

Challenge 4: Business plan

Goal: Revenue

Expand development funding, increase alumni participation from 20 to 30%, increase research funding by 50% over ten years, take advantage of market position, tuition review, communication with Richmond, non-degree professional development programs

Goal: Resource allocation and transparency

Develop models/targets for competitiveness of faculty and staff compensation and for student financial assistance, one-time seed funds for priorities, sunset provisions, continue PSC, budget information website, communication with leadership boards

Goal: Efficiency, effectiveness and entrepreneurship

Committee for Continuous Improvement, pool of seed money for cost-saving investments, restructuring relative to Commonwealth to improve administrative efficiency, encourage and reward entrepreneurial activity (new revenues, collaborations)

Challenge 5: Administrative and academic support

Goal: Workforce –

Training, compensation

Goal: IT infrastructure –

Hardware and software replacement, consolidated data, software to automate business practices, support research computing

Goals: Current and new facilities –

Preventive maintenance, space inventory system and master plan, classroom upgrades, facilities and infrastructure master plan

Goals: Risk management; sustainability; aesthetics –

Emergency preparedness function, rehearsals and drills, hazardous material management, legal services, information security; office of sustainability, education and training, reduce carbon footprint, sustainable land use; exterior maintenance, landscape master plan

Challenge 6: Effective internal/external communications

Goal: Distill and promote common identity --

Small set of main themes, logo, align unit visual identities, school mascot, test perceptions and brand through systematic research

Goal: Forge lifelong relationships -- support goals in community section

Goal: Enhance position among nation's leading universities --

Raise profile of faculty at students in university community, increase national media coverage

Goal: Integrated, coordinated, sustainable W&M communications --

Comprehensive review of communications and marketing by Feb 2010
– gap analysis, resource allocation, role alignment; appropriate balance of new and traditional media with greater emphasis on multimedia broadcast, new media content, and social networking

Ten Early Priorities

- Liberal Arts conversation; comprehensive undergraduate **curriculum review**
- Incentives for **collaboration** and innovative use of IT – review of merit and promotion system, related incentives, and governance structures and internationalization; experiment with social networking tools
- W&M as a **lifelong experience** – core messages integrating recent survey findings, plan to engage alumni in life of campus; stress inclusiveness of community; celebrate and communicate successes in modeling the role of the student athlete
- Increase research funding by **50%** over 10 years
- Expand student **housing** and off-campus amenities – Richmond Road project, 200-bed residence on campus
- Continuous improvement and **entrepreneurship** – Committee on Continuous Improvement established
- Annual strategic planning with inclusive **Planning Steering Committee** process
- **IT** replacement and improvements
- Comprehensive **communications review** by February 2010
- Highlight **commitment** to diversity in strategic communications

Annual Process

April:	BOV approves 5-Year Strategy, FY10-FY14, and FY10 Budget
Summer:	President develops Implementation Plan, FY10-FY14 and reviews with PSC; President provides annual budget planning guidance for FY11
September:	President discusses Implementation Plan with BOV
Fall:	PSC reviews implementation, goals, objectives; updates benchmarks
November:	Progress reports on implementation to BOV
Nov-Feb:	PSC reviews 5-Year Strategy, recommends changes
February:	BOV reviews 5-Year Financial Baseline Analysis; discusses Plan implementation and potential changes
March:	President proposes 5-Year Strategy, FY11-FY15
April:	BOV approves 5-Year Strategy, FY11-FY15, and FY11 Budget

Implementation and Assessment

- Communication of Plan to various constituencies – feedback
- Administrative **Implementation Plan**
 - Assign responsibility
 - Review illustrative implementation steps
 - Refine cost estimates -- assess alternatives
 - Assign priorities consistent with fiscal constraints
 - Develop a one-page **institutional scorecard** including metrics for overall W&M performance
 - Develop **actions, metrics, timelines**
 - Reviewed by PSC
 - Integrated plan to BOV in September
- Track progress against metrics, periodic reports to BOV
- Five-year financial plan, annual budget plans, Development priorities, Continuous Improvement

COLLEGE OF WILLIAM AND MARY
APPOINTMENT OF INVESTMENT MANAGERS

At the November 19, 2008 meeting of the Committee on Financial Affairs, Wachovia Securities, financial advisor to the Board of Visitors for investment of private funds, recommended that the Board consider replacing its U.S. mid-cap value and international equity fund managers. This recommendation resulted from Wachovia's evaluation of the performance of the Board's existing managers in these areas relative to other manager options. As a result, the Committee authorized Wachovia Securities to issue a request for proposals (RFP) in each of these areas.

On April 16, 2009, Wachovia Securities presented the results of the RFP process, recommending that the Board replace its current U.S. mid-cap value and international equity fund managers with Artisan Partners LP and Artio Global Management, respectively. The Committee on Financial Affairs concurred with this recommendation.

THEREFORE, BE IT RESOLVED that the Board of Visitors of the College of William and Mary in Virginia accepts the recommendation of the Committee on Financial Affairs that its current U.S. mid-cap value and international equity fund managers be replaced and that Artisan Partners LP be retained as the College's U.S. mid-cap value manager and Artio Global Management be retained as the College's international equity fund manager.

**RICHARD BLAND COLLEGE
TUITION AND FEES FOR 2009 - 10**

Tuition and fee recommendations which follow are those the administration has agreed will meet the 2009-10 funding requirements for academic programs, residence hall operations and related programs in support of these operations. The College has factored the impact of ARRA Allocations and the requirement to "mitigate" tuition and fee increases as a result of this allocation.

Tuition and academic fees will increase an average of 2.06% for Virginia students. Total charges to residential students will increase an average of 2.52% for Virginia students. Total charges for out-of-state students will increase 2.13% for residential students, with a significant portion of that increase due to a new state requirement to charge out-of-state students a \$10 per credit hour capital fee.

RESOLVED, upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves tuition, fee and rent charges for Richard Bland College for 2009-10.

Tuition and Academic Fees (Per Semester)

Virginia StudentsFull Time

	<u>08-09</u>	<u>09-10</u>
Tuition	1268.00 (3.93%)	1294.00 (2.05%)
Comprehensive Fee	13.00	13.00
Technology Fee	<u>25.00</u>	<u>26.00</u> (4.00%)
	1306.00 (3.89%)	1333.00 (2.06%)

Part Time Per Credit

	<u>08-09</u>	<u>09-10</u>
Tuition	100.00 (3.09%)	102.00 (2.00%)
Comprehensive Fee	1.00	1.00
Technology Fee	<u>4.00</u>	<u>4.00</u>
	105.00 (3.96%)	107.00
Parking	5.00	5.00
Auxiliary Ent. Fee	<u>2.00</u>	<u>2.00</u>
	112.00	114.00 (1.78%)

Total Cost of Attendance (Per Semester)

Virginia StudentsResidential

	<u>08-09</u>	<u>09-10</u>	
Tuition & Academic Fees	1306.00	1333.00	(2.05%)
Auxiliary Fees	505.00	505.00	
Housing	<u>4000.00</u>	<u>4120.00</u>	(3.00%)
	5811.00	5958.00	(2.52%)

Commuters

	<u>08-09</u>	<u>09-10</u>	
Tuition & Academic Fees	1306.00	1333.00	(2.05%)
Auxiliary Fees	<u>218.00</u>	<u>218.00</u>	
	1524.00	1551.00	(1.77%)

Tuition & Academic Fees (Per Semester)

Out of State StudentsResidential

	<u>08-09</u>		<u>09-10</u>
Tuition	5538.00	(5.00%)	5538.00
Comprehensive Fee	13.00		13.00
Technology Fee	25.00		26.00 (4.00%)
Capital Fee	<u>25.00</u>		<u>120.00</u> (308.00%)
	5601.00	(4.96%)	5697.00 (1.71%)

Part Time Per Credit

	<u>08-09</u>		<u>09-10</u>
Tuition	465.00	(5.00%)	465.00
Comprehensive Fee	1.00		1.00
Technology Fee	4.00		4.00
Capital Fee	<u>4.00</u>		<u>10.00</u> (150.00%)
	474.00	(4.96%)	480.00 (1.26%)
Parking	5.00		5.00
Auxiliary Ent. Fee	<u>2.00</u>		<u>2.00</u>
	481.00		487.00 (1.24%)

Total Cost of Attendance (Per Semester)

Out of State StudentsResidential

	<u>08-09</u>	<u>09-10</u>	
Tuition & Academic Fees	5601.00	5697.00	(1.71%)
Auxiliary Fees	505.00	505.00	
Housing	<u>4000.00</u>	<u>4120.00</u>	(3.00%)
	10106.00	10322.00	(2.13%)

Commuters

	<u>08-09</u>	<u>09-10</u>	
Tuition & Academic Fees	5601.00	5697.00	(1.71%)
Auxiliary Fees	<u>218.00</u>	<u>218.00</u>	
	5819.00	5915.00	(1.64%)

Per Semester

Auxiliary Fee - Full Time - Residential

	<u>07-08</u>	<u>08-09</u>	<u>09-10</u>
Parking	19.00	50.00	50.00
Auxiliary Ent. Fee	12.00	125.00	125.00
Student Activities	31.00	85.00	85.00
Intramural Athletics	3.00	20.00	20.00
Health Services	-	75.00	75.00
Technology	-	125.00	125.00
Food Services	-	25.00	25.00

Auxiliary Fee - Full Time - Commuters

Parking	19.00	50.00	50.00
Auxiliary Ent. Fee	12.00	15.00	15.00
Student Activities	31.00	43.00	43.00
Intramural Athletics	3.00	10.00	10.00
Health Services	-	75.00	75.00
Food Services	-	25.00	25.00

Auxiliary Fee - Part Time - Students

Student Parking	2.00	5.00	5.00
Auxiliary Ent. Fee	1.00	2.00	2.00

Other

Faculty/Staff Parking	32.00	35.00	35.00
Parking Tickets	30.00	30.00	30.00

RICHARD BLAND COLLEGE
SIX YEAR CAPITAL OUTLAY PLAN

2010 – 12

Priority 1: **Maintenance Reserve** **\$250,000 GF**

Replacement and repairs to building systems and components.

Priority 2: **Renovations: Ernst Hall** **\$10,000,000 GF**

This building is forty years old and has outdated systems and components. The building will be renovated as a general classroom building.

2012 – 14

Priority 1: **Maintenance Reserve** **\$250,000 GF**

Replacements and repairs to building systems and components.

Priority 2: **Residential Facilities** **\$38,000,000 NGF**

Construction of three additional residential halls. One building will contain space for food service, a medical clinic and post office. Additional space will be provided for student activities and functions.

2014 – 16

Priority 1: **Maintenance Reserve** **\$250,000 GF**

Replacement and repairs to building systems and components.

Priority 2: **Renovations: Barn Theatre** **\$2,000,000 GF**

Renovations will include new restrooms, sound and lighting systems, wiring and inside finishes.

Board of Visitors

Resolution 44

April 15 – 17, 2009

Page 2 of 2

RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William and Mary in Virginia approves the 2010-2016 Six Year Capital Outlay Plan for Richard Bland College.

Board of Visitors

April 17, 2009

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

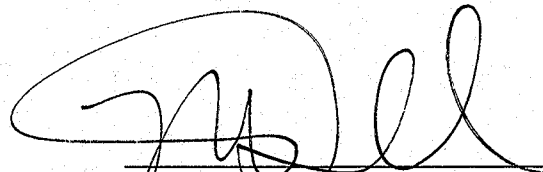
AYES:

16

NAYS:

0

ABSENT DURING CLOSED SESSION:

A handwritten signature in black ink, appearing to read 'M. Powell', written over a horizontal line.

Michael K. Powell
Rector of the College

Board of Visitors

April 17, 2009

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

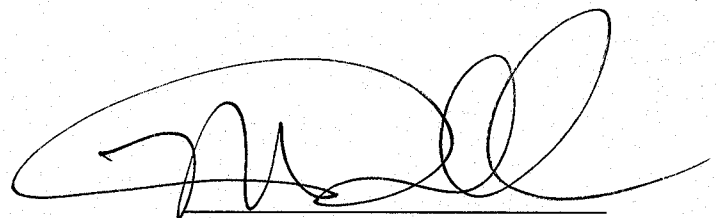
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:

A large, stylized handwritten signature in black ink, consisting of a series of loops and flourishes, positioned above the printed name and title.

Michael K. Powell
Rector of the College