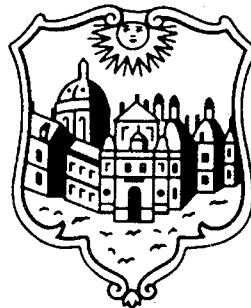


BOARD OF VISITORS  
OF THE COLLEGE  
OF WILLIAM AND MARY  
IN VIRGINIA

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WILLIAM  
& MARY

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COMMITTEE MEETINGS

*Board Rooms - Blow Memorial Hall*

April 14 - 16, 2010

**SCHEDULE**  
Board of Visitors Committee Meetings  
The College of William and Mary

April 14-16, 2010  
Blow Memorial Hall - College of William and Mary

**WEDNESDAY, APRIL 14:**

**BOARD DINING ROOM**

4:00 p.m. Coffee available

**BOARD ROOM - INVESTMENTS SUBCOMMITTEE OF FINANCIAL AFFAIRS**

2:30-4:00 p.m.	<u>Investments Subcommittee</u> (Mr. Jones) Timothy P. Dunn John W. Gerdelman	Charles A. Banks III, Chair
	A. Opening remarks B. Review of Investment Performance C. Review of Cash Management Investment Policy	

**BOARD CONFERENCE ROOM - COMMITTEE ON AUDIT**

4:30-6:00 p.m.	<u>Committee on Audit</u> (Mr. Stump) Timothy P. Dunn John Charles Thomas	Thomas E. Capps, Chair Colin G. Campbell, Vice Chair
	A. Approval of Minutes B. Closed Session (if necessary) C. Report from Auditor of Public Accounts D. Report from Director of Internal Audit E. Enclosure A, page 13 F. Executive Session	

6:00 p.m. Recess Committee meetings

**PLUMERI HOUSE - 119 CHANDLER COURT**

7:00-9:00 p.m. Dinner

Board of Visitors  
SCHEDULE  
April 14-16, 2010

**THURSDAY, APRIL 15:**

**BOARD DINING ROOM**

7:15 a.m.      Continental breakfast available

**RECTOR'S OFFICE - EXECUTIVE COMMITTEE**

8:00-9:00 a.m.      Executive Committee

Henry C. Wolf, Chair  
John W. Gerdelman, Vice Chair

Janet M. Brashear  
Suzann W. Matthews  
Charles A. Banks III  
R. Philip Herget III  
Anita O. Poston  
Jeffrey B. Trammell

- A. Approval of Minutes
- B. Closed Session (if necessary)
- C. Discussion

**BOARD CONFERENCE ROOM - RICHARD BLAND COLLEGE COMMITTEE**

9:00-10:00 a.m.      Richard Bland College Committee  
(President McNeer, Provost Lindquist)  
Dennis H. Liberson  
Anita O. Poston  
Jeffrey B. Trammell

Kathy Y. Hornsby, Chair  
Sarah I. Gore, Vice Chair

- A. Approval of Minutes
- B. Closed Session (if necessary)
- C. General Reports
  - 1. Report from President
  - 2. Report from Provost
  - 3. Report from Dean of Administration and Finance
  - 4. Report from Director of Institutional Advancement
  - 5. Report from Faculty Representative
  - 6. Report from Student Representative
- D. Action Material
  - 1. **Resolution 1**, page 17
  - 2. **Resolution 2**, page 18
  - 3. **Resolution 3**, page 19

Board of Visitors  
SCHEDULE  
April 14-16, 2010

**THURSDAY, APRIL 15:**

**Richard Bland College Committee (continued):**

- 4. **Resolution 4**, page 20
- 5. **Resolution 5**, pages 21-22
- 6. **Resolution 6**, page 23
- 7. **Resolution 7**, page 24
- 8. **Resolution 8**, pages 25-28
- E. Informational Material
  - 1. Enclosure B (see *separate booklet*)
  - 2. Enclosure C, pages 29-31
  - 3. Enclosure D, page 32
  - 4. Enclosure E, pages 33-37
- F. Executive Session

**BOARD ROOM - COMMITTEE ON DEVELOPMENT AND ALUMNI AFFAIRS**

10:00-11:00 a.m. Committee on Development and  
Alumni Affairs

R. Philip Herget III, Chair  
Timothy P. Dunn, Vice Chair

(Mr. Pieri, Ms. Cottrell)  
Charles A. Banks III  
Janet M. Brashear  
Suzann W. Matthews  
Michael Tang

- A. Approval of Minutes
- B. Alumni Association Report
- C. University Development Report
- D. William and Mary Foundation Report
- E. Closed Session (if necessary)

**BOARD ROOM - COMMITTEE ON ATHLETICS**

11:00-11:30 a.m. Committee on Athletics  
(Mr. Driscoll)

Sarah I. Gore, Chair  
John W. Gerdelman, Vice Chair

- A. Report from Director of Athletics
  - 1. Team Reports
  - 2. Athletic Mascot Update
  - 3. Special Guests
- B. "Do You Know" Exam
- C. Special Events

Board of Visitors  
SCHEDULE  
April 14-16, 2010

**THURSDAY, APRIL 15:**

**BOARD ROOM - JOINT MEETING: COMMITTEE ON ADMINISTRATION AND  
COMMITTEE ON BUILDINGS AND GROUNDS**

11:30-12:30 p.m. Committee on Administration John W. Gerdelman, Chair  
(Provost Halleran, Ms. Martin) R. Philip Herget III, Vice Chair

Dennis H. Liberson  
Robert E. Scott  
John Charles Thomas  
Jeffrey B. Trammell

Committee on Buildings and Grounds Janet M. Brashear, Chair  
(Ms. Martin) Suzann W. Matthews, Vice Chair

Kathy Y. Hornsby  
Anita O. Poston  
Michael Tang  
John Charles Thomas

- A. Approval of Minutes
  - 1. Committee on Administration
  - 2. Committee on Buildings and Grounds
- B. Administration Report from Vice President for Administration
  - 1. **Resolution 9**, pages 41-50
- C. Report from Building Official
  - 1. Enclosure F, page 51
- D. Report from Virginia Institute of Marine Science Dean/Director
  - 1. Enclosure G, page 52-56
- E. Buildings and Grounds Report from Vice President for Administration
  - 1. Construction Update
  - 2. Enclosure H, pages 57-63
- F. Presentation on Sustainability Project
- G. Closed Session (if necessary)

**BLOW ROOM 201**

12:30-1:45 p.m. Lunch with students

Board of Visitors  
SCHEDULE  
April 14-16, 2010

**THURSDAY, APRIL 15:**

**BOARD CONFERENCE ROOM - COMMITTEE ON ACADEMIC AFFAIRS**

1:00-2:00 p.m.    Committee on Academic Affairs    Anita O. Poston, Chair  
(Provost Halleran)    Colin G. Campbell, Vice Chair  
Sarah I. Gore  
Kathy Y. Hornsby  
Robert E. Scott

A. Approval of Minutes  
B. Report from Provost  
C. Report from Faculty Liaison Committee Chair  
D. Closed Session (if necessary)  
E. Action Materials  
1. **Resolution 10**, pages 66-69  
2. **Resolution 11**, pages 70-73  
3. **Resolution 12**, page 74  
4. **Resolution 13**, page 75  
5. **Resolution 14**, page 76  
6. **Resolution 15**, page 77  
7. **Resolution 16**, pages 78-79  
8. **Resolution 17**, pages 80-81  
9. **Resolution 18**, pages 82-83  
10. **Resolution 19**, pages 84-85  
11. **Resolution 20**, pages 86-87  
12. **Resolution 21**, page 88  
13. **Resolution 22**, pages 89-90  
14. **Resolution 23**, pages 91-92  
15. **Resolution 24**, pages 93-94  
16. **Resolution 25**, pages 95-96

**BOARD ROOM**

2:00-3:15 p.m.    Provost Report and Faculty Presentation    Ms. Poston

**BOARD ROOM - COMMITTEE ON STUDENT AFFAIRS**

3:30-4:15 p.m.    Committee on Student Affairs    John Charles Thomas, Chair  
(Ms. Ambler)    Suzann W. Matthews, Vice Chair

A. Report from Vice President for Student Affairs  
1. Enclosure I, page 98  
2. Update on Greek Life and Fraternity Housing  
B. Report from Student Liaisons

Board of Visitors  
**SCHEDULE**  
April 14-16, 2010

**THURSDAY, APRIL 15:**

## BOARD ROOM - COMMITTEE ON STRATEGIC INITIATIVES

4:15-5:30 p.m. Committee on Strategic Initiatives Jeffrey B. Trammell, Chair  
(Mr. Golden) Janet M. Brashears, Vice Chair

- A. Comments by Strategic Initiatives Committee Chair Ms. Brashear
- B. Update on the Strategic Planning Process
  - 1. Enclosure J, pages 100-102
  - 2. *US News and World Report* rankings process
  - 3. Progress on Implementation Steps for FY10
  - 4. Enclosure K, pages 103-130
- C. Communication Update
- D. Government Relations Update

5:30 p.m. Recess Committee meetings

## **GREAT HALL and PORTICO - SIR CHRISTOPHER WREN BUILDING**

## 5:30 p.m. Provost's Faculty Reception

## **WREN COURTYARD**

Board of Visitors  
SCHEDULE  
April 14-16, 2010

**FRIDAY, APRIL 16:**

**BOARD DINING ROOM**

7:45 a.m.      Continental breakfast available

**BOARD ROOM - COMMITTEE ON FINANCIAL AFFAIRS**

8:30-9:30 a.m.      Committee on Financial Affairs  
(Provost Halleran, Mr. Jones)  
Colin G. Campbell  
Thomas E. Capps  
Timothy P. Dunn  
John W. Gerdelman  
R. Philip Herget III  
  
A. Approval of Minutes  
B. Report from Vice President for Finance  
    1. Enclosure L, pages 132-134  
    2. Enclosure M, pages 135-140  
    3. Enclosure N, pages 141-150  
C. Report from Virginia Institute of Marine Science Dean  
    1. Enclosure O, page 151  
    2. Enclosure P, pages 152-154  
    3. Enclosure Q, page 155  
D. Closed Session (if necessary)  
E. Investment Portfolio Overview  
    1. Enclosure R, pages 156-161

9:30 a.m.      Adjourn Committee meetings

**BOARD ROOM - BOARD OF VISITORS ANNUAL MEETING:**

9:45 a.m.-12 noon      FULL BOARD MEETING – see MEETING AGENDA      Mr. Wolf

**BLOW MEMORIAL HALL FRONT STEPS:**

12:00 noon      Annual Photograph

**BOARD DINING ROOM:**

12:15 p.m.      Lunch

AGENDA ITEMS  
Board of Visitors Annual Meeting  
The College of William and Mary in Virginia

April 14-16, 2010  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, page 17	Faculty Promotion – Alenka Hlousek-Radojcic
Resolution 2, page 18	Faculty Promotion – LeJeanna M. Raymond
Resolution 3, page 19	Retirement of Vernon R. Lindquist Provost and Dean of Faculty
Resolution 4, page 20	Retirement of Carole E. Summerville Division of Science and Quantitative Methods
Resolution 5, pages 21-22	Revised Organizational Structure
Resolution 6, page 23	Administrative Appointments
Resolution 7, page 24	Funding for Recreation Complex
Resolution 8, pages 25-28	Adoption of the Emergency Operations Plan
Enclosure B	Richard Bland College Emergency Operations Plan ( <b>see enclosed booklet</b> )
Enclosure C, pages 29-31	2009-2010 Operating Budget Update
Enclosure D, page 32	Capital Outlay Progress Report
Enclosure E, pages 33-37	Capital Campaign Interim Report

COLLEGE OF WILLIAM AND MARY

Resolution 9, pages 41-50	Staff Assembly Constitution and By-Laws
Resolution 10, pages 66-69	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 11, pages 70-73	Appointments to Fill Vacancies in the Professional Faculty

Board of Visitors  
AGENDA ITEMS  
April 14-16, 2010

Resolution 12, page 74

Faculty Promotions

Resolution 13, page 75

Term Distinguished Professorships  
for Associate Professors

Resolution 14, page 76

Faculty Leaves of Absence

Resolution 16, pages 78-79

Retirement of Joseph Galano  
Department of Psychology

Resolution 17, pages 80-81

Retirement of George W. Harris  
Department of Philosophy

Resolution 18, pages 82-83

Retirement of David L. Holmes, Jr.  
Department of Religious Studies

Resolution 19, pages 84-85

Retirement of Stephen K. Knudson  
Department of Chemistry

Resolution 20, pages 86-87

Retirement of John F. Kottas  
Mason School of Business

Resolution 21, page 88

Retirement of Connie Kearns McCarthy  
Earl Gregg Swem Library

Resolution 22, pages 89-90

Retirement of Robert A. Orwoll  
Department of Chemistry

Resolution 23, pages 91-92

Retirement of James M. Patton  
School of Education

Resolution 24, pages 93-94

Retirement of Ronald R. St. Onge  
Department of Modern Languages and  
Literatures

Resolution 25, pages 95-96

Retirement of Dennis L. Taylor  
School of Marine Science

Board of Visitors  
AGENDA ITEMS  
April 14-16, 2010

Enclosure A, page 13	Report of Internal Audit Activity Since February 5, 2010
Enclosure F, page 51	Report from Building Official
Enclosure G, pages 52-56	Virginia Institute of Marine Science Capital Outlay Project Progress Report
Enclosure H, pages 57-63	College of William and Mary Capital Outlay Project Progress Report
Enclosure I, page 98	WCWM-FM Annual Report 2009-10
Enclosure J, pages 100-102	University Dashboard Update
Enclosure K, pages 103-130	Strategic Planning Framework FY2011-2015
Enclosure L, pages 132-134	College of William and Mary Final General Assembly 2010-12 Budget Actions
Enclosure M, pages 135-140	College of William and Mary FY2011 Revenue and Expense Actions
Enclosure N, pages 141-150	College of William and Mary 2009-2010 Operating Budget Summary
Enclosure O, page 151	Virginia Institute of Marine Science Final General Assembly 2010-12 Budget Actions
Enclosure P, pages 152-154	Virginia Institute of Marine Science FY2011 Revenue and Expense Actions
Enclosure Q, page 155	Virginia Institute of Marine Science 2009-2010 Operating Budget Summary
Enclosure R, pages 156-161	Investment Portfolio Update as of February 28, 2010

INVESTMENTS SUBCOMMITTEE  
of the  
COMMITTEE ON FINANCIAL AFFAIRS  
April 14, 2010  
2:30 – 4:00 p.m.  
Board Room - Blow Memorial Hall

Charles A. Banks, III, Chair  
Timothy P. Dunn  
John W. Gerdelman

- I. Opening Remarks - Mr. Banks
- II. Review of Investment Performance – Wells Fargo Advisors
- III. Review of Cash Management Investment Policy
- IV. Discussion
- V. Adjourn

COMMITTEE ON AUDIT

April 14, 2010

4:30 – 6:00 p.m.

Board Conference Room - Blow Memorial Hall

Thomas E. Capps, Chair  
Colin G. Campbell, Vice Chair

I. Introductory Remarks - Mr. Capps

II. Approval of Minutes – February 5, 2010

III. Closed Session (if necessary)

IV. Open Session

A. Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

B. Report from Auditor of Public Accounts

C. Report from Director of Internal Audit - Michael L. Stump

D. Report of Internal Audit Activity Since February 5, 2010 - Enclosure A

V. Executive Session

VI. Open Session – Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

VII. Discussion

VIII. Adjourn

**COMMITTEE ON AUDIT**

**MINUTES – FEBRUARY 5, 2010**

**MINUTES**  
**Committee on Audit**  
**February 5, 2010**  
**Board Conference Room - Blow Memorial Hall**

Attendees: Thomas E. Capps, Chair; Colin G. Campbell, Vice Chair; Timothy P. Dunn. Others present: Board member John Charles Thomas; Courtney M. Carpenter; Samuel E. Jones; Peter C. Kellogg; Bernadette M. Kenney; Assistant Attorney General Deborah A. Love; Anna B. Martin; Richard Bland College President James B. McNeer; Michael L. Stump; and Russell E. Whitaker.

Chair Thomas Capps called the meeting to order at 12:06 p.m. Mr. Capps reported on his meeting with the Auditor of Public Accounts (APA); which was part of the APA's annual financial statement audit process. The APA told Mr. Capps they had no significant concerns and were pleased with the Office of Internal Audit's efforts. The APA discussed potential staffing concerns in the Financial Operations Office and the impact on financial statement preparation. The APA anticipates completing their fiscal year 2009 audit by June 2010. Mr. Capps expressed concern about the length of time between the end of the fiscal year and the completion of the audit. Vice President for Finance Sam Jones commented on financial reporting staffing efforts.

Mr. Capps asked Director of Internal Audit Michael Stump for his report of Internal Audit Activity. Mr. Stump referred the Committee to the Report of Internal Audit Activity in Enclosure E. He discussed the completed project and each of the 11 projects in process. Questions were asked about various items in the report; Mr. Stump, Vice President for Administration Anna Martin, and Mr. Jones answered the Committee's questions. Mr. Stump introduced Peter Kellogg, the College's Information Security Officer, who briefed the Committee on the progress of the risk assessment and audit of decentralized information technology operations security. Mr. Kellogg reported that he had also briefed the Committee on Administration earlier in the day. Mr. Stump is working with Mr. Kellogg to conduct the audit. Mr. Stump explained that the College's Security Engineer/Auditor reports jointly to Mr. Kellogg and to Mr. Stump.

Mr. Thomas referenced Mr. Carpenter's presentation during the Committee on Administration and advised caution concerning employees who use significant amounts of computer processing time, noting that the College should ensure such processing time is used for College-related purposes. Mr. Carpenter acknowledged the risk.

Recognizing that a quorum was present, Mr. Capps moved the adoption of the minutes of the November 19, 2009 meeting; the motion was seconded by Mr. Campbell and approved by unanimous voice vote of the Committee.

There being no further business, the Committee adjourned at 12:34 p.m.

Board of Visitors

Enclosure A

April 14-16, 2010

Page 1 of 1

COLLEGE OF WILLIAM AND MARY and RICHARD BLAND COLLEGE  
REPORT OF INTERNAL AUDIT ACTIVITY SINCE FEBRUARY 5, 2010

<u>Projects</u>	<u>Completion Date</u>
• Banner Security and Controls audits WM (for APA)	December 9
• Banner Security and Controls audits RBC (for APA)	February 16
• McCormack-Nagelsen Tennis Center - management request	March 16
• Facilities Management Expenditure Review - mgmt request	March 25

Projects in process

- Accounts Payable compliance review – management request
- ARMICS (Agency Risk Management and Internal Control Standards)
- Assist Auditor of Public Accounts
- Benchmarking Committee – President's request
- Centralized billing and VA benefits – management request
- Decentralized IT operations security – Vice Rector's request
- Parking Services follow-up audit
- Restructuring
- Reves Center – management request
- Risk Management Steering Committee – management request
- Small Purchase Charge Card Program

EXECUTIVE COMMITTEE  
April 15, 2010  
8:00 – 9:00 a.m.  
Rector's Office - Blow Memorial Hall

Henry C. Wolf, Chair  
John W Gerdelman, Vice Chair  
Janet M. Brashear, Secretary

- I. Introductory Remarks - Mr. Wolf
- II. Approval of Minutes - February 4, 2010
- III. Closed Session (if necessary)
- IV. Open Session - Certification of Closed Session **Resolution**

Chair should review topic discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

- V. Adjourn

EXECUTIVE COMMITTEE  
MINUTES – FEBRUARY 4, 2010

**MINUTES**  
**Executive Committee**  
**February 4, 2010**  
**Board Room – Blow Memorial Hall**

Attendees: Henry C. Wolf, Chair, John W. Gerdelman, Vice Chair; Janet M. Brashear, Secretary; Charles A. Banks III; R. Philip Herget III; Anita O. Poston and Jeffrey B. Trammell. Others in attendance: Board members Colin G. Campbell, Timothy P. Dunn, Sarah I. Gore, Kathy Y. Hornsby, Suzann W. Matthews and John Charles Thomas, President W. Taylor Reveley III and Michael J. Fox.

Chair Henry C. Wolf called the meeting to order at 4:10 p.m. Recognizing that a quorum was present, Mr. Wolf asked for a motion to adopt the minutes of the meeting of November 19, 2009. Motion was made by Ms. Poston, seconded by Mr. Gerdelman and approved by voice vote of the Committee.

Mr. Wolf moved that the Executive Committee of the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing the performance of specific executive employees of William and Mary and Richard Bland; and matters pertaining to honorary degrees, as provided for in Section 2.2-3711.A.1., and 10., of the Code of Virginia. Motion was seconded by Mr. Gerdelman and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 4:15 p.m.

The Committee reconvened in open session at 5:35 p.m. Mr. Wolf 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 Mr. Gerdelman and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

There being no further business, the Committee adjourned at 5:35 p.m.

Executive Committee

**Resolution EC-1**

February 4, 2010

**CERTIFICATION OF CLOSED SESSION**

WHEREAS, the Board of Visitors Executive Committee 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, §2.2-3711.A.10. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

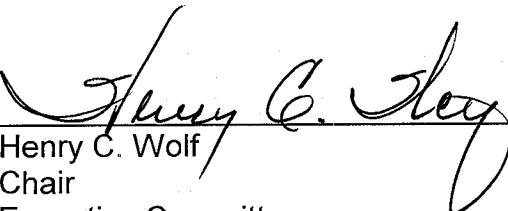
NOW, THEREFORE, BE IT RESOLVED, That the Executive Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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 Executive Committee.

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:



Henry C. Wolf  
Chair  
Executive Committee

RICHARD BLAND COLLEGE COMMITTEE  
April 15, 2010  
9:00 - 10:00 a.m.  
Board Conference Room - Blow Memorial Hall

Kathy Y. Hornsby, Chair  
Sarah I. Gore, Vice Chair

- I. Introductory Remarks - Ms. Gore
- II. Approval of Minutes – February 4, 2010
- III. Closed Session (if necessary)
- IV. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

- V. General Reports
  - A. Report from President James B. McNeer
  - B. Report from Provost Vernon R. Lindquist
  - C. Report from Dean of Administration and Finance Russell E. Whitaker, Jr.
  - D. Report from Director of Institutional Advancement LeAnn Binger
  - E. Report from Faculty Representative - Professor Alexandra Duckworth
  - F. Report from Student Representative - Mr. D. Ryan Goodwin

- VI. Action Material
  - A. Faculty Promotion – Alenka Hlousek-Radojcic **Resolution 1**
  - B. Faculty Promotion – LeJeanna M. Raymond **Resolution 2**
  - C. Retirement of Vernon R. Lindquist  
Provost and Dean of Faculty **Resolution 3**

RICHARD BLAND COLLEGE COMMITTEE  
April 15, 2010

D. Retirement of Carole E. Summerville  
Division of Science and Quantitative Methods **Resolution 4**

E. Revised Organizational Structure **Resolution 5**

F. Administrative Appointments **Resolution 6**

G. Funding for Recreation Complex **Resolution 7**

H. Adoption of the Emergency Operations Plan **Resolution 8**

VI. Informational Material

A. Richard Bland College Emergency Operations Plan  
(see separate booklet) **Enclosure B**

B. 2009-2010 Operating Budget Update **Enclosure C**

C. Capital Outlay Progress Report **Enclosure D**

D. Capital Campaign Interim Report **Enclosure E**

VIII. Executive Session

IX. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

X. Adjourn

**RICHARD BLAND COLLEGE COMMITTEE  
MINUTES – FEBRUARY 4, 2010**

**MINUTES**  
**Richard Bland College Committee**  
**February 4, 2010**  
**Board Room – Blow Memorial Hall**

Attendees: Kathy Y. Hornsby, Chair; Sarah I. Gore, Vice Chair; Anita O. Poston; Jeffrey B. Trammell; faculty representative Alexandra Duckworth; student representative D. Ryan Goodwin. Others in attendance: Board members Colin G. Campbell, Timothy P. Dunn, John W. Gerdelman, Suzann W. Matthews, John Charles Thomas, Rector Henry C. Wolf; staff liaison Mary S. Molineux; Assistant Attorney Deborah Love; President James B. McNeer, Provost Vernon R. Lindquist, LeAnn Binger, faculty liaison Professor Barbara Morgan, Michael J. Connolly, Edward C. Driscoll, Jr., Michael J. Fox, W. Fanchon Glover, Anna B. Martin, Michael L. Stump, Russell E. Whitaker, Jr., Brian W. Whitson, and Sandra J. Wilms.

Chair Kathy Hornsby called the Committee to order at 9:04 a.m. and welcome everyone. Recognizing that a quorum was present, Ms. Hornsby asked for a motion to approve the minutes of the meeting of November 19, 2009. Motion was made by Ms. Poston, seconded by Ms. Gore and approved by voice vote of the Committee.

Ms. Hornsby moved that the Richard Bland College Committee convene in Closed Session for the purpose of discussing personnel matters involving identifiable college employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Ms. Poston and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 9:02 a.m.

The Committee reconvened in open session at 9:05 a.m. Ms. Hornsby reviewed the topic discussed during closed session for the benefit of the observers, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gore and approved by roll call vote of the Committee members conducted by the Executive Assistant to the Board Sandra Wilms (Certification **Resolution** is appended).

President James McNeer commented on the budget discussions underway in the General Assembly, noting that the funding cuts were resulting in larger class sizes, cuts in library hours and services, fewer adjunct faculty, and fewer sessions for students, and advised that sophomore-level classes will be the most threatened. The President stated that the administration was doing everything possible to manage the situation, noting that any savings realized from the administrative reorganization would be put back into academic programs. President McNeer reported that negotiations were continuing with Southside Regional Medical Center on the proposal to move their nursing program to campus and renovate the old science building. Project Phoenix will again be housed on campus this summer. He noted that the College continues to work with Leonard Sledge, Director of the William and Mary Economic Development Office, on revitalization efforts for Petersburg. A brief discussion ensued.

Provost Vernon Lindquist reported on the positive attitude of faculty and staff as they try to respond to the budget crisis, noting the spirit of the campus is still strong. The Provost provided a campus ministry update, noting the proposal to move to more formal level and advised that

Richard Bland College Committee  
MINUTES  
Page 2

options for the next year will be brought to the next meeting. Provost Lindquist provided a brief update on the Middle College program with Petersburg High School. A brief discussion ensued.

Dean of Administration and Finance Russell Whitaker reviewed **Resolution 1**, Investment Portfolio Manager, noting that this would transfer the management of their endowment from Delaware to the Optimal Service Group in order to be consistent with managers for the William and Mary portfolio. Following brief discussion, Ms. Hornsby asked for a motion to adopt **Resolution 1**. Motion was made by Ms. Poston, seconded by Ms. Gore and approved by voice vote of the Committee.

Dean Whitaker reviewed **Resolution 2**, Mutual Aid Agreements, noting this would build on the existing communication and cooperation between the College and the surrounding counties of Prince George and Dinwiddie by entering into formal agreements to provide mutual aid through the furnishing of police and other employees and equipment in the event of need or emergency. Following brief discussion, Ms. Hornsby asked for a motion to adoption **Resolution 2**. Motion was made by Ms. Poston, seconded by Ms. Gore, and approved by voice vote of the Committee.

Dean Whitaker provided a brief update on the 2009-10 Operating Budget and shared an overview of the Governor's Budget Recommendations, as detailed in Enclosures A and B. A brief discussion ensued concerning possible tuition increases in the next biennium, as well as ways to keep costs as low as possible.

Dean Whitaker provided a brief update on Capital Outlay Progress, as detailed in Enclosure C.

Director of Institutional Advancement LeAnn Binger provided an update on the progress of the Capital Campaign, as detailed in Enclosure D, and reviewed recent fund raising events, as well as pending gifts and grants. A brief discussion ensued. Mr. Dunn suggested the Board become sponsors of the wine tasting fund raising event planned for April 17. Ms. Hornsby advised that she would send something to the members to facilitate this idea.

Faculty representative Professor Alexandra Duckworth reported on faculty concerns over the budget and discussed the impact the funding cuts were having specifically on the students enrolled in developmental classes. A brief discussion ensued.

Student representative Ryan Goodwin reported on progress with the development of a school mascot, and distributed copies of the five sketches that will be put up for a vote. The goal is to have the selection completed by Commencement in May. Mr. Goodwin also provided an update on recent student activities and noted that school spirit continues to rise. A brief discussion ensued.

President McNeer advised that the artist who had provided the mascot sketches was Ben Lansing, a Richard Bland graduate who is donating his time. Legal aspects are being examined now.

Richard Bland College Committee

MINUTES

Page 3

President McNeer noted that faculty liaison Barbara Morgan was attending her first meeting, and briefly introduced her to the Committee.

There being no further business, the Committee adjourned at 9:54 a.m.

Richard Bland College Committee

**Resolution D-1**

February 4, 2010

**CERTIFICATION OF CLOSED SESSION**

WHEREAS, the Board of Visitors Committee on Development and Alumni Affairs 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 Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Development and Alumni Affairs, 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 Committee on Development and Alumni Affairs.

**VOTE**

AYES: 3

NAYS: 0

ABSENT DURING CLOSED SESSION:

*TRAMMELL*

*Kathy Y. Hornsby*  
\_\_\_\_\_  
Kathy Y. Hornsby  
Chair  
Richard Bland College Committee

Board of Visitors

Resolution 1

April 14–16, 2010

Page 1 of 1

**RICHARD BLAND COLLEGE  
FACULTY PROMOTION**

The following member of the instructional faculty of Richard Bland College has been recommended for promotion in rank by the Peer Review Committee and the Provost.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member.

Associate Professor of Biology to Professor of Biology

ALENKA HLOUSEK-RADOJCIC, effective August 10, 2010

A member of the Richard Bland College faculty since 1997, Dr. Hlousek-Radojcic holds a B.S. (1983) and M.S. (1986) from University of Zagreb, Zagreb, Croatia. She earned a Ph.D. from Michigan State University (1992). In 2008, she received a Fulbright Lecturer grant to teach and study in Nepal.

Board of Visitors

Resolution 2

April 14–16, 2010

Page 1 of 1

**RICHARD BLAND COLLEGE  
FACULTY PROMOTION**

The following member of the instructional faculty of Richard Bland College has been recommended for promotion in rank by the Peer Review Committee and the Provost.

**BE IT RESOLVED**, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member.

Assistant Professor of English to Associate Professor of English

LEJEANNA M. RAYMOND effective August 10, 2010

A member of the Richard Bland College faculty since 2007, Mrs. LeJeanna Raymond holds a B.A. (1993) from Presbyterian College, Clinton, South Carolina, and M.S.D. (1998) from Baptist Theological Seminary, Richmond, Virginia, and a M.A. (2005) from University of North Carolina at Greensboro.

**RICHARD BLAND COLLEGE**  
**RETIREMENT OF VERNON R. LINDQUIST**  
**PROVOST AND DEAN OF FACULTY**

Vernon R. Lindquist joined the administration of Richard Bland College in 2004 as Provost and Dean of Faculty. Provost Lindquist received his B.S. (1966), M.A. (1968), and M.S.L.S. (1974) from the University of Maine. He earned the Ph.D. in English from the University of New Brunswick, Canada, in 1979.

During his six years at Richard Bland, Provost Lindquist brought to the students, faculty, and fellow administrators an appreciation for learning. He has always been available to those who wish to discuss either topics related to educational policy or to express individual concerns.

As chief academic officer, Provost Lindquist took the lead in organizing and eventually preparing the College's successful response to the SACS' ten-year reaccreditation process. His relationship with the faculty in this endeavor was a remarkable combination of tact, firmness, and collegiality.

The success of the College's dual enrollment program with area secondary schools, the Middle College project with Petersburg High School, and the expanded joint venture with Southside Regional Medical Center in nursing, radiology and sonography, are clear examples of Provost Lindquist's versatility. Under his guidance, the foundation has been laid for further expansion of health related fields of study at the College.

Always concerned with quality of instruction, Provost Lindquist served wisely as a mentor to numerous faculty search committees. His advice and counsel led to the successful employment of many young and industrious faculty members. Additionally, his advising and counseling of many of the College's Presidential Merit Scholars has enabled them to make wise career choices as well as select the four-year college or university best suited for their major.

As the College prepared for its first Capital Campaign, Provost Lindquist developed the proposal which was accepted by the Cameron Foundation. This resulted in the selection of a reputable consultant who guided the College throughout the successful campaign period.

**BE IT RESOLVED**, That the Board of Visitors acknowledges the retirement of Vernon R. Lindquist and expresses its appreciation and deep gratitude to him for the many contributions he has made to Richard Bland College as Provost and Dean of Faculty; and

**BE IT FURTHER RESOLVED**, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Vernon R. Lindquist with best wishes for continuing and creative work in the years ahead.

**RICHARD BLAND COLLEGE  
RETIREMENT OF CAROLE E. SUMMERVILLE  
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

Associate Professor of Mathematics Carole Summerville joined the faculty at Richard Bland College in August of 1980 as Assistant Professor of Mathematics. She was promoted to Associate Professor in 1984.

Professor Summerville completed the Bachelors (1963) at Clarion State College, Clarion, Pennsylvania, and Masters (1970) at Syracuse University, New York. She received a Certificate of Advanced Graduate Study in Higher Education (1983) and additional graduate work from the College of William and Mary in Williamsburg, Virginia.

Before coming to Richard Bland College, Professor Summerville taught mathematics at schools and colleges in Pennsylvania, Missouri, New York and Georgia. Wherever she has been, including at Richard Bland College, she has served on and often led efforts of numerous committees, and twice at Richard Bland has served as the college-wide Chair of the SACS Reaffirmation Self-Study Committee (1998 and 2008). She has given of her personal time as a Friend of the RBC Library and the campus Young Republicans. Professor Summerville is an outstanding teacher.

It is remarkable that thirty years after leaving Armstrong State College in Savannah, the words of those who supported her application for the position at Richard Bland College still apply to our situation today: The President of Armstrong, her Department Head and a colleague said, "I hate to see Mrs. Summerville leaving;" Armstrong is "losing the best of its teachers" of mathematics; "My only regret is that we are losing her." Professor Summerville's Richard Bland colleagues can only echo those sentiments.

BE IT RESOLVED, That the Board of Visitors of the College of William and Mary acknowledges the retirement of Carole E. Summerville and expresses its appreciation to her for the many contributions she has made to Richard Bland College, and approves with deep gratitude for her thirty years of devoted service to the College, a change in status from Associate Professor of Mathematics to Associate Professor of Mathematics, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Associate Professor Carole E. Summerville with best wishes for continuing and creative work in the years ahead.

Board of Visitors

Resolution 5

April 14-16, 2010

Page 1 of 2

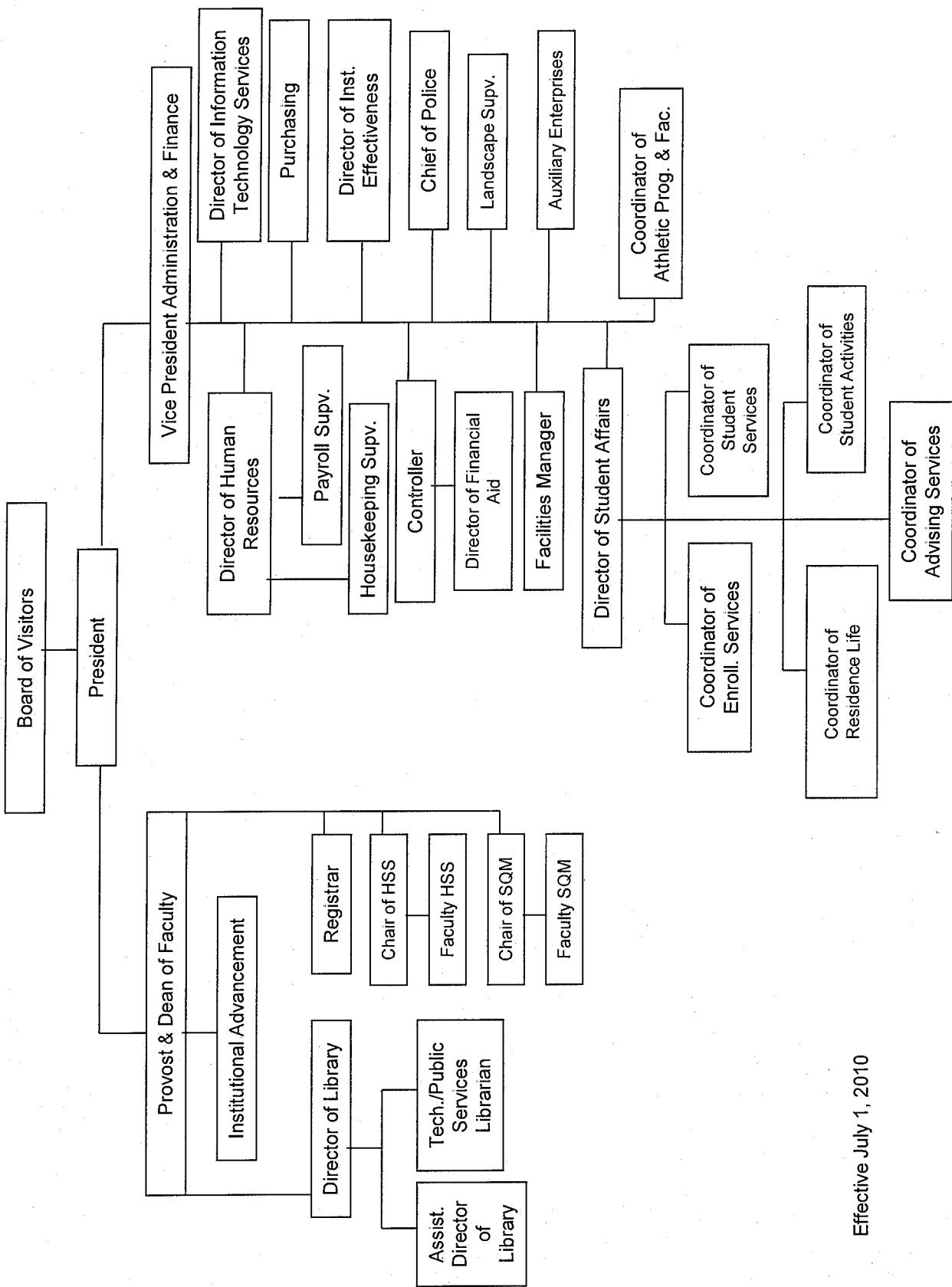
**RICHARD BLAND COLLEGE**

**REVISED ORGANIZATIONAL STRUCTURE**

The President of Richard Bland College is implementing an administrative reorganization effective July 1, 2010. This reorganization reflects the elimination of one senior administrative position with responsibilities transferred to the Provost/Dean of Faculty and Vice President of Administration and Finance (formerly Dean of Administration and Finance). These changes are in response to state funding reductions and the need to address additional administrative requirements, and will be reflected in the next revision of the Board of Visitors *Bylaws*.

**RESOLVED**, That upon the recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the revised organizational structure reflected in the attached Organizational Chart, dated April 2010.

Richard Bland College Organizational Chart (updated April, 2010)



**RICHARD BLAND COLLEGE**  
**ADMINISTRATIVE APPOINTMENTS**

Administrative reorganization and retirement have resulted in title changes and increased responsibilities for current staff members. The Provost appointment will also require a salary adjustment in excess of twenty percent.

RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia hereby approves the following appointments, and the salary adjustment for the Provost position.

LEANN S BINGER, Provost and Dean of Faculty, effective July 1, 2010

Central State Hospital - Mental Health Worker, 1973-1976

Richard Bland College

Instructor, 1980-1983

Assistant Professor of Psychology, 1983-1987

Associate Professor of Psychology, 1987-1993

Professor of Psychology, 1993-2007

Director of Advancement, 2007-2010

A. A., Richard Bland College, 1972

B. A., Westhampton College, University of Richmond, 1974

M. S., Virginia State University, 1977

Ed. D. College of William and Mary, 1986

RUSSELL E. WHITAKER, JR., Vice President of Administration and Finance, effective July 1, 2010.

E.I. Dupont - Electrician, 1961-1965

Petersburg Public Schools - Supervisor of Adult and Apprenticeship Education, 1969-1974

Richard Bland College

Director of Continuing Education, 1974-1976

Assistant Fiscal Officer, 1976-1977

Chief Fiscal Officer, 1977-1987

Dean of Administration and Finance, 1987-2010

A. A., Richard Bland College, 1967

B. S., Virginia Commonwealth University, 1969

M.Ed., Virginia State University, 1974

Ed. D., College of William and Mary, 1986

**RICHARD BLAND COLLEGE**

**FUNDING FOR RECREATION COMPLEX**

The College is in the process of planning a recreation complex for a seven acre tract located between Statesman Hall (Gym) and the Residential Village. The complex will consist of a softball field, three tennis courts, a combination basketball court/volleyball court, a sand volleyball court and a small picnic pavilion. Estimated cost for the complex is \$900,000.

The Richard Bland College Foundation is providing \$700,000 in funds for the project. The administration is recommending and requesting approval to spend up to \$200,000 from Auxiliary Enterprise balances to complete funding for this project.

**RESOLVED**, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the expenditure of up to \$200,000 from Auxiliary Enterprise funds for the construction of the Richard Bland College Recreation Complex.

**RICHARD BLAND COLLEGE**

**ADOPTION OF THE  
EMERGENCY OPERATIONS PLAN**

**WHEREAS**, the Board of Visitors of The College of William and Mary in Virginia is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency services be available to them; and, the President of Richard Bland College is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency services be available to them; and

**WHEREAS**, the Code of Virginia, Chapter 1 of Title 23 and Title 44 provides *that* any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by Richard Bland College staff in coordination with the Virginia Department of Emergency Management with input from Richard Bland College departments and the Counties of Dinwiddie and Prince George Emergency Management;

**NOW, THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William and Mary in Virginia does hereby officially adopt the Richard Bland College Emergency Operations Plan (*see separate booklet*) to include plans and procedures for both peace time and war-caused disasters.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2010.

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Henry C. Wolf, Rector  
The College of William and Mary in Virginia

**RICHARD BLAND COLLEGE  
EMERGENCY OPERATIONS PLAN  
EXECUTIVE SUMMARY**

**INTRODUCTION**

Disasters or emergencies can happen suddenly, creating a situation in which the normal staff support services for the College can become overwhelmed. During crises, the College requires special procedures to address the needs of emergency response operations and recovery management. To address such emergencies, Richard Bland College has established an Emergency Operations Plan (EOP), which provides a guideline for the management of the immediate action and operations required to respond to an emergency or disaster.

The Plan complies with Code of Virginia Title 23 and Title 44 and is consistent with the National Incident Management System as implemented in the National Response Framework adopted January 2008.

**PURPOSE**

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

**SITUATION**

Richard Bland College is co-located in the Counties of Dinwiddie and Prince George, Virginia, which is immediately south of the City of Petersburg by two miles. Richard Bland College of The College of William and Mary in Virginia was founded in 1960. It is The Junior College of the Commonwealth of Virginia. Richard Bland College has a full time, professional Police Department, which is trained in responding to numerous types of emergencies. Mutual-aid agreements exist with numerous public-safety agencies in the region which can be implemented in the event of an emergency.

**CONCEPT OF OPERATIONS**

The President of Richard Bland College is ultimately responsible for emergency management activities within its boundaries. The Police Chief/Coordinator of Emergency Management is responsible for maintaining college emergency services in

a constant state of readiness. The Emergency Planner/Emergency Coordination Officer is responsible for implementing and updating the Emergency Operations Plan (EOP).

The EOP is based on the concept that the emergency functions assigned to the various groups, organizations, and individuals involved in this plan will parallel their normal day-to-day functions as closely as possible. The same personnel and material resources will be employed as much as possible in both normal and emergency functions. Those day-to-day functions that do not contribute directly to the emergency operations may be suspended for the duration of the emergency.

### **OPERATIONAL TIME FRAMES**

Richard Bland College has established four times to assist in the implementation of the EOP.

Mitigation - A period of time during which activities are undertaken by individuals/departments to improve their capabilities to respond to a potential emergency and fulfill assigned responsibilities. The purpose of mitigation is to identify potential hazards to engineer structures to minimize the potential for damage.

Preparedness - A period of time during which activities are undertaken by individuals/departments to increase their readiness posture during periods of heightened risk.

Response - A period of time during which activities are undertaken by individuals/departments to respond to an occurrence that threatens or harms faculty, staff, students and/or property.

Recovery - A period of time during which activities are undertaken by individuals/departments to provide for the welfare of the faculty, staff and students following a disaster and/or emergency.

### **ORGANIZATION**

The Emergency Operations Plan is organized into a Basic Plan, Emergency Support Functions (ESF's) and Incident Annexes. Each ESF addresses a specific functional area and outlines in a more detailed manner the responsibilities and operation of that function. Incident Annexes provide procedures for specific emergencies.

**PLAN DEVELOPMENT AND MAINTENANCE**

An annual review of the plan is conducted by the Emergency Planner in conjunction with the Emergency Management Committee, campus departments and organizations assigned responsibility for implementation of the plan. An exercise will be conducted annually. These exercises provide practical controlled operations experience to those individuals who would have responsibilities in the emergency operations center should a real-life emergency occur. In addition, these exercises help facilitate the review of the emergency operation plan and its components.

Board of Visitors

April 14-16, 2010

Enclosure C

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**RICHARD BLAND COLLEGE**  
**2009 - 2010 OPERATING BUDGET UPDATE**

**EDUCATIONAL & GENERAL**

	<u>Actual 2006-07</u>	<u>Actual 2007-08</u>	<u>Actual 2008-09</u>	<u>Approved 2009-10</u>	<u>Revised 2009-10</u>	<u>To Date 2/28/10</u>
<b><u>REVENUE</u></b>						
General Funds	\$ 5,423,512	\$ 5,947,972	\$ 6,119,777	\$ 6,062,000	\$ 6,062,000	\$ 6,062,200
Nongeneral	2,492,278	2,719,406	3,282,470	3,332,000	3,390,000	2,717,901
Central Appropriations	113,086	205,153	(35,083)	(30,694)	(68,282)	(68,282)
Prior Year Reappropriations	150,970	152,807	101,997	-	-	-
ARRA	-	-	-	343,420	155,539	-
General Fund Reversion	-	(291,936)	(295,397)	(597,006)	(759,297)	(597,006)
<b>TOTAL REVENUE</b>	<b>\$ 8,179,846</b>	<b>\$ 8,733,402</b>	<b>\$ 9,173,764</b>	<b>\$ 9,109,720</b>	<b>\$ 8,779,960</b>	<b>\$ 8,114,813</b>
<b><u>EXPENDITURES</u></b>						
Instruction	\$ 3,173,690	\$ 3,436,449	\$ 3,478,496	\$ 3,760,000	\$ 3,647,000	\$ 2,385,997
Public Service	-	-	-	1,000	1,000	-
Academic Support	302,418	335,742	339,316	430,000	410,000	223,755
Student Services	782,686	962,433	971,741	1,037,000	997,000	690,353
Institutional Support	2,316,969	2,488,697	2,888,116	2,602,000	2,522,000	1,971,757
Operation of Plant	1,520,891	1,506,606	1,544,941	1,190,000	1,145,000	924,707
Contingency	-	-	-	89,720	57,960	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,096,654</b>	<b>\$ 8,729,927</b>	<b>\$ 9,222,610</b>	<b>\$ 9,109,720</b>	<b>\$ 8,779,960</b>	<b>\$ 6,196,569</b>

## Board of Visitors

April 14-16, 2010

Enclosure C

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# RICHARD BLAND COLLEGE 2009 - 2010 OPERATING BUDGET UPDATE

## SCHOLARSHIPS AND LOAN ASSISTANCE FINANCIAL AID

<u>REVENUE</u>		<u>Actual 2006-07</u>	<u>Actual 2007-08</u>	<u>Actual 2008-09</u>	<u>Approved 2009-10</u>	<u>Revised 2009-10</u>	<u>To Date 2/28/2010</u>
General Funds	\$ 261,985	\$ 277,856	\$ 308,417	\$ 313,819	\$ 313,819	\$ 313,819	\$ 313,819
Nongeneral Funds	-	-	-	40,000	-	40,000	40,000
<b>TOTAL REVENUE</b>	<b>\$ 261,985</b>	<b>\$ 277,856</b>	<b>\$ 308,417</b>	<b>\$ 353,819</b>	<b>\$ 353,819</b>	<b>\$ 353,819</b>	<b>\$ 353,819</b>

## FINANCIAL ASSISTANCE FOR E & G PROGRAMS SPONSORED PROGRAMS

<u>REVENUE</u>						
General Funds	\$ 23,332	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds		7,638		35,869		25,000
<u><b>TOTAL REVENUE</b></u>	<u><b>\$ 23,332</b></u>	<u><b>\$ 7,638</b></u>	<u><b>\$ 35,869</b></u>	<u><b>\$ 25,000</b></u>	<u><b>\$ 25,000</b></u>	<u><b>\$ 7,656</b></u>

<u>EXPENDITURES</u>						
Sponsored Programs	\$ 23,332	\$ 7,638	\$ 34,633	\$ 25,000	\$ 25,000	\$ 7,656

**RICHARD BLAND COLLEGE**  
**2009 - 2010 OPERATING BUDGET UPDATE**

**AUXILIARY ENTERPRISES**

<u>REVENUE</u>	<u>Actual 2006-07</u>	<u>Actual 2007-08</u>	<u>Actual 2008-09</u>	<u>Approved 2009-10</u>	<u>Revised 2009-10</u>	<u>To Date 2/28/2010</u>
Fund Balance	246,727	\$ 287,654	\$ 358,885	\$ 1,800,000	\$ 1,700,000	\$ 1,704,627
Residences	-	74,500	1,477,489	1,115,000	1,800,000	927,055
Special Funds	28,807	33,123	9,480	35,000	35,000	15,532
General Auxiliary Income	14,290	16,848	155,299	170,000	150,000	147,016
Parking	44,895	44,600	135,294	110,000	135,000	134,990
Intramural Athletics	4,287	4,212	22,130	19,000	19,000	22,100
Health Services	-	-	142,147	160,000	150,000	151,466
Food Services	-	-	85,280	55,000	55,000	74,125
<b>TOTAL REVENUE</b>	<b>339,006</b>	<b>\$ 460,937</b>	<b>\$ 2,386,004</b>	<b>\$ 3,464,000</b>	<b>\$ 4,044,000</b>	<b>\$ 3,176,911</b>
<b>EXPENDITURES</b>						
Residences	\$ -	\$ 18	\$ 212,807	\$ 1,700,000	\$ 2,205,000	\$ 1,852,199
General Operating	27,372	20,846	67,028	80,000	80,000	101,485
Parking	7,836	7,896	43,047	50,000	50,000	2,879
Intramural Athletics	7,644	5,034	14,805	18,000	18,000	5,833
Health Services	-	-	16,028	150,000	150,000	11,071
Food Services	8,500	12,000	83,345	50,000	50,000	55,218
Indirect Costs	-	-	244,317	250,000	150,000	-
Renewal/Replacement	-	56,257	-	50,000	50,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 51,352</b>	<b>\$ 102,051</b>	<b>\$ 681,377</b>	<b>\$ 2,348,000</b>	<b>\$ 2,753,000</b>	<b>\$ 2,028,685</b>
<b>PRIVATE FUNDS</b>						
<u>REVENUE</u>						
Private Funds	\$ 11,296	\$ 15,157	\$ 21,329	\$ 22,000	\$ 22,000	\$ 12,603
<u>EXPENDITURES</u>						
Scholarships	\$ 11,400	\$ 11,600	\$ 12,800	\$ 22,000	\$ 22,000	\$ 14,500

## RICHARD BLAND COLLEGE

### CAPITAL OUTLAY PROGRESS REPORT

- Maintenance Reserve

The College's appropriation of \$156,000 for the 2008-2010 Biennium will fund the following projects:

- Replace plumbing in the Barn theatre.
- Rebuild the basement entrance to the Humanities and Social Sciences Building.
- Replace the deck on Maze Hall.
- Prepare bid documents for roof replacement on the Humanities and Social Sciences Building.

- Science and Technology Building

Moseley Architects of Virginia has been hired to provide architectural and engineering services for this project. W. M. Jordan of Newport News has been award the construction contract at a cost of \$15,127,893. Construction has started and the projected completion date is July, 2010.

- Energy Performance Contract

The College has contracted with Siemens Technology for the completion of the following energy efficiency projects in response to requirements of Executive Order 44 (20% reduction in energy consumption by July, 2010):

- Replace all heating boilers with natural gas boilers.
- Install technology to allow facilities staff to monitor and control temperatures in all buildings.
- Work on building envelopes to achieve maximum energy efficiency.

- Umbrella Maintenance Project

The appropriation of \$4,947,000 will fund the following projects.

- Water line replacement campus wide.
- Miscellaneous renovation in Statesman Hall.
- Removal of underground fuel tanks.

Board of Visitors

April 14-16, 2010

Enclosure E

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**RICHARD BLAND COLLEGE**  
**CAPITAL CAMPAIGN INTERIM REPORT**

**Campaign Progress as of March 26, 2010:**

<b>Capital Campaign</b>	<b>\$3,753,163.77</b>
<b>Annual Fund 05-06</b>	<b>215,781.33</b>
<b>Annual Fund 06-07</b>	<b>223,993.25</b>
<b>Annual Fund 07-08</b>	<b>249,483.06</b>
<b>Annual Fund 08-09</b>	<b>370,324.44</b>
<b>Annual Fund 09-10</b>	<b><u>219,296.77</u></b>
<b>Total 3-26-2010</b>	<b>\$5,032,042.62</b>

**Funds Designated Toward William & Mary  
Matching Scholarship Grant of \$75,000.00:**

<b>Foundation Board Member</b>	<b>\$1,650.00</b>
<b>Individual</b>	<b>\$1,000.00</b>
<b>Individual</b>	<b>\$10,000.00</b>
<b>Individual</b>	<b>\$10,000.00</b>
<b>Individual</b>	<b>\$25,000.00</b>
<b>Individual</b>	<b>\$25,000.00</b>
<b>Individual</b>	<b>\$500.00</b>
<b>Civic Organization</b>	<b>\$15,000.00</b>
<b>Golf Tournament – Fall 2008</b>	<b>\$9,049.00</b>
<b>Golf Tournament – Fall 2009</b>	<b>\$11,759.40</b>
<b>Bank of America</b>	<b>\$ 500.00</b>
<b>Wine Tasting &amp; Silent Auction</b>	<b><u>\$9,522.10</u></b>
<b>Total:</b>	<b>\$118,980.50</b>

<b>Total Pledges Foundation Board</b>	<b>\$ 496,762.15</b>
<b>Total Received Foundation Board</b>	<b>\$ 400,246.02</b>
<b>(29)</b>	
<b>Grants Approved</b>	<b>\$1,191,100.00</b>
<b>Total Received Grants</b>	<b>\$ 993,350.01</b>
<b>(16)</b>	
<b>Faculty Pledges</b>	<b>\$ 16,382.00</b>
<b>Total Received Faculty</b>	<b>\$ 14,027.00</b>
<b>(26)</b>	
<b>Staff Pledges</b>	<b>\$ 16,270.00</b>
<b>Total Received Staff</b>	<b>\$ 14,448.00</b>
<b>(15)</b>	

Board of Visitors

April 14-16, 2010

Enclosure E

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Other Individual Pledges	\$ 463,358.42
Total Received Other Individual	\$ 433,906.28 *
(59) * includes \$26,300.00 received in extended pledges	
Corporate/Business Pledges	\$ 140,100.00
Total Received Corp/Bus/Civic Org.	\$ 108,100.00
(15)	
Anonymous Pledges	\$ 63,370.00
Total Anonymous Received	\$ 63,370.00
(4)	
I/M/O Donations Received	\$ 6,651.00
(3) additional donors (4 individuals memorialized)	
Toolbox Raffle	\$ 960.00
(192 tickets sold)	
Skybox Raffle	\$ 205.00
Silent Auction	\$ 269.00
Bricks	\$ 30,800.00
(305) (84 of these bricks came from faculty & staff)	
Extended Pledges (12)	\$ 41,120.00
Total Pledges	<b>\$2,467,347.57</b>
(167)	
Total Received	<b>\$2,066,332.31</b>
Bequest Pledge	\$1, 058,831.25
In-Kind Services Received	\$ 226,984.95
In-Kind Services Annual	\$260.00

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**Quarterly Figures for Fiscal Year 2009-10:**

**1<sup>st</sup> Quarter**

Unrestricted: \$40,725.70

Restricted: \$39,197.00

Total: \$79,922.70

**2<sup>nd</sup> Quarter**

Unrestricted: \$42,667.50

Restricted: \$74,099.00

Total: \$116,766.50

**3<sup>rd</sup> Quarter**

Unrestricted: \$5,882.57

Restricted: \$16,725.00

Total: \$22,607.57

**4<sup>th</sup> Quarter**

Unrestricted:

Restricted:

Total:

**Total for Fiscal Year 2009-10 3-26-2010: \$219,296.77**

**Quarterly Figures for Fiscal Year 2008-09:**

**1<sup>st</sup> Quarter**

Unrestricted: \$45,513.00

Restricted: \$60,999.00

Total: \$106,512.00

**2<sup>nd</sup> Quarter**

Unrestricted: \$27,440.46

Restricted: \$59,642.00

Total: \$87,082.46

**3<sup>rd</sup> Quarter**

Unrestricted: \$17,751.63

Restricted: \$7,778.00

Total: \$25,529.63

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<b><u>4<sup>th</sup> Quarter</u></b>	
<b>Unrestricted:</b>	<b>\$15,613.04</b>
<b>Restricted:</b>	<b>\$135,587.31</b>
<b>Total:</b>	<b>\$151,200.35</b>
<b>Total for Fiscal Year 2008-09 6-30-2009:</b>	<b>\$370,324.44</b>

**Quarterly Figures for Fiscal Year 2007-08:**

<b><u>1<sup>st</sup> Quarter</u></b>	
<b>Unrestricted:</b>	<b>\$42,841.00</b>
<b>Restricted:</b>	<b>\$25,502.00</b>
<b>Total:</b>	<b>\$68,343.00</b>
<b><u>2<sup>nd</sup> Quarter</u></b>	
<b>Unrestricted:</b>	<b>\$34,109.00</b>
<b>Restricted:</b>	<b>\$45,426.00</b>
<b>Total:</b>	<b>\$79,535.00</b>
<b><u>3<sup>rd</sup> Quarter</u></b>	
<b>Unrestricted:</b>	<b>\$33,538.38</b>
<b>Restricted:</b>	<b>\$16,321.00</b>
<b>Total:</b>	<b>\$49,859.38</b>
<b><u>4<sup>th</sup> Quarter</u></b>	
<b>Unrestricted:</b>	<b>\$21,379.68</b>
<b>Restricted:</b>	<b>\$30,376.00</b>
<b>Total:</b>	<b>\$50,755.68</b>
<b>Total for Fiscal Year 2007-08:</b>	<b>\$249,483.06</b>

**Quarterly Figures for Fiscal Year 2006-07:**

<b><u>1<sup>st</sup> Quarter</u></b>	
<b>Unrestricted:</b>	<b>\$34,465.00</b>
<b>Restricted:</b>	<b>\$9,035.00</b>
<b>Total:</b>	<b>\$43,500.00</b>
<b><u>2<sup>nd</sup> Quarter</u></b>	
<b>Unrestricted:</b>	<b>\$43,852.01</b>

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Restricted:	<u>\$47,441.68</u>
Total:	<u>\$91,293.69</u>
<u>3<sup>rd</sup> Quarter</u>	
Unrestricted:	\$33,349.01
Restricted:	<u>\$26,005.55</u>
Total:	<u>\$59,354.56</u>
<u>4<sup>th</sup> Quarter</u>	
Unrestricted:	\$7,050.00
Restricted:	<u>\$22,795.00</u>
Total:	<u>\$29,845.00</u>
Total for Fiscal Year 2006-07:	<u>\$223,993.25</u>

**Quarterly Figures for Fiscal Year 2005-06:**

<u>1<sup>st</sup> Quarter</u>	
Unrestricted:	\$41,527.76
Restricted:	<u>\$24,820.00</u>
Total:	<u>\$66,347.76</u>
<u>2<sup>nd</sup> Quarter</u>	
Unrestricted:	\$39,127.07
Restricted:	<u>\$47,441.68</u>
Total:	<u>\$86,568.75</u>
<u>3<sup>rd</sup> Quarter</u>	
Unrestricted:	\$7,820.87
Restricted:	<u>\$29,750.00</u>
Total:	<u>\$37,570.87</u>
<u>4<sup>th</sup> Quarter</u>	
Unrestricted:	\$14,708.95
Restricted:	<u>\$10,585.00</u>
Total:	<u>\$25,293.95</u>
Total for Fiscal Year 2005-06:	<u>\$215,781.33</u>

# Emergency Operations Plan



**Richard Bland College**  
of the College of William & Mary  
**Petersburg, Virginia**

# **Richard Bland College**

## **Emergency Operations Plan**

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## **PRIVACY STATEMENT**

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2. Accordingly, Richard Bland College is withholding this plan from full public disclosure. Refer any request for a copy of this document to Richard Bland College's legal counsel or Deborah A. Love, Senior Assistant Attorney General, Virginia Attorney General's office.

## **Promulgation of the Richard Bland College Emergency Operations Plan**

By virtue of the authority vested in me as President of Richard Bland College and as the administrator ultimately responsible for emergency management on campus, I hereby promulgate and issue the Richard Bland College Emergency Operations Plan ("the Plan") dated April 16, 2010. The Plan provides for Richard Bland College's response to emergencies and disasters in order to save lives; to protect public health, safety, and property; to restore essential services; and to enable and assist with economic recovery.

The Plan complies with Code of Virginia Title 23 and Title 44 and is consistent with the National Incident Management System as implemented in the National Response Framework adopted January 2008.

The Richard Bland College Coordinator and Deputy Coordinator of Emergency Management, on behalf of the President, is hereby authorized to activate the Richard Bland College Emergency Operations Center ("EOC") in order to direct and control Richard Bland College emergency operations. Augmentation of the EOC shall constitute implementation of the Plan.

Furthermore, Richard Bland College Coordinator of Emergency Management is hereby authorized, in coordination with the President's Office, to amend the Plan as necessary to ensure the continued health and safety of the students, faculty, staff and property of the Richard Bland College.

In accordance with the duties and responsibilities assigned in the Plan, the head of each designated Richard Bland College department or program shall appoint a lead and at least one alternate Emergency Coordination Officer for the department or program. The Emergency Coordination Officer is assigned the following responsibilities:

1. Coordinate with the Coordinator of Emergency Management on emergency preparedness, response, and recovery issues;
2. Prepare and maintain designated parts of the Plan for which the department or program is responsible;
3. Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the Plan;
4. Maintain a roster of department or program faculty and staff to assist in disaster operations and ensure that persons on the roster are accessible and available for training, exercises, and activations of the Plan;
5. Coordinate appropriate training for department personnel assigned to disaster operations;
6. Prepare and maintain internal emergency preparedness, response, and recovery plans for the department or program's resources (facilities, personnel, and assets) that outline a comprehensive and effective program to ensure continuity of essential functions under all circumstances;

7. Assure the Coordinator of Emergency Management that preparedness plans for its department facilities are coordinated with the applicable local emergency management agency.

This Promulgation rescinds the Emergency Response Manual issued in January 2006 by Dr. James B. McNeer, President.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by further promulgation.

Given under my hand and under the Seal of Richard Bland College, this 16<sup>th</sup> day of April, 2010.

---

**Dr. James B. McNeer  
President of Richard Bland College**

**Attest:  
Witness**

## **RESOLUTION OF ADOPTION**

**WHEREAS**, the Board of Visitors for The College of William and Mary in Virginia is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the Code of Virginia Chapter 1 of Title 23 and Title 44 *that* any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by Richard Bland College Staff in coordination with the Virginia Department of Emergency Management with input from Richard Bland College departments and the Counties of Dinwiddie and Prince George Emergency Management;

**NOW THEREFORE BE IT RESOLVED** that The College of William and Mary Board of Visitors, on this 16 day of April, 2010, does hereby officially adopt the Richard Bland College Emergency Operations Plan, to include plans and procedures for both peace time and war-caused disasters.

I, Henry C. Wolf, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors for The College of William and Mary in Virginia at a meeting held April 16, 2010.

---

**Henry C. Wolf, Rector**  
**Board of Visitors, for the College of William and Mary in Virginia**

## Record of Changes

Change Number	Date of Change	Page or Section Changed	Summary of Change	Name of Person Authorizing Change
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

## **Purpose**

A crisis or emergency can happen at anytime and could impact one individual, single building or the entire college campus. This document is referred to as Richard Bland College Emergency Operation Plan (EOP). Emergencies cause confusion and stress for all involved. In order to minimize these effects, initial activation and implementation of the emergency plan should always be handled in a calm, consistent manner. Efficient implementation of the plan will provide a clear direction, responsibility and continuity of control for key officials and administrators. The basic idea to any well constructed emergency plan is to minimize the possible threat to individuals and properties during an actual emergency. In order to minimize the threat of an emergency, annual evaluation and reviews need to be done to the emergency plan.

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

This plan consists of the basic plan, the appendices, and the emergency support function and incident annexes. The basic plan provides an overview of Richard Bland College's approach to emergency response and operations. It explains the policies, organization and tasks that would be involved with the response to an emergency. The appendices give definition to the terms and acronyms used throughout the basic plan, and are the location for any supporting figures, maps, and forms. The emergency support function annexes focus on detailing the specific responsibilities, tasks and operational actions to complete a specific emergency operations function; while the incident annexes focus on any additional special planning or response needs beyond the basic response plan for particular event scenarios.

## **Scope**

This plan and all its contents apply to all of the Richard Bland College students, faculty and staff. Major emergencies may impact the surrounding community in addition to the campus. If this occurs, Richard Bland College will make every effort to coordinate and cooperate with local, state, and federal officials in their delivery of emergency services. Personnel or partners who have a roll will have access and be knowledgeable of the EOP.

## **Situation**

Richard Bland College is co-located in the Counties of Dinwiddie and Prince George, Virginia, which is immediately south of the City of Petersburg by two miles. Richard Bland College of The College of William and Mary in Virginia was founded in 1960. It is The Junior College of the Commonwealth of Virginia. The College offers a traditional curriculum in the liberal arts and sciences leading to the associate degree, and other programs appropriate to a junior college. The curriculum is intended to allow students to acquire junior status after transferring to a four-year college, or to pursue expanded career opportunities.

Established by the General Assembly of Virginia as a branch college of The College of William and Mary, the College was named for the Virginia statesman and champion of public rights, Richard Bland. Son and grandson of successful planters, Richard Bland was educated at The College of William and Mary. From 1742 until his death in 1776, he was a representative in the House of Burgesses, and later, with the adoption of a state constitution, in the House of Delegates. He also served as a delegate from Virginia in the First and Second Continental Congresses. Because of his careful study of the ancient records of the colony, he was respected not only as a political leader, but also as the leading authority on Virginia's history.

The campus of Richard Bland College encompasses over 700 acres east of Halifax Road along the north and south of Carson Drive, (Dinwiddie County) crossing Johnson Road into Prince George County. Richard Bland College is situated in a rural setting surrounded by undeveloped woodland, the Country Club of Petersburg, and two small residential subdivisions.

The total enrollment for Richard Bland College for the fall 2009 semester was 1351. Richard Bland College has 33 full-time and 32 part-time faculty/staff. The College can provide housing for 250 students. During the summer semester, enrollment decreased to 585 students.

The following is based on history and a hazard identification and risk assessment that was completed by Richard Bland College staff. The "Significance Rating" is None, Limited, Moderate, or Significant. The hazards that were determined as most likely to impact Richard Bland College are:

Hazard	Significance Ranking
<b>Natural</b>	
Hurricane	Limited
Tornado	Limited
Severe Weather	Moderate
Wildfire	Limited
Conflagration	Limited
Resource Shortage	Limited
Earthquake	Limited
Flood	Limited
<b>Human-Caused</b>	
Terrorism	Limited
Criminal Activity	Limited
Internal Threat Assessment	Limited
Pandemic	Moderate
Mass Casualty	Limited
Civil Unrest	Limited
Chemical Incident	Moderate
Radiological Incident	Limited
Biological Incident	Limited
Explosive Incident	Limited
Nuclear Incident	Limited
Communication Failure	Limited
Infrastructure Failure	Limited

### Hazard Analysis Summary

Hazard indices and vulnerability assessments for moderate and significant risk events were developed for the buildings on the Richard Bland College campus. The hazard indices evaluated the extent to which the buildings were at risk from a particular hazard. The vulnerability assessments estimated the potential impacts if a particular building were affected by a specific hazard. These assessments can be found within the Richard Bland College Disaster Resistant University Plan/Appendix C of this plan/etc.

A capability assessment is included on the following pages. This assessment indicates the strength and knowledge of the faculty and staff in emergency procedures, the importance of the installed and tested emergency alert system throughout the campus, and reinforces the need to continue efforts to integrate campus response with the locality's response plans. The complete assessment and associated documents is on file in the Richard Bland Police Department.

# HAZARD AND VULNERABILITY ASSESSMENT TOOL

## NATURALLY OCCURRING EVENTS



EVENT	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPAREDNESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
	<i>Likelihood this will occur</i>	<i>Possibility of death or injury</i>	<i>Physical losses and damages</i>	<i>Interuption of services</i>	<i>Preplanning</i>	<i>Time, effectiveness, resouces</i>	<i>Community/ Mutual Aid staff and supplies</i>	<i>Relative threat*</i>
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 - 100%
Hurricane	1	1	2	2	3	3	3	26%
Tornado	2	1	2	2	3	3	3	52%
Severe Thunderstorm	3	1	2	1	3	3	3	72%
Snow Fall	1	1	1	1	3	3	3	22%
Blizzard	1	1	1	1	3	3	3	22%
Ice Storm	3	1	2	3	3	3	3	83%
Earthquake	1	1	1	1	3	3	3	22%
Tidal Wave	0	0	0	0	3	3	3	0%
Temperature Extremes	2	1	1	1	3	3	3	44%
Drought	1	1	1	1	3	3	3	22%
Flood	1	1	1	1	3	3	3	22%
Wild Fire	1	1	1	1	3	3	3	22%
Landslide	0	0	0	0	3	3	3	0%
Dam Inundation	0	0	0	0	3	3	3	0%
Volcano	0	0	0	0	3	3	3	0%
Epidemic	2	2	0	3	3	3	3	52%
<b>AVERAGE SCORE</b>	<b>1.19</b>	<b>0.81</b>	<b>0.94</b>	<b>1.13</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>26%</b>

\*Threat increases with percentage.

<b>RISK = PROBABILITY * SEVERITY</b>		
<b>0.26</b>	<b>0.40</b>	<b>0.66</b>

# HAZARD AND VULNERABILITY ASSESSMENT TOOL

## TECHNOLOGIC EVENTS



EVENT	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPAREDNESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
	<i>Likelihood this will occur</i>	<i>Possibility of death or injury</i>	<i>Physical losses and damages</i>	<i>Interuption of services</i>	<i>Preplanning</i>	<i>Time, effectiveness, resouces</i>	<i>Community/ Mutual Aid staff and supplies</i>	<i>Relative threat*</i>
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 - 100%
Electrical Failure	1	0	1	3	3	3	3	24%
Generator Failure	1	0	1	2	3	3	3	22%
Transportation Failure	1	0	1	3	3	3	3	24%
Fuel Shortage	1	0	1	3	3	3	3	24%
Natural Gas Failure	1	0	1	3	3	3	3	24%
Water Failure	1	0	1	3	3	3	3	24%
Sewer Failure	1	0	1	3	3	3	3	24%
Steam Failure	1	0	1	3	3	3	3	24%
Fire Alarm Failure	1	0	1	1	3	3	3	20%
Communications Failure	1	0	1	2	3	3	3	22%
HVAC Failure	1	0	1	2	3	3	3	22%
Information Systems Failure	1	0	1	2	3	3	3	22%
Fire, Internal	1	0	1	3	3	3	3	24%
Flood, Internal	0	0	0	0	3	3	3	0%
Hazmat Exposure, Internal	1	0	1	3	3	3	3	24%
Supply Shortage	1	0	1	3	3	3	3	24%
Structural Damage	1	0	1	3	3	3	3	24%
<b>AVERAGE SCORE</b>	<b>0.84</b>	<b>0.00</b>	<b>0.84</b>	<b>2.21</b>	<b>2.68</b>	<b>2.68</b>	<b>2.68</b>	<b>17%</b>

\*Threat increases with percentage.

<b>RISK = PROBABILITY * SEVERITY</b>		
0.17	0.28	0.62

# HAZARD AND VULNERABILITY ASSESSMENT TOOL

## HUMAN RELATED EVENTS



EVENT	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPAREDNESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
	<i>Likelihood this will occur</i>	<i>Possibility of death or injury</i>	<i>Physical losses and damages</i>	<i>Interuption of services</i>	<i>Preplanning</i>	<i>Time, effectiveness, resouces</i>	<i>Community/ Mutual Aid staff and supplies</i>	<i>Relative threat*</i>
<b>SCORE</b>	<i>0 = N/A 1 = Low 2 = Moderate 3 = High</i>	<i>0 = N/A 1 = Low 2 = Moderate 3 = High</i>	<i>0 = N/A 1 = Low 2 = Moderate 3 = High</i>	<i>0 = N/A 1 = Low 2 = Moderate 3 = High</i>	<i>0 = N/A 1 = High 2 = Moderate 3 = Low or none</i>	<i>0 = N/A 1 = High 2 = Moderate 3 = Low or none</i>	<i>0 = N/A 1 = High 2 = Moderate 3 = Low or none</i>	<i>0 - 100%</i>
Mass Casualty Incident (trauma)	1	2	1	1	3	3	3	24%
Mass Casualty Incident (medical/infectious)	1	2	2	2	3	3	3	28%
Terrorism, Biological	1	1	1	2	3	3	3	24%
VIP Situation	1	1	1	2	3	3	3	24%
Active Shooting	1	3	2	3	3	3	3	31%
Hostage Situation	1	3	1	3	3	3	3	30%
Civil Disturbance	1	1	1	3	3	3	3	26%
Labor Action	1	1	1	3	3	3	3	26%
Forensic Admission	0	0	0	0	3	3	3	0%
Bomb Threat	1	0	1	2	3	3	3	22%
<b>AVERAGE</b>	<b>0.90</b>	<b>1.40</b>	<b>1.10</b>	<b>2.10</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>23%</b>

\*Threat increases with percentage.

RISK = PROBABILITY * SEVERITY		
0.23	0.30	0.76

# HAZARD AND VULNERABILITY ASSESSMENT TOOL

## EVENTS INVOLVING HAZARDOUS MATERIALS



EVENT	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPAREDNESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
		Likelihood this will occur	Possibility of death or injury	Physical losses and damages	Interuption of services	Preplanning	Time, effectiveness, resouces	Community/ Mutual Aid staff and supplies
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 - 100%
Mass Casualty Hazmat Incident (From historic events at your MC with >= 5 victims)	1	1	1	3	3	3	3	26%
Small Casualty Hazmat Incident (From historic events at your college with < 5 victims)	1	1	1	2	3	3	3	24%
Chemical Exposure, External	2	2	2	2	3	3	3	56%
Small-Medium Sized Internal Spill	2	2	2	1	3	3	3	52%
Large Internal Spill	1	2	2	2	3	3	3	28%
Terrorism, Chemical	1	2	2	2	3	3	3	28%
Radiologic Exposure, Internal	1	2	2	2	3	3	3	28%
Radiologic Exposure, External	1	2	2	2	3	3	3	28%
Terrorism, Radiologic	1	2	2	2	3	3	3	28%
<b>AVERAGE</b>	<b>1.22</b>	<b>1.78</b>	<b>1.78</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>33%</b>

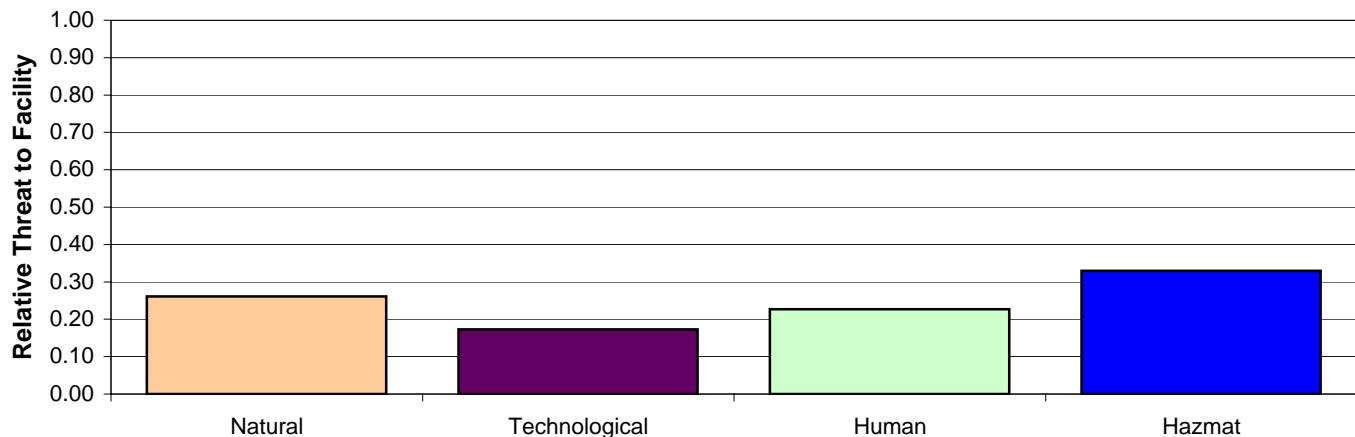
\*Threat increases with percentage.

**RISK = PROBABILITY \* SEVERITY**

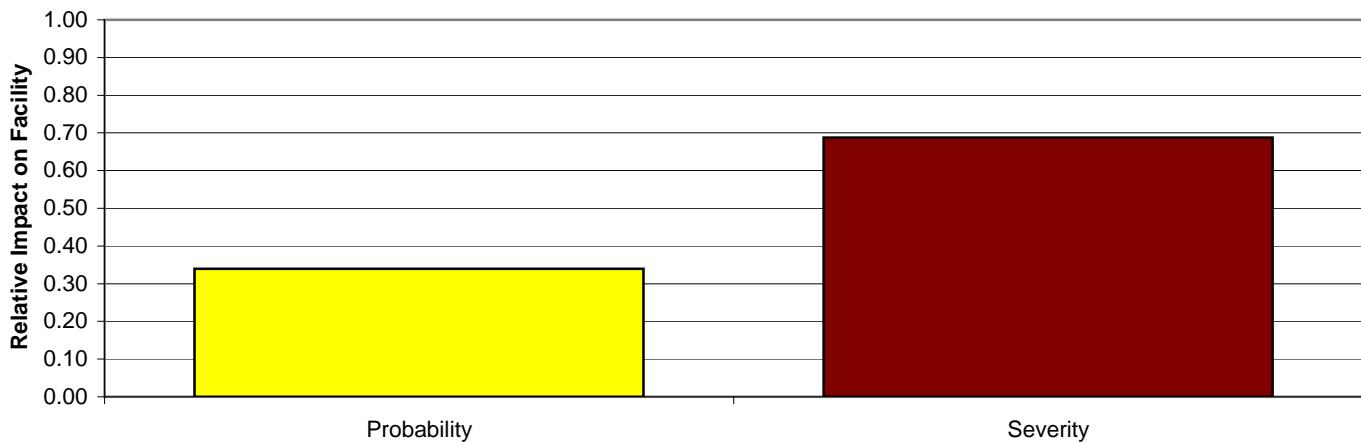
**0.33      0.41      0.81**

	Natural	Technological	Human	Hazmat	Total for Facility
Probability	0.40	0.28	0.30	0.41	0.34
Severity	0.66	0.62	0.76	0.81	0.69
<b>Hazard Specific Relative Risk:</b>	0.26	0.17	0.23	0.33	0.23

### Hazard Specific Relative Risk to College



### Probability and Severity of Hazards to College



*This document is a sample Hazard Vulnerability Analysis tool. It is not a substitute for a comprehensive emergency preparedness program. Individuals or organizations using this tool are solely responsible for any hazard assessment and compliance with applicable laws and regulations.*

## Assumptions

- An emergency or a disaster may occur at any time of the day or night, weekend or holiday, with little or no warning.
- The Coordinator of Emergency Management or designee will mobilize resources and personnel as required by the situation.
- Incidents are managed initially by Richard Bland College.
- Richard Bland College uses the “Preparedness Organization” concept described in the National Incident Management System, (NIMS) for preparedness and maintenance of the EOP.
- Disasters may affect residents in the geographical location of the College; therefore, City, County and Federal emergency services may not be immediately available. A delay in off-campus emergency services may be expected.
- Richard Bland College maintains mutual aid agreements with neighboring jurisdictions and other colleges and universities.
  - Law Enforcement – Local, Regional, and State-wide
  - Fire – Regional and State-wide between the stations serving Richard Bland College.
  - EMS – Regional and State-wide between the EMS agencies serving Richard Bland College.
- Richard Bland College will use the National Incident Management System (NIMS) and the Incident Command Structure (ICS).
- Resources and assistance will be available from within the local community. (e.g. law enforcement, fire protection, emergency medical services, and other life agencies)
- A college administrator within the decision-making chain will be able to implement the necessary requirements needed within the emergency plan.
- The succession of events in an emergency is not predictable; hence, published support and operational plans will serve as standard guidelines and may require field modification in order to meet the requirements of the emergency.
- Full cooperation between faculty, administrative staff, staff members and students will be present.
- A major emergency may be declared if information/intelligence indicates that such a condition is developing or is likely to occur.

# **Concept of Operations**

## **General**

This Plan is designed to provide an organized management system for Richard Bland College to follow during times of emergencies. The system is flexible where parts of or the entire plan may be activated, as appropriate to the situation. It is based on a worst-case scenario and is a management tool for providing critical functions and roles during an emergency. Emergency response leadership at Richard Bland College will be provided by the Emergency Management Committee.

The primary goal of Richard Bland College is to provide a safe environment for the students, faculty and staff members. The President or his designee will be responsible for implementation of the emergency plan.

The emergency plan will only be employed when there is an actual or imminent threat to the college. If and when an emergency or crisis strikes, Richard Bland College will take all actions necessary to handle the initial impact of the disaster until further assistance can be received. The number of casualties and the amount of destruction suffered during an emergency could be significantly reduced if the emergency plan is followed and order is maintained.

In the event an incident exceeds the college emergency response capabilities, outside assistance will be requested, either through mutual support agreements with nearby jurisdictions or volunteer emergency organizations. College resources must be fully committed before local, state or federal assistance is requested.

## **Emergency Management Committee**

The Emergency Management Committee will be drawn from the College's senior administration, campus police, academic leaders, and other key personnel, which include: Provost, Dean of Administration, Police Chief, Facilities Manager, Director of Residence Life, Director of Student Services, Director of Human Resources, Director of Institutional Effectiveness, Network Administrator, Emergency Planner, Assistant Professor of Sociology and Criminology, Safety and Special Projects.

## Direction and Control

### Succession of Authority

Continuity of emergency operations is critical to the successful execution of emergency operations. Therefore, the following lines of succession are specified in anticipation of any contingency that might result in the unavailability of the ranking member of the administrative hierarchy. The decision-making authority for each organization or service function is listed below by position in decreasing order.

<u>Organization/Service Function</u>	<u>Authority in Line of Succession</u>
Direction and Control	<ol style="list-style-type: none"><li>1. President</li><li>2. Dean of Administration and Finance</li><li>3. Chief of Police/Emergency Management Coordinator</li></ol>
Emergency Public Information	<ol style="list-style-type: none"><li>1. President</li><li>2. Dean of Administration and Finance</li><li>3. Chief of Police/Emergency Management Coordinator</li></ol>
Richard Bland Police Department	<ol style="list-style-type: none"><li>1. Chief of Police</li><li>2. Police Lieutenant</li><li>3. On-duty Police Sergeant</li></ol>
Fire & EMS (Prince George)	<ol style="list-style-type: none"><li>1. Director of Fire &amp; Rescue</li><li>2. Station Chief</li><li>3. Station Assistant Chief</li></ol>
Fire & EMS (Dinwiddie)	<ol style="list-style-type: none"><li>1. Chief of Fire &amp; Rescue</li><li>2. Station Chief</li><li>3. Station Assistant Chief</li></ol>
Facilities Management	<ol style="list-style-type: none"><li>1. Facilities Manager</li><li>2. Facilities Assistant Manager</li><li>3. Maintenance Supervisor</li></ol>
Information Technology	<ol style="list-style-type: none"><li>1. Director</li><li>2. Network Administrator</li></ol>

## **Preparedness**

1. Public information and educational materials will be provided to the students, faculty and staff via newsletters, brochures, e-mail, web-site, and other media.
2. Develop, review, exercise and update emergency operations plans and standard operating procedures.
3. Develop training curricula and implement drills to enhance readiness of emergency response.
4. Test and maintain emergency resources and equipment.
5. Test and maintain the Richard Bland College Emergency Notification System, "RBC Alert."
6. Assure the viability and accuracy of emergency contact lists, resource lists and emergency contracts.
7. Assure that all relevant continuity of operations plans (COOP) is current.

## **Pre-Incident**

1. Brief the governing body of the impending situation.
2. Establish communications link with the local EOC.
3. Access hazard-specific experts to determine potential impacts.
4. Determine any protective action measures that need to be implemented in preparation for the situation.
5. Alert emergency response personnel and develop a staffing pattern.
6. Set up and activate the college EOC.
7. Prepare the financial tracking structure for potential costs related to the event.
8. Notify students, faculty and staff, when determined appropriate, of the situation and any protective actions measures they should take, including staffing patterns. Utilize all appropriate sources of alert notification.

## **Response**

1. Daily functions of Richard Bland College that do not contribute directly to the emergency operation may be suspended for the duration of the emergency response.
2. Efforts and resources may be redirected to accomplish an emergency task.
3. If not already completed, set up and staff the EOC.
4. If not already completed, establish communication with the local EOC.
5. Implement delegations of authority for emergency response activities.
6. Monitor the situation and adjust response actions as needed.
7. Implement evacuation orders as needed.
8. Maintain security of the college.
9. Close routes of ingress and egress as deemed necessary for the situation.
10. Open and staff college emergency shelters as needed.
11. Assure public information is accurate, appropriate and timely to all populations including media. Set up a briefing location for media if necessary. Designate a Public Information Officer (PIO).
12. Assure all available resources are applied directly and effectively to disaster response.
13. Monitor resource needs and request additional resources through appropriate means as required.
14. Implement debris clearance if needed to assist with the response and eventual recovery.
15. If the Crisis is a criminal act, the Richard Bland College Police Chief or his designee will notify the local Point of Contact, (POC) so that appropriate notifications can be made to the Virginia Department of Criminal Justice Services (VDCJS) and the Virginia Criminal Injury Compensation (VCICF) Fund on behalf of Richard Bland College.
16. Protect and restore all critical infrastructures of Richard Bland College.
17. Accurately track financial costs utilizing prepared event cost-tracking system.
18. If state resources are needed by the institution during an emergency, the request should be made by the local government on the institution's behalf.

## **Recovery**

Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations, and if applicable, hazard mitigation.

1. Provide traffic and crowd control to assure site security.
2. Assure continued public information that is accurate, appropriate and timely to all populations including media. Set up a briefing location for media if necessary.
3. Within 72 hours of impact, have the locality complete an Initial Damage Assessment and submit to the VEOC or locality as determined by normal structure.
4. Assess the mental and behavioral health impacts to students, faculty, staff and responders and request appropriate resources to address issues as needed. Set up a Family or Victim's Assistance Center if needed.
5. Assist with local, state or federal investigations as necessary.
6. Assist with identification of injured or deceased individuals as needed.
7. Assess infrastructure and determine viability for re-entry.
8. Begin immediate repairs to electric, water and sewer lines and associated facilities.
9. Re-establishment of habitats and prevention of subsequent damage to natural resources.
10. Protection of cultural or archeological resources during other recovery operations.
11. Complete disaster-related expense records. Begin request for reimbursement through the state or federal public assistance program if eligible.

## **Mitigation**

1. Review the Disaster Resistant University or local All-Hazard Mitigation Plan and update as necessary any mitigation actions that could be of value in preventing similar impacts for a future disaster.
2. Work with the Virginia Department of Emergency Management Mitigation Program to develop mitigation grant projects to address the most at risk areas.
3. Implement mitigation measures in the rebuilding of infrastructure damaged in the event.
4. Pursue grant programs for loss reduction measures.
5. Conducting flood recovery mapping to permit expedited and accurate implementation of both recovery and mitigation programs.
6. Provide community education and outreach necessary to foster loss reduction.

## **Activation of the RBC Emergency Operations Center (EOC)**

The President of Richard Bland College or his/her designee may activate the EOC if this becomes necessary. However, the Coordinator of Emergency Management or chief law enforcement officer may activate the EOC if the following conditions exist:

- There is an imminent threat to public safety or health on a large scale;
- An extensive response and coordination will be required to resolve or recover from the emergency or disaster event;
- The disaster will affect not only the institution but also its surrounding jurisdictions which may utilize the same response resources; and/or
- The Richard Bland College's emergency operations plan is implemented to control the major emergency or disaster event.

Availability of staff and operational needs may allow or require positions to be combined, or positions to not be filled (responsibilities held by the next higher position).

Communication, alert and warning will be provided to students, staff, and faculty by the Richard Bland College Emergency Notification System, phone trees, on-foot alerts, and NOAA Radio. The public will be notified by the Emergency Alert System (EAS) and NOAA Radio.

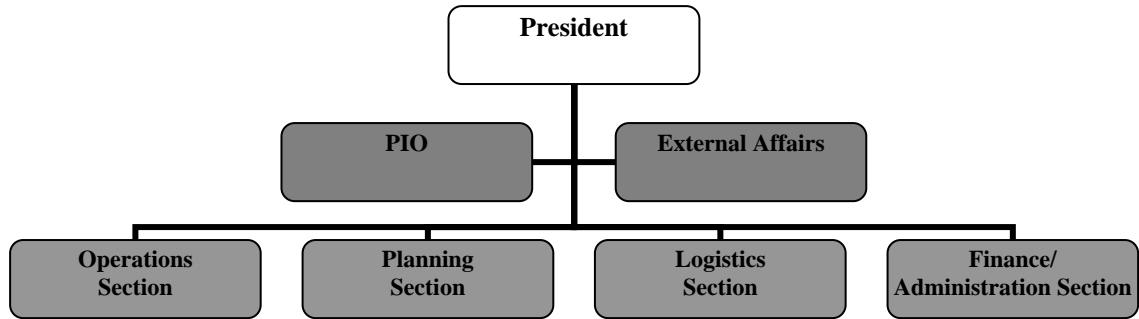
## Organization

The plan identifies the Richard Bland College personnel that will participate in the emergency response. Detailed descriptions of their roles are provided in the ESF annexes. Richard Bland College will use the Incident Command System (ICS) and National Incident Management System (NIMS).

The following structures are included:

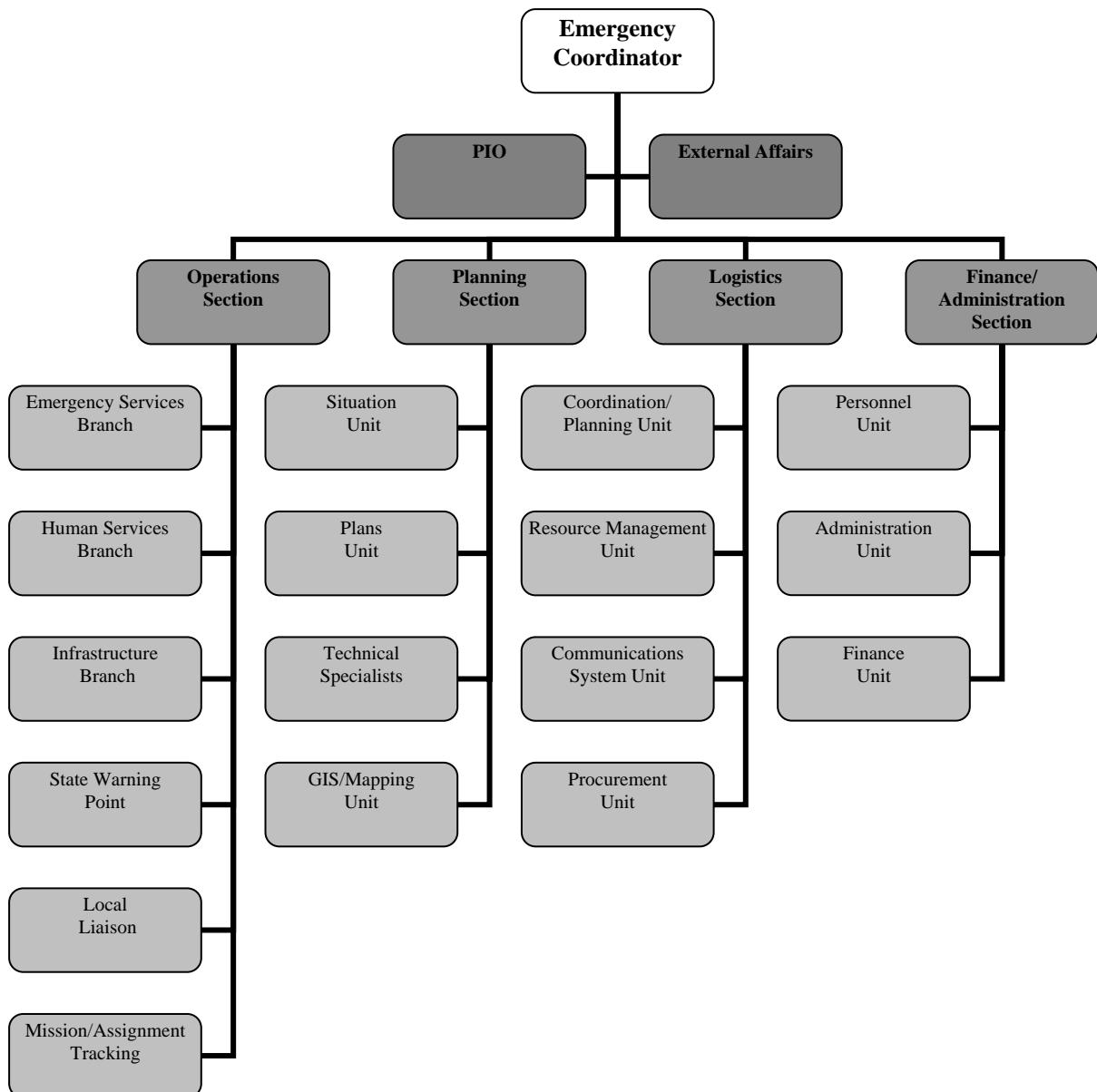
- Incident Commander;
- Incident Command Posts, on-scene using the Incident Command System (ICS);
- Area Command (if needed);
- Emergency Operations Centers;
- Joint Field Office (which is responsible for coordinating Federal assistance and supporting incident management activities locally);
- Local Emergency Management;
- Senior Administrative Officer (President or designee); and
- Coordinator of Emergency management / Deputy Coordinator;

It is realized that not all components of the ICS may be needed. Therefore only ESFs, Command, and Operational components necessary to manage the operation shall be activated.

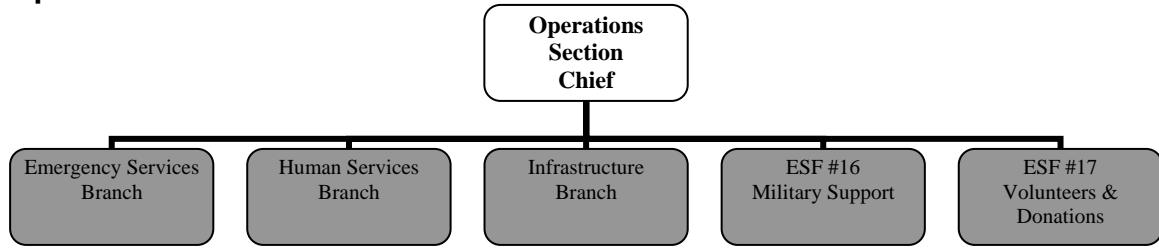


When the Richard Bland College emergency operations center (EOC) is activated, there should be coordination between the EOC manager and the incident commander to ensure a consistent response:

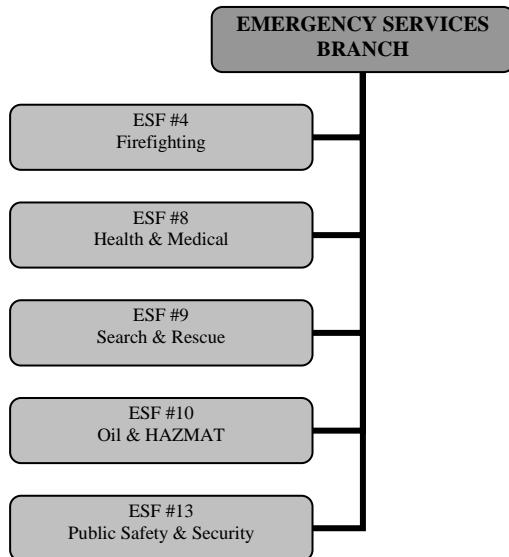
- EOC follows the ICS structure, and
- The ESFs should be aligned with ICS staff.



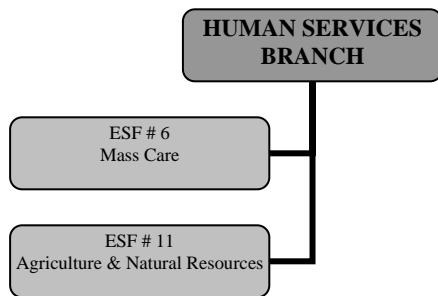
## Operations Section



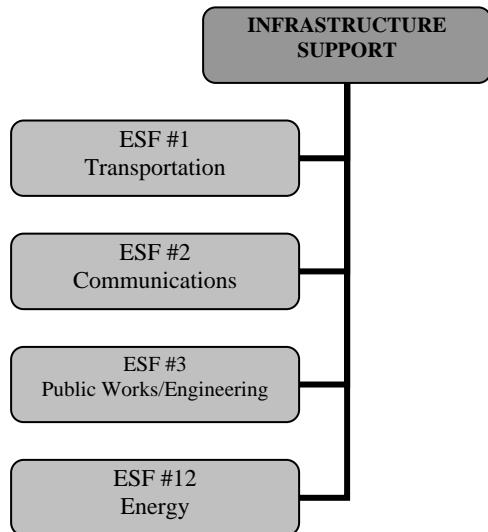
## Emergency Services ESFs



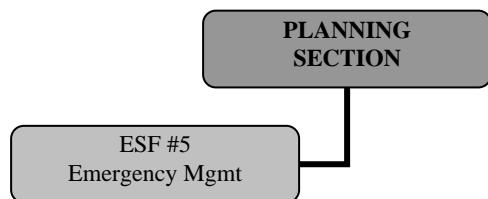
## Human Services ESFs



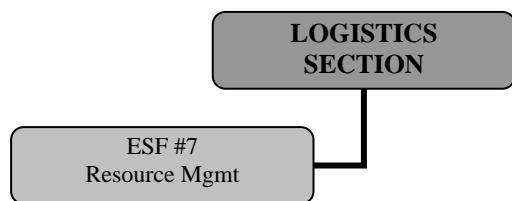
## Infrastructure Support ESFs



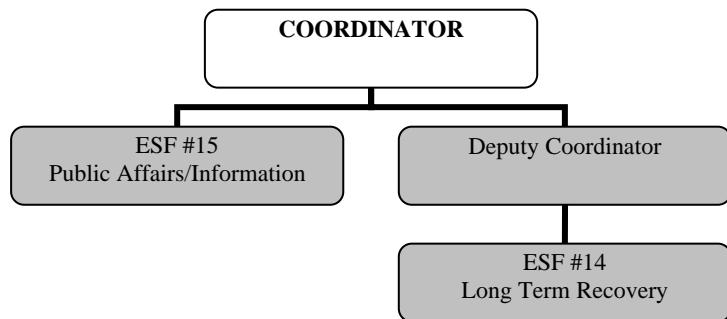
## Planning Section ESFs



## Logistics Section ESFs



## Command Staff



# **Roles and Responsibilities**

A successful emergency management program involves certain designated personnel to organize the emergency response plan. A successful emergency management program involves all parties including the college officials, departments, students, faculty and staff, private sector and non-profit organizations. The following contributors provided planning, expertise, and direction in the development of the plan and have an important role in emergency management.

## **Board of Visitors**

- Protect the lives of students, faculty and staff and the property and assets of Richard Bland College;
- Provide authority to establish Richard Bland College's emergency management program;
- Designate the administrator ultimately responsible for emergency management (President); and
- Adopt and promulgate the Emergency Operations Plan (EOP).

## **President**

- Work with Richard Bland College law enforcement, the College Coordinator of Emergency Management, Emergency Planner, Local Emergency Management Officials and other emergency responders to determine the need to evacuate an endangered area;
- Working with the same officials, consider the need to alter the normal business or class schedule of the institution, including delayed openings, early closings or total closings;
- Exercise direction and control from the EOC during disaster operations;
- Hire and support the Coordinator of Emergency Management and Emergency Planner; and
- Hold overall responsibility for the maintaining, exercising and updating the plan.

## **Emergency Planner**

- Maintain the EOC in a constant state of readiness;
- Develop and maintain the Emergency Operations Plan (EOP);
- Assume relevant duties as directed by the president and Chief of RBC Police;
- Develop and implement a test, training, exercise and drill schedule to assure all involved parties for emergency response and recovery are fully prepared to fulfill their tasks. A relevant exercise should be held at least annually; and
- Ensure that the EOP is reviewed, revised and adopted every four years.

## **Emergency Coordination Officer (ECO)**

The ECO serves as the communication liaison between the Office of Commonwealth Preparedness, VDEM and each agency. Pursuant to Executive Order 65 (2004), the ECO is assigned the following responsibilities which may have been delegated to others within the organization. This position is filled when the plan is activated. The day-to-day functions are the responsibility of the Emergency Planner:

- Coordinate with the Department of Emergency Management on emergency preparedness, response, and recovery issues;
- Prepare and maintain designated parts of the COOP plan for which the institution is responsible.
- Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the plan;
- Maintain a roster of institution's faculty and staff to assist in disaster operations and ensure that persons on the roster are accessible and available for training, exercises and activations of the plan;
- Coordinate appropriate training for institution's faculty and staff assigned to disaster operations;
- Prepare and maintain internal emergency preparedness, response, and recovery plans for the institution's resources (facilities, faculty, staff and assets) that outline a comprehensive and effective program to ensure continuity of essential state functions under all circumstances;
- Assure the State Coordinator of Emergency Management that preparedness plans for its facilities are coordinated with the applicable local emergency management agency.

## **Emergency Management Committee**

- Provide technical input in the development of the EOP.
- Review of the EOP.
- Assist with planning and implementation of the EOP.
- Participation and evaluation of exercises.

## **Local Emergency Manager (County Administrator, Dinwiddie and Prince George respectively)**

The day-to-day activities of the emergency preparedness program have been delegated to the Coordinator of Emergency Management. The Director, in conjunction with the Coordinator of Emergency Management, will direct and control emergency operations for the local government in time of emergency and issue directives to other services and organizations concerning disaster preparedness.

### **Local Emergency Coordinator**

Maintain a primary Emergency Operations Center (EOC) from which to direct operations in time of emergency.

The local government will appoint an individual by title to serve as a point of contact to the institution of higher education within its jurisdiction. This position will contact the VEOC with requests for resources on behalf of the institution.

### **Emergency Support Functions (ESFs)**

An ESF is a grouping of Richard Bland College departments, local, State and Federal capabilities, and certain private-sector resources into an organizational structure to provide support, resources, program implementation, and emergency services that are most likely to be needed during incidents. Operating departments and programs participate in the Emergency Support Functions (ESF) structure as coordinators, primary response agencies, and/or support agencies and/or as required to support incident management activities.

### **Student, Staff and Faculty Involvement**

Richard Bland College's Emergency Management Committee consist of student volunteers who provide non-transporting emergency services on campus. Volunteers hold a variety of safety certifications and licenses. Members of this organization provide emergency aid until the arrival of EMTs or other professional emergency personnel.

## **Administration**

All assets (human resources, facilities, and equipment resources) of Richard Bland College will become the purview of the President or his designee to direct in any way to respond to an emergency on campus. Additional details are contained in ESF 7 (Resource Support).

### Reassignment of Staff and Faculty

Richard Bland College Essential Personnel may be required to respond to work upon notification if needed and may be temporarily reassigned to other departments as determined by the President or his/her designee during a declared or non-declared emergency event.

The following departments and their personnel are considered Essential Personnel:

Advancement Office	Business Office	Grounds Department
Housekeeping Department	Human Resources/Payroll	Information Technology
Maintenance Facilities	Medical Clinic	Police Department
Presidents Office	Provost Office	Purchasing Department
Residence Life	Student Affairs	

### **Volunteers and Liability**

In the event the College must solicit the assistance of volunteers and volunteer organizations during any phase of the emergency it will be done in coordination with the local governing EOC and made through the Virginia Emergency Operations Center.

Richard Bland College, its employees, emergency response team members, volunteers and volunteer organizations who come to the assistance of Richard Bland College shall be protected during a declared emergency under 44-146.23. (Immunity from liability). Additional details are contained in ESF 17 (Donations and Volunteer Management).

## **Mutual Aid Agreements**

### Law Enforcement

Richard Bland College Police Department is engaged in a direct mutual aid agreement with the Dinwiddie County Sheriff's Office, and the Prince George County Police Department. In addition, the Dinwiddie County Sheriff's Office and Prince George County Police Department are engaged in a regional mutual aid agreement between the Cities of Colonial Heights, Hopewell, and Petersburg, and the counties of Sussex and Surry. Additional details are contained in ESF 13 (Public Safety and Security)

### Fire Suppression and Emergency Medical Services

Fire Protection for Richard Bland College is provided primarily by Dinwiddie County Fire & EMS and Prince George County Fire & Rescue. The counties of Dinwiddie and Prince George are engaged in direct mutual aid agreements with the cities of Colonial Heights, Hopewell, and Petersburg, and the counties of Chesterfield, Sussex, and Surry. In addition, all of the responding agencies are included in the Virginia Statewide Mutual Aid Agreement. Additional details are contained in ESF 4 (Firefighting) and ESF 8 (Public Health and Medical Services).

### Temporary Educational Support

Richard Bland College has entered into an agreement with the Colonial Heights Baptist Church to provide for temporary educational space in the event one or more of its classrooms on its campus located in Dinwiddie and Prince George counties become unusable due to a catastrophic event. Additional details are contained in ESF 7 (Resource Support).

### Commonwealth of Virginia State Managed Shelter Program

Richard Bland College has established a Memorandum of Understanding with the Virginia Department of Social Services to provide certain identified buildings for use as an emergency shelter. Additional details are contained in ESF 6 (Mass Care, Housing, and Human Resources).

## **Finance and Purchasing**

Richard Bland College will establish a Finance Unit under the Finance and Administration Section during emergency operations. That unit will be responsible for the continuity of the day-to-day financial obligations and functions as well as tracking expenditures associated with the event.

Coordination and management of that Unit will be provided by the Richard Bland College procurement coordinator.

Richard Bland College Purchasing Department will adhere to the guidelines set forth by the Commonwealth of Virginia Emergency Operations Plan (Chapter 9) regarding “Emergency Procurement.”

Additional details are contained in ESF 5 (Emergency Management).

## **Plan Development and Maintenance**

The Code of Virginia Title 23 and Title 44, as amended, require public institutions of higher education to develop, adopt, and keep current a written crisis and emergency management plan;

Every four years, the Emergency Planner in concert with the Emergency Management Committee shall conduct a comprehensive review and revision of its emergency management plan to ensure the plan remains current.

The revised plan shall be adopted formally by the Board of Visitors.

Such review shall also be certified in writing to the Department of Emergency Management.

Drafting an emergency plan is a community effort and relies heavily on Richard Bland College's administrators and experts to provide comprehensive guidance to the President on hazard analysis, exercise design, evacuation planning, emergency management, mitigation, recovery, emergency preparedness, and educational awareness.

### **Plan Participants**

- President of Richard Bland College
- Coordinator of Emergency Management
- Emergency Planner
- Richard Bland College Police
- Richard Bland College Grounds and Facility Maintenance
- Representatives from internal groups included in the Emergency Management Committee
  - Department of Finance
  - Department of Human Resources
  - Department of Purchasing
- Representatives from external groups
  - Dinwiddie County Emergency Management
  - Prince George County Emergency Management
  - Prince George County LEPC
  - Dinwiddie County Fire & Emergency Medical Services
  - Prince George County Fire & Rescue
  - Dinwiddie County Sheriff's Department
  - Prince George County Police Department
  - Southside Regional medical Center
  - Crater Area Chapter of Red Cross
  - Crater Health District
  - Virginia Department of Social Services
  - Virginia Department of Emergency Management

### **Emergency Planner/Coordinator of Emergency Management**

The Emergency Planner will update the Emergency Operations Plan annually. The Coordinator will coordinate with each emergency resource organization and assure the development and maintenance of an appropriate emergency response capability.

It is the responsibility of the Coordinator of Emergency Management to assure that the plan is tested and exercised on a scheduled basis.

The Coordinator will maintain the schedule and assure that the appropriate resources are available to complete these activities.

After each drill, exercise or actual event, a hot wash and after-action review will take place. Any findings from these post-event reviews will be incorporated into an update of the plan.

# Authorities and References

## Authorities

### Succession of Authority

Continuity of emergency operations is critical to the successful execution of emergency operations. Therefore, the following lines of succession are specified in anticipation of any contingency that might result in the unavailability of the ranking member of the administrative hierarchy. The decision-making authority for each organization or service function is listed below by position in decreasing order.

<u>Organization/Service Function</u>	<u>Authority in Line of Succession</u>
Direction and Control	<ol style="list-style-type: none"><li>1. President</li><li>2. Dean of Administration and Finance</li><li>3. Chief of Police/Emergency Management Coordinator</li></ol>
Emergency Public Information	<ol style="list-style-type: none"><li>1. President</li><li>2. Dean of Administration and Finance</li><li>3. Chief of Police/Emergency Management Coordinator</li></ol>
Police Department	<ol style="list-style-type: none"><li>1. Chief of Police</li><li>2. Police Lieutenant</li><li>3. Police Sergeant</li></ol>
Fire & EMS (Prince George)	<ol style="list-style-type: none"><li>1. Director of Fire &amp; Rescue</li><li>2. Station Chief</li><li>3. Station Assistant Chief</li></ol>
Fire & EMS (Dinwiddie)	<ol style="list-style-type: none"><li>1. Chief of Fire &amp; Rescue</li><li>2. Station Chief</li><li>3. Station Assistant Chief</li></ol>
Facilities Management	<ol style="list-style-type: none"><li>1. Facilities Manager</li><li>2. Facilities Assistant Manager</li><li>3. Maintenance Supervisor</li></ol>
Information Technology	<ol style="list-style-type: none"><li>1. Director</li><li>2. Network Administrator</li></ol>

**Federal**

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
2. The Homeland Security Act
3. National Response Framework
4. Local and Tribal NIMS Integration: Integrating the National Incident Management System into Local and Tribal Emergency Operations Plans and Standard Operating Procedures, V. 1, Department of Homeland Security

**State**

1. Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
2. The Code of Virginia, Title 1 Chapter 23 and Chapter 44.
3. The Commonwealth of Virginia Emergency Operations Plan, September 2007
4. Executive Order 44

**Richard Bland College**

1. Promulgation of the Richard Bland College Emergency Operations Plan
2. Resolution and Adoption of the Richard Bland Emergency Operations Plan

## **References**

### **Local**

1. Dinwiddie County Hazard Mitigation Plan
2. Dinwiddie County Emergency Operations Plan
3. Prince George County Hazard Mitigation Plan
4. Prince George Emergency Operations Plan

### **Richard Bland College**

1. Disaster Resistant University Plan
2. Richard Bland College Comprehensive Plan
3. Continuity of Operations Plan (by Executive Order 44)
4. Annual Agency Preparedness Assessment
5. Pandemic Flu Plan
6. Terrorism and Security Awareness Orientation
7. SEC 2001 and SEC501 Security Audit Review and Checklist
8. VITA Risk Management
9. Information Technology Contingency Planning
10. Information Technology Systems Security
11. Facilities Security
12. Personnel Security
13. Threat Management
14. Information Technology Asset Management
15. Agency Risk Management and Internal Control Standards (ARMICS)
16. CFATS: Critical Facility Anti-terrorism Standards

# Appendix A – Glossary of Key Terms

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## **Accessible**

Having the legally required features and/or qualities that ensure entrance, participation and usability of places, programs, services and activities by individuals with a wide variety of disabilities.

## **Agency**

A division of business or government with a specific function offering a particular kind of assistance. ICS agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

## **American Red Cross**

An organization charged by statute and agreements with the responsibility of helping meet the human needs of disaster victims.

## **Catastrophe (catastrophic incident)**

Any natural or manmade incident, including acts of terrorism, that results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy and/or government functions.

## **Community Emergency Response Team (CERT)**

Volunteer emergency management first responders trained in basic preparedness, disaster response, psychology, recovery.

## **Command Post**

That location at which primary Command functions are executed; usually collocated with the Incident Base. Also referred to as the Incident Command Post.

## **Command Section**

One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

## **Continuity of Operations**

A process of identifying the essential functions - including staff, systems and procedures that ensure the continuation of the agency's ability to operate.

## **Continuity of Operations Plan (COOP)**

In the context of Virginia state government, the Governor has required all executive branch agencies to complete and exercise a plan that identifies essential functions and provides the resources to ensure the agency's ability to continue those operations. Essential functions for VERT agencies include their ability to perform their VERT roles.

## **Coordination**

The process of systemically analyzing a situation, developing relevant information, and informing appropriate personnel of viable alternatives for selection of the most effective combination of available resources to meet specific objectives

**Crisis Management**

A predominantly law enforcement function that includes measures to identify, acquire and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. (See also Consequence Management)

**Declaration of Emergency**

Whenever, in the opinion of Richard Bland College's president or designated personnel, feels the safety and welfare of the people of Richard Bland College require the exercise of extreme emergency measures

**Decontamination**

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT

**Emergency**

As defined by the *Code*, "any occurrence, or threat thereof, whether natural or man-made, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources".

**Emergency Alert System (EAS)**

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission to operate in a controlled manner, according to the State EAS Plan to inform the public of needed protective actions in the event of an emergency or disaster situation.

**Emergency/Disaster/Incident**

An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

**Emergency Coordinating Officer (college and university)**

An individual appointed by the president of the university as directed by Executive Order # 44 actively plans, trains and acts in the interest of the protection of the institution's community and coordinates with the Office of Commonwealth Preparedness.

**Emergency Management**

The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include fire-fighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

**Emergency Operations Center**

A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

**Emergency Operations Plan**

A document which provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

**Emergency Responder**

Includes local, state and federal emergency services public safety, law enforcement, emergency medical services (pre-hospital and hospital), search and rescue, fire services, and related personnel, agencies and authorities.

**Emergency Services**

The preparation for and carrying out of the functions to prevent, minimize and repair injury and damage resulting from natural or man-made disasters, together with all other activities necessary or incidental to the preparation for and carrying out of the forgoing functions. (Code §44-146.16 for list of included services.)

**Emergency Support Function**

A function which takes agencies to provide or to coordinate certain resources in response to emergencies or disasters.

**Evacuation**

Assisting people to move from the path or threat of a disaster to an area of relative safety.

**Exercise**

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

**Federal Disaster Assistance**

Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of 1988 (PL 93-288)

**First Responder**

Skilled personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence and the environment, such as government and non-governmental police, fire, emergency medical, search and rescue, emergency management, public health, public works and authorities.

**Geographic Information System**

A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e.-data identified according to their locations.

**Hazardous Materials**

Substances or materials which may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials which are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

## **Hazardous Materials Emergency Response Plan**

The plan was developed in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorization Act of 1986. It is intended to be a tool for our community's use in recognizing the risks of a hazardous materials release, in evaluating our preparedness for such an event, and in planning our response and recovery actions. This plan is separate from the county's Emergency Operations Plan.

## **Incident**

An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property.

## **Incident Action Plan (IAP)**

An oral or written plan containing general objectives reflecting overall strategy for managing an incident.

## **Incident Command System**

A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span or control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

## **Incident Commander**

The individual responsible for the management of all incident operations.

## **Initial Damage Assessment Report**

A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

## **Integrated Communications Plan**

This plan coordinates the use of available communications means and establishes frequency assignments for certain functions.

## **Joint Information Center**

A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene for the incident. Public information officials from all participating agencies should collocate at the JIC.

## **Joint Field Office (JFO)**

A temporary federal facility established near a declared disaster area to provide a central point for federal, state, voluntary and local officials with responsibilities for incident oversight, direction and assistance.

**Local Emergency**

The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

**Local Emergency Planning Committee (LEPC)**

A committee appointed by the state emergency response commission, as required by SARA Title III, to formulate a comprehensive emergency plan for its jurisdiction. Membership consists of local government, elected officials, local emergency management, media, local business and citizens.

**Major Disaster**

Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and federal warning centers or other federal agencies to the state warning points.

**Mitigation**

Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

**Mutual Aid Agreement**

A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment in an emergency situation.

**National Incident Management System (NIMS)**

A system mandated by the federal Homeland Security Presidential Directive (HSPD) #5 that provides a consistent, nationwide approach for governments(federal, state and local), voluntary agencies and the private sector to work effectively and efficiently together to prepare for, respond to, and recovery from incidents, regardless of cause, size or complexity. NIMS uses a core set of concepts, principles and terminology.

**National Response Framework**

Establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency.

**Preparedness**

The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including Weapons of Mass destruction incidents.

**Recovery**

Activities that address the short-term and long-term needs and the resources to assist, restore, strengthen and rebuild affected individuals and communities.

**Response**

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs.

**Threat**

Any indication of possible violence, harm or danger.

**Volunteer**

Any individual accepted to perform services by any agency that has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed. Washington Area Warning System (WAWAS) – A regional warning system that serves Northern Virginia, the District of Columbia, selected federal agencies, and certain southern Maryland jurisdictions in the National Capital Region (NCR).

**Unified Command**

Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations and maximizing the use of all assigned resources.

## Appendix B – List of Acronyms and Abbreviations

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ARC	American Red Cross
CONOPS	Concept of Operations
CONPLAN	Concept of Operations Plan
COOP	Continuity of Operations Plan
ECO	Emergency Coordinating Officer
EOC	Emergency Operations Center
EAS	Emergency Alert System
EMS	Emergency Medical Services
EOP	Emergency Operations Plan
ESF	Emergency Support Function
EPZ	Emergency Planning Zone (Radiological term)
HAZMAT	Hazardous Material(s)
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
ICP	Integrated Communications Plan
IDA	Initial Damage Assessment
IDAR	Initial Damage Assessment Report
JFO	Joint Field Office
JIC	Joint Information Center
MAA	Mutual Aid Agreement
MACC	Multi-Agency Coordination Center
MACS	Multi-Agency Coordination System
MOU	Memorandum of Understanding

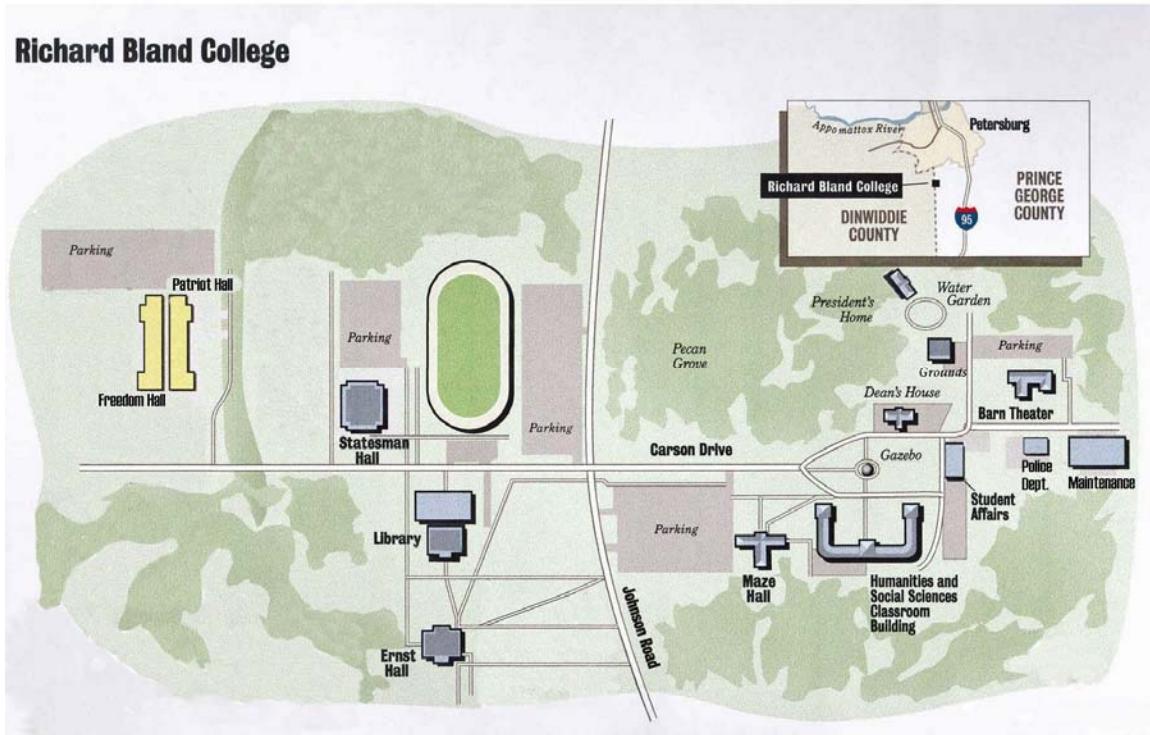
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OSHA	Occupational Safety and Health Administration
PDA	Preliminary Damage Assessment
RACES	Radio Amateur Civil Emergency Services
SAR	Search and Rescue
SOP	Standard Operating Procedure
UC	Unified Command

## Appendix C – Maps and Charts

Richard Bland College - 2009 Aerials



Richard Bland College



## Matrix of Responsibilities

**P = Primary**

**S = Secondary**

	ESF # 1 Transportation	ESF # 2 Communications	ESF # 3 Public Works	ESF # 4 Fire Fighting	ESF # 5 Emerg. Mgmt.	ESF # 6 Mass Care	ESF # 7 Resource Support	ESF # 8 Health & Medical	ESF # 9 Search & Rescue	ESF # 10 Haz- Mat	ESF # 11 Agriculture & Natural Resources	ESF # 12 Energy	ESF # 13 Public Safety	ESF # 14 Long-Term Recovery	ESF # 15 External Affairs	ESF # 16 Military Support	ESF # 17 Donations/Vol. Mgmt
Emergency Management	<b>P</b>		<b>P</b>	<b>P</b>		<b>P</b>		<b>P</b>	<b>P</b>	<b>S</b>		<b>S</b>	<b>S</b>	<b>P</b>	<b>P</b>		<b>P</b>
Local Fire & EMS		<b>P</b>						<b>P</b>	<b>S</b>	<b>P</b>							
Student Health & Wellness				<b>S</b>	<b>S</b>		<b>P</b>				<b>P</b>						
Richard Bland College Police	<b>P</b>	<b>P</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>		<b>P</b>	<b>S</b>					<b>P</b>			
Administration/Leadership		<b>P</b>													<b>P</b>	<b>P</b>	
Residence Life						<b>P</b>					<b>S</b>						<b>S</b>
Information Technology		<b>S</b>					<b>S</b>										
Campus Dining						<b>S</b>											
Finance & Purchasing							<b>P</b>							<b>S</b>			
Board of Visitors														<b>P</b>			
Facility Management		<b>P</b>	<b>S</b>	<b>S</b>							<b>S</b>	<b>P</b>	<b>S</b>				
Public Affairs															<b>S</b>		
VVOAD					<b>S</b>						<b>S</b>						<b>S</b>
Social Services						<b>P</b>					<b>S</b>						<b>S</b>
Student ERT				<b>S</b>				<b>S</b>									
Grounds	<b>S</b>		<b>S</b>	<b>S</b>					<b>S</b>			<b>S</b>					
Public Schools	<b>S</b>																
Private Contractors	<b>S</b>																
Local Public Works/Utilities			<b>S</b>									<b>S</b>					
Virginia Dept. of Forestry				<b>S</b>													
RACES		<b>S</b>				<b>S</b>											
DCJS Crime Comp. Fund					<b>S</b>												
Student Counseling						<b>S</b>		<b>S</b>									
Telecommunications		<b>S</b>															
Va. Dept. of Emerg. Mgmt.							<b>S</b>		<b>S</b>	<b>S</b>							
Virginia State Police									<b>S</b>	<b>S</b>	<b>S</b>		<b>S</b>				
Va. Dept. of Health								<b>S</b>			<b>S</b>						<b>S</b>
Red Cross						<b>S</b>	<b>S</b>				<b>S</b>						<b>S</b>
Virginia National Guard													<b>S</b>		<b>P</b>		
Media			<b>S</b>											<b>S</b>		<b>S</b>	

## **Appendix D – Memorandums of Understanding/Agreement and Mutual Aid Agreements**

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See Next Pages

## **Law Enforcement Mutual Aid Agreement**

THIS AGREEMENT, prepared in duplicate originals, made this 26<sup>th</sup> day of February, 2010, by and between RICHARD BLAND COLLEGE OF THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA, an institution of higher learning having a police force appointed pursuant to § 23-233 in the Commonwealth of Virginia, hereinafter referred to as "Richard Bland College" and the SHERIFF OF THE COUNTY OF DINWIDDIE, a County of the Commonwealth of Virginia, hereinafter referred to as "Dinwiddie";

WHEREAS, Virginia law authorizes governing bodies of localities and institutions of higher learning having a police force appointed pursuant to § 23-233, as well as sheriffs, to enter into reciprocal agreements for cooperation in the furnishing of law enforcement services as defined in § 15.2-1736; and

WHEREAS, Richard Bland College and Dinwiddie have determined that the provision of law enforcement aid across jurisdictional lines will increase their ability to preserve the safety and welfare of the area; and

WHEREAS, it is deemed to be mutually beneficial to Richard Bland College and Dinwiddie to enter into an agreement concerning mutual aid with regard to law enforcement; and

WHEREAS, the parties desire that the terms and conditions of any such Law Enforcement Mutual Aid Agreement be established; NOW THEREFORE

### **WITNESSETH**

That for and in consideration of the mutual benefits to be derived by Richard Bland College and the Sheriff of Dinwiddie hereby covenant and agree, each with the other, as follows:

1. Richard Bland College and the Sheriff of Dinwiddie will endeavor to provide law enforcement support to the entities which are parties to this Agreement within capabilities available at the time the request for such support is made and within the terms of this Agreement. The terms "law enforcement support" or "support" include, without limitation, any law enforcement activity undertaken by a responding party pursuant to the Agreement.
2. Nothing contained in this Agreement should in any manner be construed to compel any of the parties hereto to respond to a request for law enforcement support when the law enforcement personnel of the entity to whom the request is made are, in the opinion of the requested entity, needed within the boundaries of that entity, nor shall any such request compel the requested entity to continue to provide law enforcement support in another entity when its law enforcement personnel or equipment, in the opinion of the requested entity, are needed for other duties within the boundaries of its jurisdiction.

3. No party of this agreement shall be liable to any other party hereto for any loss, damage, personal injury or death to law enforcement personnel or equipment resulting from the performance of this Agreement, whether such occurs with or without the jurisdictional boundaries of the respective parties hereto.

4. There shall be no liability to any of the parties hereto for reimbursement for injuries to law enforcement, equipment, or personnel occasioned by a response or law enforcement action, or for injuries to such equipment or personnel incurred when going to or returning from another entity. Neither shall the parties be liable to each other for any other costs associated with, or arising out of, the rendering of assistance pursuant to this Agreement.

5. Any parties hereto desiring to request assistance pursuant to the terms and conditions of this Agreement shall make such request to an Officer having the rank or grade of Chief of Police, or the Sheriff, or his/her designee, or to the College President for Richard Bland College, or the Sheriff of Dinwiddie.

6. The personnel of any party rendering assistance to a jurisdiction requesting assistance under this Agreement shall render such assistance under the direction of the appropriate official designated by the requesting entity; provided, however, that the ultimate control of the personnel of any party rendering assistance shall rest with the Officers or supervisors of such personnel.

7. The services performed and expenditures made under this Agreement shall be deemed for public and governmental purposes and all immunities from liability enjoyed by the local governments and institutions of higher learning within its boundaries shall extend to its participation in rendering assistance outside its boundaries. It is understood that for the purpose of this Agreement, the responding party is rendering aid once it has initiated a response pursuant to this Agreement.

8. All pension, relief, disability, worker's compensation, life and health insurance, and other benefits enjoyed by said employees shall extend to the services they perform under this Agreement outside their respective boundaries or jurisdictions.

9. All law enforcement officers, agents, and other employees of the parties to this Agreement shall have the same powers, rights, benefits, privileges, and immunities in every entity subscribing to this Agreement, including the authority to make arrests in every such locality or institution of higher learning subscribing to this Agreement.

10. The parties of this Agreement recognize that they are each fully capable of independently providing services to adequately serve their respective political subdivisions and institution of higher learning. This cooperative Agreement is entered into in furtherance of the policies set forth in Section 15.2-1736 of the Code of Virginia, 1950, as amended.

11. This Agreement repeals and supersedes all previous written agreements or oral understandings relating to the provision of mutual law enforcement services as outlined in this document.

12. This Agreement may be terminated at any time by any party giving thirty (30) days written notice of that effect to the other parties hereto.

IN WITNESS WHEREOF, Richard Bland College has caused its name to be subscribed hereunto by its President and the Sheriff of Dinwiddie has signed by agreement, they being duly authorized so to do.

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Richard Bland College

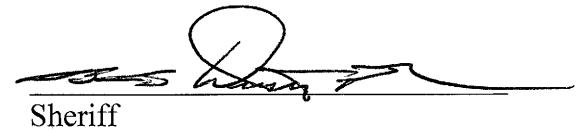
by: James B. McLean  
President

Approved as to form:

Deborah A. Love  
Deborah A. Love  
Senior Assistant Attorney General  
Counsel to the Board of Visitors of  
The College of William and Mary in  
Virginia and to Richard Bland College

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Sheriff of the County of Dinwiddie



A handwritten signature in black ink, appearing to read "as [illegible] Sheriff". The signature is written over a horizontal line.

Sheriff

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## **Law Enforcement Mutual Aid Agreement**

THIS AGREEMENT, prepared in duplicate originals, made this 24<sup>th</sup> day of February, 2010, by and between RICHARD BLAND COLLEGE OF THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA, an institution of higher learning having a police force appointed pursuant to § 23-233 in the Commonwealth of Virginia, hereinafter referred to as "Richard Bland College", and the COUNTY OF PRINCE GEORGE, a County of the Commonwealth of Virginia, hereinafter referred to as "Prince George";

WHEREAS, Virginia law authorizes governing bodies of localities and institutions of higher learning having a police force appointed pursuant to § 23-233, to enter into reciprocal agreements for cooperation in the furnishing of law enforcement services as defined in § 15.2-1736; and

WHEREAS, Richard Bland College and Prince George have determined that the provision of law enforcement aid across jurisdictional lines will increase their ability to preserve the safety and welfare of the area; and

WHEREAS, it is deemed to be mutually beneficial to Richard Bland College and Prince George to enter into an agreement concerning mutual aid with regard to law enforcement; and

WHEREAS, the parties desire that the terms and conditions of any such Law Enforcement Mutual Aid Agreement be established; NOW THEREFORE

### **WITNESSETH**

That for and in consideration of the mutual benefits to be derived by Richard Bland College and Prince George hereby covenant and agree, each with the other, as follows:

1. Richard Bland College and Prince George will endeavor to provide law enforcement support to the entities which are parties to this Agreement within capabilities available at the time the request for such support is made and within the terms of this Agreement. The terms "law enforcement support" or "support" include, without limitation, any law enforcement activity undertaken by a responding party pursuant to the Agreement.
2. Nothing contained in this Agreement should in any manner be construed to compel any of the parties hereto to respond to a request for law enforcement support when the law enforcement personnel of the entity to whom the request is made are, in the opinion of the requested entity, needed within the boundaries of that entity, nor shall any such request compel the requested entity to continue to provide law enforcement support in another entity when its law enforcement personnel or equipment, in the opinion of the requested entity, are needed for other duties within the boundaries of its jurisdiction.

3. No party of this agreement shall be liable to any other party hereto for any loss, damage, personal injury or death to law enforcement personnel or equipment resulting from the performance of this Agreement, whether such occurs with or without the jurisdictional boundaries of the respective parties hereto.

4. There shall be no liability to any of the parties hereto for reimbursement for injuries to law enforcement, equipment, or personnel occasioned by a response or law enforcement action, or for injuries to such equipment or personnel incurred when going to or returning from another entity. Neither shall the parties be liable to each other for any other costs associated with, or arising out of, the rendering of assistance pursuant to this Agreement.

5. Any parties hereto desiring to request assistance pursuant to the terms and conditions of this Agreement shall make such request to an Officer having the rank or grade of Chief of Police, or his/her designee, or to the College President for Richard Bland College, or the County Administrator of Prince George.

6. The personnel of any party rendering assistance to a jurisdiction requesting assistance under this Agreement shall render such assistance under the direction of the appropriate official designated by the requesting entity; provided, however, that the ultimate control of the personnel of any party rendering assistance shall rest with the Officers or supervisors of such personnel.

7. The services performed and expenditures made under this Agreement shall be deemed for public and governmental purposes and all immunities from liability enjoyed by the local governments and institutions of higher learning within its boundaries shall extend to its participation in rendering assistance outside its boundaries. It is understood that for the purpose of this Agreement, the responding party is rendering aid once it has initiated a response pursuant to this Agreement.

8. All pension, relief, disability, worker's compensation, life and health insurance, and other benefits enjoyed by said employees shall extend to the services they perform under this Agreement outside their respective boundaries or jurisdictions.

9. All law enforcement officers, agents, and other employees of the parties to this Agreement shall have the same powers, rights, benefits, privileges, and immunities in every entity subscribing to this Agreement, including the authority to make arrests in every such locality or institution of higher learning subscribing to this Agreement.

10. The parties of this Agreement recognize that they are each fully capable of independently providing services to adequately serve their respective political subdivisions and institution of higher learning. This cooperative Agreement is entered into in furtherance of the policies set forth in Section 15.2-1736 of the Code of Virginia, 1950, as amended.

11. This Agreement repeals and supersedes all previous written agreements or oral understandings relating to the provision of mutual law enforcement services as outlined in this document.

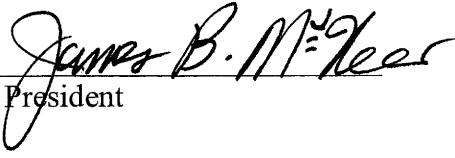
12. This Agreement may be terminated at any time by any party giving thirty (30) days written notice of that effect to the other parties hereto.

IN WITNESS WHEREOF, Richard Bland College has caused its name to be subscribed hereunto by its President and Prince George has caused its name to be subscribed hereunto by its County Administrator, they being duly authorized so to do.

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Richard Bland College

by:

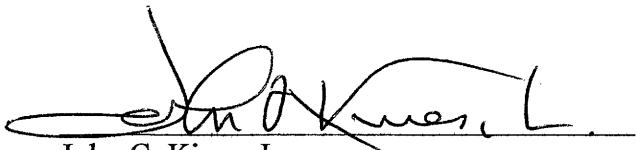
  
President

Approved as to form:



Senior Assistant Attorney General  
Counsel to the Board of Visitors of  
The College of William and Mary in  
Virginia and to Richard Bland College

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John G. Kines, Jr.  
County Administrator

The Commonwealth of Virginia

County of Prince George, to-wit:

Subscribed and sworn to before me this 24<sup>th</sup> day of February by John G. Kines, Jr. in my  
County and State aforesaid.

My commission expires: 01/30/10

John G. Kines, Jr. / #7066237  
Notary Republic

# **EMS Response to Richard Bland College: Memorandum of Understanding**

---

## **1. Purpose**

The purpose of this agreement is to provide guidelines for the most appropriate treatment and transport of sick or injured individuals, with life-threatening conditions, located on the campus of Richard Bland College.

## **2. Participants**

The participating agencies for this agreement are Petersburg Fire, Rescue and Emergency Services, Southside Virginia Emergency Crew, Inc., Prince George Emergency Crew, Dinwiddie County EMS, and Richard Bland College. This agreement was formed at the request of Richard Bland College and the governing administration of each of the involved localities.

## **3. General Agreement**

- 3.1** All requests for Emergency Medical Services to Richard Bland College will be dispatched to the Prince George Emergency Crew.
- 3.2** If the Prince George Emergency Crew is not available, then the Prince George County dispatcher will contact Dinwiddie County EMS.
- 3.3** If Dinwiddie County EMS is not available, then the Dinwiddie County dispatcher will contact the City of Petersburg as a mutual aid EMS agency.
- 3.4** The City of Petersburg will respond to the Richard Bland College campus upon request for EMS from the Prince George County dispatcher. (The City of Petersburg will respond according to their current life-threatening emergencies dispatch procedures.)
- 3.5** The Prince George County dispatcher should **request assistance from the City of Petersburg for any life-threatening emergency** as defined in **Attachment 1**.
- 3.6** Requests for Emergency Medical Services for Richard Bland College provided by the City of Petersburg will be limited to those life-threatening emergencies defined in Attachment 1.

## **4. Implementation:**

This agreement will become effective August 1, 1997 and will remain in effect until 60 days after a participating agency notifies, in writing, all parties of its wishes to terminate the agreement. The original of this agreement will be kept at Richard Bland College.

## 5. Definitions:

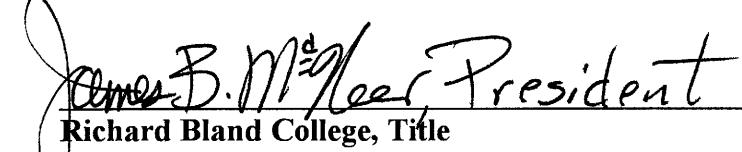
Agreement-This is not a contract and as such there are no rights or damages available for a failure to perform under this document. This agreement is only intended to implement guidelines that will improve EMS responses to the campus of Richard Bland College.

Life-threatening-Those medical situations that without rapid medical intervention are likely to result in the loss of life or limb.

## 6. Signatures:

 C. W. Vargas  
Petersburg Fire, Rescue and Emergency Services, Title

7/11/97  
Date

 James B. Moore, President  
Richard Bland College, Title

8/5/97  
Date

 Z. J. Bowe CAP.  
Southside Virginia Emergency Crew, Inc., Title

7-16-97  
Date

 Dracy L. Tahaffern, Executive Officer  
Prince George Emergency Crew, Title

7/10/97  
Date

 C. W. Vargas, Chairman EMS Council  
Dinwiddie County EMS, Title

8-1-97  
Date

## **ATTACHMENT 1**

### **LIFE THREATENING PROBLEMS**

- o Chest Pain (Patient is 30 years old or older)
- o Choking
- o Difficulty Breathing (any airway problem and not chest cold related)
- o Not Breathing/Heart Not Beating
- o Stabbed, Cut, or Shot in the Head, Chest or Abdomen
- o Unresponsive/Unconscious
- o Electrocution
- o Uncontrollable Bleeding
- o Pedestrian hit by a vehicle
- o A problem deemed life-threatening by a trained individual on the scene of the emergency

## **ATTACHMENT 2**

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### **LIFE THREATENING PROBLEMS DISPATCH PRIORITY**

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ALS Status II Ambulance and Closest Engine Company

ALS Status I Ambulance and Closest Engine Company

BLS Status II Ambulance and Closest Engine Company

BLS Status I Ambulance and Closest Engine Company

Driver Only Ambulance and Closest Engine Company

Closest Engine Company and Mutual Aid Ambulance

**COMMONWEALTH OF VIRGINIA  
MEMORANDUM OF UNDERSTANDING**

Between

**Virginia Department of Social Services (VDSS)**

7 North 8<sup>th</sup> Street

Richmond VA 23219

and

**Richard Bland College**

11301 Johnson Road

Petersburg, VA

In as much as VDSS requires certain services and the Higher Education Institution has agreed to provide such services, by result of negotiation between the parties, and for and in consideration of the respective undertakings of the parties to this document, the following agreements are made:

**1.0 PURPOSE**

The purpose of this MOU is to describe the relationship between the aforementioned state entities in regard to the Commonwealth of Virginia State Managed Shelter (SMS) Program Retrofit Design and Construction Project. The aforementioned Higher Education Institution is identified as having one or more buildings suitable for use as a state shelter. To facilitate use of the building(s), VDSS is providing funds from the State Homeland Security Grant to retrofit the building(s) for a quick connect generator(s) to provide 100% electrical power to support shelter operations.

**2.0 PERIOD OF AGREEMENT**

- 2.1. This agreement is effective beginning June 10, 2008 and shall terminate April 30, 2009 or upon completion of project, whichever occurs first.
- 2.2. If this agreement is terminated, VDSS shall be liable only for payment of services rendered before the effective date of termination.

**3.0 SCOPE OF WORK and DELIVERABLES**

- 3.1. The college shall engage contractor services for the Retrofit Design and Construction Project using Attachment 1 from the CEGG Associates, L.C. Report as guidance. The Project will include electrical work, including but not limited to rewiring and installation of automatic transfer switches, to ready the building for installation of a portable generator to provide 100%

emergency power at the Statesman Hall building located on the Richard Bland College campus.

- 3.2. The college will deliver a project timeline and budget within 45 days of after signing the MOU.

- 3.3. After delivery of the project timeline, the college will provide quarterly updates until the project is completed.

#### 4.0 COMPENSATION and METHOD OF PAYMENT

- 4.1. Total compensation for work performed under this agreement shall not exceed \$180,000.00 unless a Modification of Agreement is executed as described below.

- 4.2. Invoices (IATs) shall be submitted at the completion of the full project or completion of each component of the project, or if preferred, on a quarterly basis for performed elements in the Scope of Work. Invoices shall include only actual expenditures incurred during the invoice period.

Documentation, copies of bills, contract agreements, etc., to validate those expenditures must be attached to the invoice. Mail the billing package to:

Patricia Snead, Emergency Manager  
Office of Emergency Management, 4<sup>th</sup> Floor  
Virginia Department of Social Services  
7 N 8<sup>th</sup> Street  
Richmond VA 23219

#### 5.0 GENERAL CONDITIONS

- 5.1. Authorities: Nothing in this Agreement shall be construed as authority for either party to make commitments which will bind the other party beyond the scope of services contained herein.

- 5.2. Performances: All services provided by the Providing Institution pursuant to this Agreement shall be performed to the satisfaction of VDSS, and in accordance with the applicable federal, state and local laws, ordinances, rules and regulations.

- 5.3. Modification of Agreement: VDSS may, upon mutual agreement with the Providing Institution, issue written modifications to this agreement, to include but is not limited to, the scope of work, budget, deliverables and compensation. Any and all modifications to this agreement shall be in writing and signed by the below or their official designee.

- 5.4. Audit: The Providing Institution agrees to retain all books, records, and other documents relative to this Agreement for five (5) years after final

payment, or until audited by the Commonwealth of Virginia, whichever is later. VDSS, its authorized agent, and/or State auditors shall have full access to and the right to examine any said materials during said period.

5.5. **Availability of Funds:** It is understood and agreed between the parties herein that VDSS shall be bound hereunder only to the extent of the funds available or which may become available for the purpose of this agreement.

EXECUTION: IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed intending to be bound thereby.

**Richard Bland College**

By:



By: Donald R. Rainey, Sr.

Title:

Dean of Administration & Finance

Title: DIRECTOR, OGS

Date:

6/19/08

Date: 6-26-08



**COMMONWEALTH of VIRGINIA**  
*Office of the Attorney General*

**William C. Mims**  
Attorney General

900 East Main Street  
Richmond, Virginia 23219

**CONFIDENTIAL: ATTORNEY-CLIENT PRIVILEGE COMMUNICATION**

**MEMORANDUM**

**TO:** Michael Shriver  
Facilities Manager, Richard Bland College

**FROM:** James A. Fiorelli, Assistant Attorney General *JAF*  
Real Estate and Land Use Section

**DATE:** September 16, 2009

**SUBJECT:** License and Use Agreement  
Richard Bland College and Colonial Heights Baptist Church  
Colonial Heights, Virginia

Enclosed please find the above-referenced License and Use Agreement. Please forward a copy of the fully-executed document to this Office.

It has been a pleasure to assist with your request for counsel regarding this transaction. If you have any questions with regard to this matter, please do not hesitate to call. I can be reached at 371-2416.

Enclosure

1:1362

## LICENSE AND USE AGREEMENT

This License and Use Agreement (the "License"), dated this 1st day of October, 2009, is made by and between by and between COLONIAL HEIGHTS BAPTIST CHURCH, a Virginia non stock and 501(c)3 corporation (the "Licensor" or "Church"), and THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA, a corporation and an institution of higher education of the COMMONWEALTH OF VIRGINIA, for and on behalf of its Richard Bland College, (the "Licensee" or "College").

### RECITALS

1. WHEREAS, as part of its Continuing Operation Plan, the College desires to arrange for temporary educational space in the event one or more of its classrooms on its Campus located in Dinwiddie and Prince George counties become unusable due to a catastrophic event.
2. WHEREAS, the Church wishes to assist the College by making its educational building available when doing so does not interfere with the Church's use of said building.

### AGREEMENTS:

NOW THEREFORE, in consideration of the College paying for use of the educational building, the Church hereby grants the College a license to use the educational building located at the intersection of 17201 Jefferson Davis Highway in Chesterfield County, Virginia (the "Premises"), for the purpose of providing classrooms for educational and support space on a temporary and as-needed basis.

1. This License shall begin on October 1, 2009, for a Term of five (5) years. Notwithstanding the Term, either party may terminate this License with sixty (60) days written notice.
2. The College shall give 24-hour notice to the Church when it wishes to use the Premises. The Church intends to honor the College's request when doing so does not interfere with Church use of the building or other previously scheduled events on Church property.
3. The fees for use of the classrooms are:

Room Type A (480 square feet)	\$125 per month
Room Type B (580 square feet)	\$155 per month
Room Type C (600 square feet)	\$160 per month

Room Type D (960 square feet)

\$255 per month

4. The fees will be due on the last day of each month, and for periods of use less than one month will be prorated on a daily basis.
5. The College's use of the Premises shall be between the hours of 8AM to 10PM, Monday, Tuesday, Thursday and Friday and 8AM to 5PM Wednesday.
6. The College shall abide by local occupancy limitations in its use of the Premises.
7. The College, its students and agents shall not damage or in any way deface the Premises, including driving nails, hooks, tacks, or screws into any part of the Premises. The College shall pay the costs of repairs for any such damage caused by the College, its students or agents.
8. The College, its students and agents shall not make or allow to be made any alterations of any kind to the Premises. The College is responsible for any costs associated with returning the Premises to its original condition due to unauthorized alterations.
9. The College shall provide custodial services for the cleaning of restrooms, classrooms and hallways on the Premises used by the College.
10. The College understands that during the term of this License there will be other events taking place in other parts of the Premises. The College agrees to conduct its activities so as not to interfere with the Church's use of the Premises.
11. The Church shall make the existing parking facilities at the Church available for the vehicular traffic and parking necessitated by the College's use of the Premises.
12. The College agrees to provide its own furnishings, equipment, and setup as needed for its use of the Premises.
13. The College shall provide a minimum of one (1) security guard at all times during its use of the Premises.
14. The College will ensure that its students and agents follow all posted rules while on or in the Premises and nearby Church buildings. The College will also ensure that its students and agents observe all applicable federal, state, and local laws and ordinances while using the Premises. Failure to do so may result in the Church terminating the License with as little as two (2) weeks notice.
15. The College may not assign or transfer any of its rights or privileges under this License without the prior written consent of the Church.

16. Smoking is not permitted indoors or in immediate proximity to entries to the Premises. Dispensing or consumption of alcoholic beverages or illegal drugs is prohibited on Church grounds.
17. In permitting the College to use the Premises as described herein, the Church does not relinquish control or custody thereof and does hereby specifically retain the right to enforce any rules and regulations applicable thereto. The Church's agent or other authorized representative may enter the Premises at all times to make inspections to ensure compliance with this License.

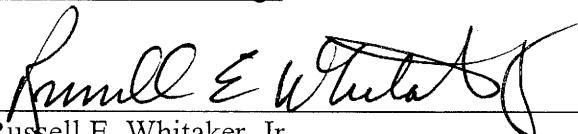
By:

Colonial Heights Baptist Church



Dr. Randall T. Hahn  
Pastor

Richard Bland College



Russell E. Whitaker, Jr.  
Dean of Administration and Finance

## Appendix E – Distribution List

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Group	Agency/Department	Title of Recipient	How Distributed (electronic or hard-copy)
Richard Bland College	Administration	President	Electronic & Hard Copy
Richard Bland College	Administration	Provost/Dean	Electronic & Hard Copy
Richard Bland College	Administration	Dean of Administration & Finance	Electronic & Hard Copy
Richard Bland College	Administration	Chief of Police	Electronic & Hard Copy
Richard Bland College	Administration	Director of Information Technology	Electronic & Hard Copy
Richard Bland College	Maintenance	Facilities Manager	Electronic & Hard Copy
Dinwiddie County	Emergency Management	Emergency Management Coordinator	Electronic
Prince George County	Emergency Management	Emergency Management Coordinator	Electronic
City of Petersburg	Emergency Management	Emergency Management Coordinator	Electronic
State Agencies	Virginia Department of Emergency Management, Planning Division	Local Planning Assistance Program Manager	Electronic
State Agencies	Virginia State Police	Division 1 Commander	Electronic
Volunteer Organizations	Southside Red Cross	Emergency Response Coordinator	Electronic
Health Department	Dinwiddie Prince George	Emergency Planner	Electronic
Insurance Provider	FM Global	Field Engineering Consultant	Electronic

# Emergency Support Function # 1 – Transportation

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## Introduction

### Purpose

Maintain access to and from the college; and coordinate available transportation resources to respond to an emergency at Richard Bland College.

- Richard Bland College will identify the need for resources for; Emergency debris removal and emergency evacuation.
- The College will protect and maintain ingress and egress.
- Richard Bland College will coordinate emergency transportation and request resources if needed through Dinwiddie and/or Prince George County to assist with emergency transportation associated with evacuation of the College.

### Scope

The full scope of Richard Bland's ESF 1 is based on the institution's resources and capabilities.

Evacuation – The majority of students commute to RBC via personal vehicles. If evacuation becomes necessary, students will be instructed to evacuate the College area by specific routes using their private transportation.

Maintain ingress/egress – The College will protect and maintain ingress and egress by providing traffic control and direction. Debris impeding routes will be cleared by the Grounds Department.

Traffic Control – Traffic control will be provided by law enforcement from the RBC Police Department and/or local and State law enforcement agencies.

Mass Evacuation – If mass evacuation becomes necessary and not feasible by private vehicles; Richard Bland College will request busses through Dinwiddie and/or Prince George County to assist with emergency transportation as identified in their respective EOP's.

### Primary Agency

Richard Bland College Police Department

### Secondary/Support Agencies

Dinwiddie County School Transportation  
Prince George County School Transportation  
Richard Bland College Grounds Department  
Private Contractors (current contracts)

## **Policies**

Richard Bland College transportation policies should be reviewed and revised if necessary to provide for an emergency response.

- Richard Bland Police will provide traffic control on the campus and coordinate with local government to control movement of relief personnel, equipment, and supplies.
- Richard Bland Emergency Management will facilitate the prompt deployment of resources, through an interagency process led by the institution.
- Richard Bland College will request additional resources if it is unable to provide services of ESF 1.

## **Concept of Operations**

### **General:**

- The Richard Bland College EOP provides guidance for managing the use of transportation services and request for relief and recovery resources.
- Access routes should remain clear to permit a sustained flow of emergency relief,
- All requests for transportation support will be submitted to the Institutions Emergency Operations Center for coordination, validation, and/or action in accordance with this Emergency Support Function.
- Richard Bland College's EOC will coordinate requests through the local EOC (Dinwiddie/Prince George)

### **Organization:**

Richard Bland College is responsible for any transportation infrastructure on the campus.

The respected locality (Dinwiddie/Prince George) is responsible for coordinating resources needed to restore and maintain transportation routes to the institution if necessary to protect lives and property during an emergency or disaster.

## **Actions/Responsibilities**

- Richard Bland College will develop, maintain, and update plans and procedures for use during an emergency;
- Richard Bland College personnel will stay up to date with education and training that is required for a safe and efficient response to an incident;
- Alert the institution, and local primary agency representative of a possible incident, and begin preparations for mobilization of resources;

- Keep record of all expenses through the duration of the emergency;
- Follow emergency policies and procedures for evacuation.
- Identify viable transportation routes to, from and within the emergency or disaster area.

# **Emergency Support Function # 2 - Communications**

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## **Introduction**

### **Purpose**

To use available communication resources to respond to an incident;

- Alert and warn the campus community of a threatened or actual emergency.
- Continue to communicate with campus community through a variety of media to inform of protective actions.

### **Scope**

Inform the campus community of a threatened or actual emergency.

Ensure that the RBC Alert system has the ability to notify the campus community of a disaster or emergency.

Support the institution with the restoration and reconstruction of telecommunications equipment, computers, and other technical resources.

Communication includes transmission, emission, or reception of signs, signals writing, images, and sounds or intelligence of any natures by wire, radio, optical, or other electromagnetic systems.

### **Primary Agency(s)**

Richard Bland College Emergency Management

Richard Bland College Administration

Richard Bland College Police Department

### **Secondary/Support Agencies**

Richard Bland College Information Technology Department

RACES

Media

### **Policies**

Emergency Management will review the institutions communications policies and revise when needed.

- Richard Bland College Emergency Communications Center (ECC) operates M-F from 0800 to 1600 hours.
- Richard Bland College ECC is accessible to authorized personnel only.
- Prince George County ECC is the primary E-911 (PSAP)

- Prince George County PSAP is a 24 hour a day, 365 day operation.
- Prince George County PSAP is accessible to authorized personnel only.
- Richard Bland College ECC/Police Department Headquarters serves as the Primary EOC for college emergency operations.
- Richard Bland EOC staff includes the President or his designee, Emergency Coordinator of Emergency Management, and key department heads or their designated representatives.
- Call in support personnel to assist with communications, logistics, and administration. The President or his designee will be available for decision-making as required.
- Richard Bland College ECC will initiate notification and warning of appropriate personnel.
- The Prince George EOC is the primary EOC for emergency operations that extend beyond the boundaries of Richard Bland College and/or exceed the College EOC capabilities.
- Richard Bland College will have a representative in the Prince George EOC when that EOC is active.

## **Concept of Operations**

### **General**

- Richard Bland College ECC is the point of contact for receipt of all warnings and notification of actual or impending emergencies or disaster.
- The dispatcher on duty will notify other key personnel, chiefs and department heads as required by the type of report and standard operating procedures (SOP).
- E-911 calls are directed to the Prince George ECC and will be transferred to Richard Bland College ECC during emergency operations.
- Richard Bland College Police personnel and ECC staff use “Plain English” during all emergency operations.
- Any information that must be broadcasted using the Emergency Alert System will be relayed to the Prince George ECC for transmission.
- Richard Bland College primary alert system is identified as RBC Alert and is an electronic mass notification system.
- Richard Bland College secondary alert system is via mobile PA from police vehicles.

- Richard Bland College Facility Management will coordinate with the local telephone company for services.
- RACES operators in the Tri-Cities will be notified during expected interruptions in communications.

### **Information that may be disseminated**

- Evacuation notices and related information.
- Potential secondary hazards
- Protective actions
- Other information as determined by the event and factors

### **Organization**

Richard Bland College Police Department will maintain and update all communication General Orders, GO's.

Richard Bland College Police Department will maintain a current notification roster.

The Public Information Officer will be the President or his designee during emergency operations and will be at the EOC. The incident commander will maintain communications with the EOC.

### **Public Information Officer**

- Establishes liaison with the news media for dissemination of information  
Establishes liaison with local radio and TV services for public announcements.
- Arranges for photographic and audio-visual services.
- Obtains news concerning the extent of the disaster affecting the campus and disseminates information as appropriate.
- Prepare news releases for dissemination to media

## **Actions/ Responsibilities**

- Richard Bland College maintains an agreement with Dinwiddie County and Prince George County which interfaces the College EOC with the local EOC during emergency operations.
- Richard Bland College will disseminate information through the PIO which will be the President or his designee to the local news media and in concert with the locality PIO.
- The ECC will initiate notification and warning of appropriate personnel.
- The Coordinator of Emergency Management or his/her designee must authorize the use of the Emergency Alert System.
- Develop and maintain an emergency communications program and plan.
- Develop and maintain a list of bilingual university or college personnel.
- Ensure that the campus is alerted of any emergency warnings it receives from federal, state or local level that may impact the institution.
- Determine the institution's policies for handling emergency/disaster expenses and maintain records of cost and expenditures and forward them to Finance Section Chief.

## **Tab 1 to Emergency Support Function # 2**

### **Emergency Notification Procedures**

Until the EOC is activated, Richard Bland Emergency Communications Center will notify the following officials upon receipt of a severe weather flash flood or tornado watch or warning, or when directed by an on-scene incident commander:

<b>Official</b>	<b>Home Phone</b>	<b>Work Phone</b>
President	Confidential Phone List	804-862-6220
Vice President	Confidential Phone List	804-862-6200
Chief of Police	Confidential Phone List	804-862-6456
Police Lieutenant	Confidential Phone List	804-862-6460
Coordinator of Emergency Management	Confidential Phone List	804-862-6456
Emergency Planner	Confidential Phone List	804-862-6203
Local Government Officials	Confidential Phone List	Dinwiddie 804-469-3755 Prince George 804-733-2770

**Tab 2 to Emergency Support Function # 2**  
**Media Contacts**

<b>Agency</b>	<b>Phone</b>	<b>FAX/E-Mail</b>
WRIC News 8	804-330-8814	804-330-8883 news@wric.com
WTVR News 6	804-254-3684	804-254-3697 newstips@wtvr.com
WWBT News 12	804-233-1212	newsroom@nbc12.com
WRVA – 1160 AM	804-474-0166	804-474-0167 DeannaMalone@ClearChannel.com
WRVQ – Q96 FM	804-474-0166	804-474-0167 DeannaMalone@ClearChannel.com
Progress Index	804-732-3456	804-732-8417 newsroom@progress-index.com
Richmond Times Dispatch	804-649-6990	649-6331 news@timesdispatch.com

# Emergency Support Function # 3 – Public Works

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## Introduction

### Purpose

Officially ESF 3 is public works. At Richard Bland College these functions are performed by Richard Bland College Facility Management, and Grounds Department. Public utilities that are located on college property are the responsibility of the local public works department.

- Maintain facility utilities.
- Assess the overall damage to the campus after a disaster.
- Assist with the recovery.

### Scope

The full scope of Richard Bland College's ESF 3 is based on the institution's resources and capabilities on campus.

Repair and Maintenance - Provide maintenance of the buildings and grounds and engineering-related support.

Damage Assessment – Assist with overall damage assessment and to provide specific damage details to Richard Bland College facilities.

Debris Removal – Provide assistance to the Grounds Department for debris removal.

Local Public Works – Provide maintenance to local utilities that are owned by the county; and to provide support to Richard Bland College Facility Management.

### Primary Agency

Richard Bland College Facility Management

### Secondary/Support Agencies

Richard Bland College Police Department

Richard Bland College Grounds Department

Dinwiddie County Utilities Department

Prince George County Public Works

## **Policies**

- Personnel will stay up to date with procedures through training and education.
- Richard Bland College Facility Management will develop work priorities in conjunction with other agencies when necessary.
- Richard Bland College and local authorities may obtain required waivers and clearances related to ESF #3 support.
- Richard Bland College Facility Management will acquire outside assistance with repairs to the facility that are beyond the capability of the institution.
- Ensure that Richard Bland College's plan is coordinated with the local government's EOP.

## **Concept of Operations**

### **General**

- Determine if buildings are safe or need to be closed.
- Coordinate with other ESFs if there is damage to Richard Bland College and/or local utilities, water or plumbing system.
- Clear debris.
- Coordinate with campus law enforcement to secure damaged buildings adjacent areas that may be unsafe.
- Coordinate with insurance companies.

### **Organization**

The Emergency Manager or the ESF 3 Branch Manager will determine what tasks are to be completed and designate responsible individuals by title that is responsible for the following:

- Assessing damaged facilities.
- Inspect for structural, electrical, gas, plumbing and mechanical damages.
- Determine what type of assistance will be needed.
- Facilitation of the building-permit process.
- Debris removal.
- Manage contracts with private firms

## **Actions/Responsibilities**

- Alert personnel to report to the EOC.
- Review plans.
- Begin keeping record of expenses and continue for the duration of the emergency.
- Prepare to make an initial damage assessment (IDA).
- Activate the necessary equipment and resources to address the emergency.
- Assist in assessing the degree of damage to Richard Bland College facilities.
- Assist in coordinating response and recovery.
- Prioritize debris removal.
- Inspect buildings for structural damage.
- Post appropriate signage to close buildings.

# Emergency Support Function # 4 - Firefighting

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## Introduction

### Purpose

Directs and controls operations regarding fire prevention, fire detection, fire suppression, rescue, and hazardous materials incidents; as well as to assist with warning and alerting, communications, evacuation, and other operations as required during an emergency.

### Scope

ESF 4 manages and coordinates firefighting activities including the detection and suppression of fires, and provides personnel, equipment, and supplies to support the agencies involved in the firefighting and rescue operations.

### Primary Agency(s)

Dinwiddie Fire County & EMS and/or Prince George County Fire & Rescue

### Secondary/Support Agencies

Richard Bland College Police Department  
Richard Bland College Facility Management  
Richard Bland College Grounds Department  
Richard Bland Student Emergency Response Team  
Virginia Department of Forestry  
Assisting Mutual Aid Fire Departments

### Policies

- Firefighting priorities are Life Safety, Incident Stabilization and Property Conservation. In that order.
- Richard Bland College Personnel will stay up to date with procedures through education and training.
- Fire alarm and suppression systems and extinguishers will be checked monthly by Richard Bland College staff and annually by a licensed fire suppression contractor.
- Fire suppression contractors are managed by Richard Bland College Facility Management.

## **Concept of Operations**

### **General**

Richard Bland College and/or the Alarm Monitoring Company contacts the Dinwiddie County and Prince George County Fire Departments if resources are needed to handle the situation. The first arriving Fire Department will assume primary operational control using ICS principals in fire prevention strategies, fire suppression, rescue and hazardous material incidents. Fire department personnel who are not otherwise engaged in emergency response operations may assist the institution in warning and alerting the public, evacuation, and communications as is necessary and appropriate during an emergency situation. When ESF 4 is activated, all requests for fire fighting support will, be submitted to the 9-1-1 Center or local EOC for coordination, validation, and/or action.

The Richard Bland College Director of Emergency Management or designee will determine the need to evacuate and issue orders for evacuation and/or other protective action as needed. The incident commander may order an immediate evacuation prior to requesting or obtaining approval, if in his/her judgment this action is necessary in order to safeguard lives and property. Warning and instructions will be communicated through the appropriate means. The institution will utilize the Richard Bland College Police Department to aid in the evacuation. The Operations Section Chief or Emergency Services Branch Manager will ask for assistance from local and state law enforcement to aid in the evacuation.

Law Enforcement will use mobile loudspeakers, bullhorns, RBC emergency notification system, or go door to door to ensure that all affected residents have received the warning.

### **Organization**

A fire representative will be assigned to the EOC in order to coordinate the fire service response. The fire representative will be a part of the EOC staff and will assist with the overall direction and control of emergency operations.

The Fire and EMS Departments will implement evacuations and the Police Department will assist and provide security for the evacuated area. In the event of a hazardous materials incident, the Incident Commander will implement immediate protective actions to include evacuation as appropriate.

## **Actions / Responsibilities**

- Richard Bland College will develop and maintain plans and procedures to provide fire and rescue services in time of emergency.
- Document expenses and continue for the duration of the emergency.
- Check fire suppression systems and communications equipment.
- A fire service representative will report to the Local Emergency Operations Center to assist with operations.
- Fire department personnel may need to assist with warning and alerting, evacuating, communications, and emergency medical transport.
- Follow established procedures in responding to fires and hazardous materials incidents and in providing rescue services.
- Request mutual aid from neighboring jurisdictions if needed.
- Fire prevention and suppression
- Emergency medical treatment
- Hazardous materials incident response and training
- Technical rescue incident response
- Radiological monitoring and decontamination
- Assist with evacuation
- Search and rescue
- Temporarily shelter evacuees
- Assist in initial warning and alerting
- If requested, provide qualified representative to assist in the State EOC
- Requests assistance from supporting agencies when needed
- Arranges liaison with fire chiefs from Dinwiddie County and Prince George County
- Implements mutual aid.

**Tab 1 to Emergency Support Function # 4**  
**Local Fire & Emergency Medical Resources**

**Dinwiddie County**

<b>Dinwiddie County</b>		<b>Namozine Station 4</b>	
Phone #	804-861-5891	Ambulances	2
Alternate #		Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	9	Utility Trucks	3
Pagers	55	Pick-up Trucks	0
Hand-Held Radios	15	SCBAs/Spare Bottles	21/25
Paid Manpower	(2) 24/7 EMS	Generators	3
Volunteers within Dept	60	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Prince George	b. City of Petersburg
e. 1500 GPM	0	c. Chesterfield	d.
Ladder Trucks	1	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Ladder carries Tech Rescue Equipment for Rope and Vehicle Rescue	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

## Dinwiddie County (continued)

Dinwiddie County	Dinwiddie Station 1		
Phone #	804-469-3066	Ambulances	2
Alternate #	804-469-4549	Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	8	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	18/20
Paid Manpower	(2) 24/7 EMS	Generators	2
Volunteers within Dept	35	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Haz Mat Trailer- Ops Level	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

## Dinwiddie County (continued)

Dinwiddie County		Ford Station 2	
Phone #	804-265-5858	Ambulances	1
Alternate #		Trained EMTs	15
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	6	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	19/22
Paid Manpower	0	Generators	2
Volunteers within Dept	38	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Medium Duty Rescue Truck	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Medium Duty		

**Tab 2 to Emergency Support Function # 4**  
**Local Fire & Emergency Medical Resources**

**Prince George County**

<b>Prince George County      Carson Station 3</b>			
Phone #	804-731-7859	Ambulances	0
Alternate #	434-246-3400	Trained EMTs	10
Fire Stations	2 (1 main & 1 sub)	First Responders	1
Base Stations	2	Sedans	0
Mobile Radios	12	Utility Trucks	1
Pagers	40	Pick-up Trucks	0
Hand-Held Radios	29	SCBAs/Spare Bottles	20/20
Paid Manpower	0	Generators	2
Volunteers within Dept	58	Light Systems	4
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	1	Boats	0
c. 1000 GPM	1	Mutual Aid with:	
d. 1250 GPM	3	a. Dinwiddie County	b. City of Petersburg
e. 1500 GPM	0	c.	d.
Ladder Trucks	1	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	4	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit. Air Bags, High and Low Pressure	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Heavy Duty)		

## Prince George County (continued)

Prince George County	Prince George Station 1		
Phone #	804-733-2797	Ambulances	0
Alternate #	804-733-9147	Trained EMTs	12
Fire Stations	1	First Responders	0
Base Stations	2	Sedans	1
Mobile Radios	16	Utility Trucks	1
Pagers	45	Pick-up Trucks	1
Hand-Held Radios	43	SCBAs/Spare Bottles	32/34
Paid Manpower	0	Generators	2
Volunteers within Dept	36	Light Systems	1
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	1	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Colonial Heights	b. City of Hopewell
e. 1500 GPM	2	c. Fort Lee	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	1	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	Yes (Swift Water)		
Rescue Squads (Yes/No)	No		

## Prince George County (continued)

<b>Prince George County Disputanta Station 2</b>			
Phone #	804-991-2405	Ambulances	0
Alternate #	804-691-2267	Trained EMTs	2
Fire Stations	1	First Responders	0
Base Stations	2	Sedans	1
Mobile Radios	9	Utility Trucks	0
Pagers	35	Pick-up Trucks	1
Hand-Held Radios	20	SCBAs/Spare Bottles	15/15
Paid Manpower	0	Generators	4
Volunteers within Dept	35	Light Systems	1
Pumper/Engines		Wreckers	0
a. 500 GPM	1	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Sussex County	b. City of Petersburg
e. 1500 GPM	2	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.	
Crash-Fire Rescue(Yes/No)	Yes	Hydraulic Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Heavy Duty)	Technical Rescue Equipment	

## Prince George County (continued)

<b>Prince George County      Jefferson Park Station 5</b>			
Phone #	804-458-2089	Ambulances	1
Alternate #	804-943-3952	Trained EMTs	21
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	1
Mobile Radios	10	Utility Trucks	2
Pagers	67	Pick-up Trucks	0
Hand-Held Radios	28	SCBAs/Spare Bottles	19/19
Paid Manpower	0	Generators	3
Volunteers within Dept	55	Light Systems	3
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	2	a. City of Hopewell	b. Fort Lee
e. 1500 GPM	0	c. Colonial Heights	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Light Duty)		

## Prince George County (continued)

<b>Prince George County      Burrowsville Station 4</b>			
Phone #	804-458-1525	Ambulances	0
Alternate #		Trained EMTs	5
Fire Stations	1	First Responders	0
Base Stations	2	Sedans	1
Mobile Radios	17	Utility Trucks	1
Pagers	44	Pick-up Trucks	1
Hand-Held Radios	35	SCBAs/Spare Bottles	18/24
Paid Manpower	0	Generators	7
Volunteers within Dept	45	Light Systems	6
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	1	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Surry County	b. Fort Lee
e. 1500 GPM	1	c. Charles City	d. City of Hopewell
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	2	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  TNT Rescue Tools, Spreaders, Rams, Cutters, Power Unit.	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

**Tab 3 to Emergency Support Function # 4**  
**Local Fire & Emergency Medical Resources**

**City of Petersburg**

<b>Petersburg</b>	<b>Station 5</b>		
Phone #	(804) 733-0217	Ambulances	0
Alternate #	E-5 (804) 892-3030	Trained EMTs	4
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	1	Utility Trucks	0
Pagers	0	Pick-up Trucks	2
Hand-Held Radios	5 1 Mutual Aid Radio	SCBAs/Spare Bottles	7 packs, 1 RIT 14 Bottles
Paid Manpower	4	Generators	1 Station 2 Unit
Volunteers within Dept	0	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Prince George	b. Dinwiddie County
e. 1500 GPM	1	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Haz-Mat Trailer, Mass Casualty Trailer, Mobile Air Unit w/ Air Compressor/Cascade System, ATV w/ Fire Pump and EMS Slide Unit, Mobile Command Unit w/ 1 portable and 1 stationary generator, 250 GPM Brush Truck	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

## City of Petersburg (Continued)

Petersburg	Station 3		
Phone #	(804) 733-3301	Ambulances	Yes
Alternate #	E-3 (804) 731-1789	Trained EMTs	4
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	3	Utility Trucks	0
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	3	SCBAs/Spare Bottles	12 packs, 1 RIT 6 Bottles
Paid Manpower	4	Generators	1 Station
Volunteers within Dept	0	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Chesterfield	b. Dinwiddie County
e. 1500 GPM	2	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Four Gas Monitor	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

## City of Petersburg (Continued)

Petersburg	Station 2		
Phone #	(804) 732-7127	Ambulances	0
Alternate #	Co 2 (804) 861-6383 530 (804) 691-9369 T-1 (804) 892-2663 E-2 (804) 731-6385	Trained EMTs	10
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	4	Utility Trucks	1
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	9	SCBAs/Spare Bottles	10 packs, 3 RIT 15 Bottles
Paid Manpower	10	Generators	1 Station 2 Unit
Volunteers within Dept	0	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Colonial Heights	b. Dinwiddie County
e. 1500 GPM	1	c. Chesterfield	d. Fort Lee
Ladder Trucks	1	e. Prince George	f. Hopewell
Elevated Platforms	1 (2,000 GPM)	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Extrication Equipment, Gas and Electric Saws, Four Gas Monitor, Rope Rescue, SCBA Fill Station	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	Yes		
Rescue Squads (Yes/No)	No		

## City of Petersburg (Continued)

Petersburg	Station 4		
Phone #	(804) 733-4542	Ambulances	Yes
Alternate #	E-4 (804) 892-2440 FM-4 (804) 400-7233	Trained EMTs	6
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	3	Utility Trucks	0
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	5	SCBAs/Spare Bottles	12 packs, 1 RIT 7 Bottles
Paid Manpower	6	Generators	1 Station 1 Unit
Volunteers within Dept	0	Light Systems	1
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Prince George	b. Dinwiddie County
e. 1500 GPM	2	c. Colonial Heights	d. Fort Lee
Ladder Trucks	1 Quint	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Four Gas Monitor, Extrication Equipment, Gas and Electric Saws, Fill Station	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

# **Emergency Support Function # 5 - Emergency Management**

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## **Introduction**

### **Purpose**

Directs controls and coordinates emergency operations from the Richard Bland College Emergency Operation Center (EOC).

### **Scope**

ESF #5 coordinates the response of all Richard Bland College departments and the use of institution resources to provide emergency response.

Identify actions to be taken in the pre-incident prevention phase.

Coordinate with agencies, organizations, and outside institutions when capabilities are exceeded.

Identify post-incident response phase activities.

Functions that support and facilitate Richard Bland College planning and coordination:

- Alert and notification
- Deployment and staffing of emergency response strike teams and taskforces
- Incident action planning
- Coordination of operations with Dinwiddie and Prince George Counties for logistical support and material
- Direction and control
- Information management
- Facilitation of requests for assistance
- Resource acquisition and management (to include allocation and tracking)
- Worker safety and health
- Facilities management
- Financial management
- Other support as required

### **Primary Agency**

Richard Bland College Emergency Management

### **Secondary/Support Agencies**

Richard Bland College Police Department

Richard Bland College Student Health and Wellness

Richard Bland College Facilities Management

Dinwiddie County Sheriff's Office and/or Prince George County Police Department

Dinwiddie County Fire & Rescue and/or Prince George County Fire & EMS

Criminal Injury Compensation Fund and Va. Department of Criminal Justices Services

Volunteer Organizations Active in Disaster

## **Policies**

- The local government will make contact with VDCJS and VCICF on behalf of Richard Bland College if in the event there are crime victims as defined by Code of Virginia §19.2-11.01,. The request will be made by Dinwiddie County Sheriff's Office or Prince George County Police Department through the Virginia Department of Emergency Management.
- Manage operations at Richard Bland College.
- The Incident Command System shall be used in any size or type of disaster to control response personnel, facilities, and equipment.
- The Incident Command System principles include use of common terminology, modular organization, integrated communications, unified command structure, coordinated action planning, and manageable span of control, pre-designated facilities, and comprehensive resource management.
- Emergency Management staff supports the implementation of mutual aid agreements to ensure seamless resource response.
- Provides representative to the local EOC if activated.
- All Richard Bland College Departments participate in the incident action planning process which is coordinated by Emergency Management.

## **Concept of Operations**

### **General**

The institutions Coordinator of Emergency Management:

- Assures development and maintenance of SOPs on the part of each major emergency support function
- Each support function shall maintain current notification rosters
- Designate staff to the Emergency Operations Center
- Establish procedures for reporting appropriate emergency information
- Coordinate emergency response planning with local government
- Develop and maintain mutual aid agreements with the local government
- Designate a representative to the local EOC if the local plan is implemented and a representative is needed.
- Develop threat levels.

The Coordinator of Emergency Management will assure that all actions are completed as scheduled.

Procedures for these support operations should be established and maintained.

### Planning Section

- Prepare situation reports, which will be distributed to the EOC staff, on-scene incident command staff, locality and VEOC
- Support short term and long term planning activities
- Develop short/concise plans
- Record the planned activities
- Track progress. The response priorities for the next operational period will be addressed in the Incident Action Plan (IAP).

### **Organization**

- Emergency operations may be directed and controlled from the institution's Emergency Operations Center (EOC)
- Identify the responsibilities of the emergency manager
- Identify the role of the institution's EOC if local plan is implemented
- Identify EOC staff
- Identify the departments that have a role in the institution's emergency management organization
- Identify succession of authority within all departments of the College.
- Develop and scale the Incident Command System to the particular incident
- Exercise the plan annually pursuant to The Code of Virginia

When the local EOP is implemented to assist the institution the incident commander may be subordinate to the local incident commander.

The Coordinator of Emergency Management will assure the development and maintenance of established procedures on the part of each major emergency support function.

The Coordinator of Emergency Management will assure that all actions are completed as scheduled.

The President or his designee may close facilities, programs, and activities in order that employees who are not designated “Essential Personnel” are not unnecessarily placed in harms way.

The Coordinator of Emergency Management will coordinate training for this emergency support function and conduct exercises involving the EOC.

## **Actions/Responsibilities**

- Maintain current contact information for the Criminal Injury Compensation Fund and the Virginia Department of Criminal Justice Information Services, pursuant to Code of Virginia, §23-9.2:9.
- Maintain a notification roster of EOC personnel and their alternates
- Establish a system and procedure for notifying EOC personnel
- Coordinate Emergency Management mutual aid agreements with adjunct jurisdictions and applicable relief organizations
- Maintain plans and procedures for providing timely information and guidance to the public in time of emergency through ESF #2;
  - a. Identify and maintain a list of essential services and facilities, which must continue to operate and may need to be protected
  - b. Test and exercise plans and procedures
  - c. Conduct outreach/mitigation programs for the institution’s community
- Ensure compatibility between this plan and the emergency plans and procedures of key facilities and private organizations within the institution
- Develop accounting and record keeping procedures for expenses incurred during an emergency
- Define and encourage hazard mitigation activities, which will reduce the probability of the occurrence of disaster and/or reduce its effects
- Prepare to provide emergency information to the campus community in coordination with ESF #2
- Provide logistical support to on-scene emergency response personnel
- Maintain essential emergency communications
- Provide reports and requests for assistance to the local and Virginia EOC
- Update the Richard Bland College Crisis and Emergency Plan, and coordinate with local Emergency Management pursuant to Code of Virginia 3.2 §44-146

**Tab 1 to Emergency Support Function #5**

**EMERGENCY MANAGEMENT ORGANIZATION AND  
TELEPHONE LISTING**

<u>Position</u>	<u>Work Phone</u>	<u>Home Phone</u>
<b>Campus</b>		
Director of Emergency Management	804-862-6220	Confidential List in EOC
Coordinator of Emergency Management	804-862-6456	Confidential List in EOC
Emergency Planner	804-862-6203	Confidential List in EOC
Richard Bland Campus Police	804-863-4085	
<b>Dinwiddie County</b>		
Dinwiddie County EOC	804-469-5388	
Dinwiddie County E-911 Center	804-469-3755	
Dinwiddie Sheriff's Office	804-469-4550	
Dinwiddie Fire & Rescue	804-469-3755	
<b>Prince George County</b>		
Prince George County EOC	804-862-4931	
Prince George County E-911 Center	804-733-2770	
Prince George Police Department	804-733-2773	
Prince George Fire & EMS	804-733-2770	
<b>Campus Facilities</b>		
Facilities Manager	804-862-8312	Confidential List in EOC
Facilities Assistant Manager	804-863-4001	Confidential List in EOC
Grounds Manager	804-862-6277	Confidential List in EOC
Purchasing Department	804-862-6268	Confidential List in EOC
Information Technology	804-862-6259	Confidential List in EOC
Student Health and Wellness Center	804-863-1603	Confidential List in EOC

## **Tab 2 to Emergency Support Function #5**

### **PRIMARY EOC STAFFING**

#### Skeletal Staffing

Coordinator of Emergency Management  
Chief of Police or Designee  
Message Clerk/Phone Operator

#### Full Staffing

Director of Emergency Management  
Coordinator of Emergency Management  
Emergency Planner  
Chief of Police or Designee  
Facilities Manager  
Campus Physician or Designee  
Public Information Officer

# **Emergency Support Function # 6 – Mass Care, Housing and Human Resources**

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## **Introduction**

### **Purpose**

Richard Bland College President or his designee shall have overall responsibility for ESF 6 activities.

It is the policy of Richard Bland College to provide shelter to student residents of the College. Sheltering “in place” is the first choice. Resident students that cannot be sheltered in place can be relocated to other facilities on the campus. If an evacuation becomes necessary for the entire campus, students will be directed to relocate to their home residence. If students are from out of state, they will be sheltered at another college facility or at a local established emergency management shelter.

### **Scope**

ESF# 6 is intended to address non-medical mass care, housing and human service needs for individuals and family members of Richard Bland College which are affected by a disaster on the campus or one that impacts the larger community or region in which Richard Bland College is situated.

The services and programs may include the following:

- Sheltering
- Food service
- Counseling
- Family Assistance Center (FAC)
- Reunification services: Collecting information regarding individuals in the campus community and making the information available to immediate family members outside the campus or the larger affected area.
- Virginia Criminal Injuries Compensation Fund

### **Primary Agency(s)**

Richard Bland College Residence Life  
Dinwiddie County and/or Prince George County Social Services

### **Secondary/Support Agencies**

Richard Bland College Student Health and Wellness  
Richard Bland College Student Counseling Services  
Richard Bland College Police Department  
Dinwiddie County Sheriff's Office and/or Prince George County Police Department  
Red Cross  
Richard Bland College - Campus Dining

## Policies

- Richard Bland College may provide sheltering based on its resources, facilities and capabilities of staff. If the College does not have the resources for sheltering, the local emergency coordinator will be contacted.
- Richard Bland College will maintain information about persons identified on shelter lists, casualty lists, hospital admission, etc., and will be made available to family members to the extent allowable under confidentiality regulations.
- All sheltering activities will be coordinated initially through Richard Bland College EOC.
- Richard Bland College will ensure that students with special needs and/or service animals will be accommodated.

## Concept of Operations

### General

Richard Bland College will provide sheltering if the need is short term and within its capabilities.

If sheltering is provided on campus, Richard Bland College Emergency Management will coordinate for the following services:

#### Food Service

- Issue emergency purchase order with existing food service contractor.
- Continue food service at institution's facilities if possible.

#### Counseling

- Richard Bland College Student Health and Wellness will coordinate counseling services for the institution based on the scale of the emergency and the capabilities of the counseling services.
- Richard Bland College will request outside assistance if Student Health and Wellness services are not appropriate to the scale of the emergency, or if service providers are personally impacted by the incident. All efforts will be made to ensure that victims do not serve victims, and that victim's rights are protected in accordance with the Code of Virginia.
- Events in which there are mass casualties and injuries **will not** be handled by the institution's counseling service.
  - Richard Bland College Emergency Management will make requests for such counseling services to the local EOC.

- Outside counseling from the Department of Criminal Justice's Victims' Services Section, the Department of Mental Health, Mental Retardation, and Substance Abuse Services, Emergency Mental Health Section, and Virginia Emergency Medical Services will be requested through the local EOC.

### Security

- Richard Bland College Police Department will have the primary responsibility of providing security during an emergency event or disaster.
- All evacuated areas will be secured by law enforcement.
- Richard Bland College Police Department will provide and/or coordinate security to the shelter if on campus sheltering is required.
- Richard Bland College Emergency Management will coordinate and make requests through the local EOC for assistance from Social Services and non-profit organizations in the event that the campus is not able to provide sheltering on campus.

### Transportation

- Richard Bland College Police Department will be responsible for coordinating transportation during an emergency event or disaster.
- Richard Bland College Emergency Management will ensure that students are transported safely and sheltered safely off campus if necessary.

### Media

- If the campus is sheltering victims, survivors, or family members of an incident, all media representatives will be staged in a separate area to ensure privacy of those individuals.

### Family Assistance Center (FAC)

The purpose of the FAC is to provide the seamless delivery of services and the dissemination of information to victims and families following a large scale incident or one in which there are mass casualties, as stated in the Commonwealth of Virginia Emergency Operations Plan, ESF 6 (COVEOP).

The scope of services that the FAC may provide include: reunification, behavioral health care, medical records collection communication services, benefits application entry points, and personal care.

The FAC plan will be coordinated with the local government's emergency management program and based on the Commonwealth of Virginia FAC, which is currently under development by the Virginia Department of Social Services (VDSS). The final version will be posted on the VDSS website; VDEM will announce when the information is posted.

All requests for resources on behalf of the Richard Bland College FAC will be channeled through the local EOC. This is consistent with state policy that directs an institution to make resource requests through the local government EOC, in the emergency management jurisdiction in which it is located.

If the services of the Virginia Criminal Injuries Compensation Fund (CICF) are required by the FAC, the State Program should be contacted, who will deploy the appropriate personnel to the FAC. These services will be necessary in cases where there are victims of crime in need of financial or advocacy assistance. VDEM and CICF recommend that the institution adopt the policy of contacting the program directly through the local government.

The current\* contact information for the program is:

CICF  
P.O. Box 26927  
Richmond, Virginia 23261

PHONE: (804) 367-1018 Toll Free: (800) 552-4007

**Tab 1 to Emergency Support Function # 6**  
**Prince George Shelter Locations and Addresses**

Name / Location	Address
J. E. J. Moore Middle School	11455 Prince George Drive, Disputanta
N. B. Clements Middle School	7800 Prince George Drive , Prince George

# **Emergency Support Function # 7 - Resource Support**

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## **Introduction**

### **Purpose**

Identify, procure, inventory, and distribute critical resources, for Richard Bland College during an emergency.

### **Scope**

Richard Bland College will determine what resources are available and identify potential sites for receiving resources if outside assistance is needed.

Resource support may continue until the disposition of excess and surplus property is completed.

During an incident if demand for resources exceeds the capabilities of Richard Bland College, then outside requests will be made based on MOUs, Mutual Aid agreements and state policy through the local EOC, if activated, and through the State EOC, if the local EOC is not activated.

### **Primary Agencies**

Richard Bland College Emergency Management  
Richard Bland College Finance Department

### **Secondary/Support Agencies**

Virginia Department of Emergency Management  
Red Cross

### **Policies**

- Richard Bland College will use its own resources and equipment during incidents and will have control over the management of the resources as needed to respond to the situation.
- Individuals involved in distributing and/or obtaining resources will be aware of emergency procurement policies and have the authority to do so in an emergency situation.
- Each department with an emergency management role will be responsible for identifying its resources that could be used in an emergency.
- Richard Bland College EOP conforms to state policy regarding requesting resources.

## **Concept of Operations**

### **General**

- Potential sites for distribution centers will be identified. Additional centers will be identified, if necessary, and their location coordinated with the local EOC to facilitate recovery efforts.
- Priorities will be set regarding the allocation and use of available resources.

### **Organization**

- Departments, with an emergency support function, will be responsible for identifying resources, including human resources.
- Convey available resources to emergency manager.
- Identify potential distributions sites for emergency response.
- Identify policies and personnel responsible for obtaining resources.

### **Actions/Responsibilities**

- Designate local department(s) within Richard Bland College responsible for resource management.
- Develop resource lists that detail type, location, contact arrangements, and acquisition procedures for critical resources.
- Prepare mutual aid agreements with local government, and surrounding jurisdictions to aid the institution.
- Develop SOPs to manage the processing, use, inspection, and return of resources coming to the institution.
- Identify actual or potential facilities and ensure they are ready and available to receive, store, and distribute resources (government, private, donated).
- Develop training/exercises to test plan, and to ensure maximum use of available resources and understanding of policies to obtain resources from outside resources.
- Ensure Richard Bland College community is aware of available resources.

# **Emergency Support Function # 8 – Public Health and Medical Support**

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## **Introduction**

Richard Bland College has limited resources, available to support this ESF. The College maintains a Student Health and Wellness Center which is staffed predominantly M-F, 9-2. Staff includes a physician, nurse and one support person.

## **Purpose**

Guide a response using Richard Bland College resources and to coordinate a response with the local government and/or state agencies when the incident exceeds the institution's capabilities.

## **Primary Agency**

Dinwiddie County Fire & EMS and/or Prince George County Fire and Rescue  
Richard Bland College Student Health and Wellness Center

## **Secondary/Support Agencies**

Richard Bland College Student Emergency Response Team  
Richard Bland College Student Counseling Services  
Virginia Department of Health  
Local area hospitals

## **Scope**

The scope is an all hazards approach based on Richard Bland College ability to provide medical resources.

When an incident exceeds the institution's capabilities, outside assistance will be requested through MOUs, Mutual Aid Agreements and the coordination of this plan with the local government's EOP.

## **Policies**

- Richard Bland College Student Health and Wellness Center has established treatment guidelines consistent with standard and accepted medical practice.
- Richard Bland College Student Health and Wellness Center has privacy policies in place and operates within the boundaries established by the Health Insurance Portability and Accountability Act, (HIPAA).
- Richard Bland College Student Health and Wellness Center has established a "Disaster Counseling Policy." See Tab 1 – Disaster Counseling Policy
- When Richard Bland College Student Health and Wellness Center capabilities are exceeded, outside assistance will be requested.

## **Concept of Operations**

### **General**

- Richard Bland College Student Health and Wellness Center will respond with available resources as designated in the plan.
- Support and assistance from the local government will be requested based on mutual aid agreements and coordination with local government plans.
- If Richard Bland College EOC is activated during the response, a representative from Student Health and Wellness will be assigned to the EOC.

### **Responsibilities/Actions**

- Richard Bland College will provide available personnel, equipment, supplies and other resources necessary to coordinate plans and programs for a medical response during an incident.
- Designate an individual from Student Health and Wellness to coordinate medical, health, and rescue services.
- Develop and maintain procedures for providing a coordinated response with Richard Bland College resources and then with local government and private organizations.
- Maintain a roster of key officials in each medical support area.
- Review emergency plans with local governments.
- Implement mutual aid agreements as necessary.

**Tab 1 to Emergency Support Function # 8**  
**Emergency Medical Resources**

**Prince George County**

<b>Dinwiddie County</b>		<b>Prince George Emergency Crew</b>	
Phone #	804-733-2798	Ambulances	5
Alternate #	804-733-2769	Trained EMTs	46
EMS Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	8	Utility Trucks	0
Pagers	0	Pick-up Trucks	0
Hand-Held Radios	26	SCBAs/Spare Bottles	2/2
Paid Manpower	6	Generators	0
Volunteers within Dept	40	Light Systems	0
Pumper/Engines	0	Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. City of Hopewell	b. City of Petersburg
e. 1500 GPM	0	c. Colonial Heights	d. Dinwiddie County
Ladder Trucks	0	e. Chesterfield	f. Stony Creek
Elevated Platforms	0	g. Town of Waverly	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources:	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

**Tab 2 to Emergency Support Function # 8**  
**Emergency Medical Resources**

**Dinwiddie County**

<b>Dinwiddie County</b>		<b>Namozine Station 4</b>	
Phone #	804-861-5891	Ambulances	2
Alternate #		Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	9	Utility Trucks	3
Pagers	55	Pick-up Trucks	0
Hand-Held Radios	15	SCBAs/Spare Bottles	21/25
Paid Manpower	(2) 24/7 EMS	Generators	3
Volunteers within Dept	60	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a. Prince George	b. City of Petersburg
e. 1500 GPM	0	c. Chesterfield	d.
Ladder Trucks	1	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Ladder carries Tech Rescue Equipment for Rope and Vehicle Rescue	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

## Dinwiddie County (continued)

Dinwiddie County	Dinwiddie Station 1		
Phone #	804-469-3066	Ambulances	2
Alternate #	804-469-4549	Trained EMTs	20
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	8	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	18/20
Paid Manpower	(2) 24/7 EMS	Generators	2
Volunteers within Dept	35	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Haz Mat Trailer- Ops Level	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	No		

## Dinwiddie County (continued)

Dinwiddie County		Ford Station 2	
Phone #	804-265-5858	Ambulances	1
Alternate #		Trained EMTs	15
Fire Stations	1	First Responders	0
Base Stations	1	Sedans	0
Mobile Radios	6	Utility Trucks	1
Pagers	40	Pick-up Trucks	1
Hand-Held Radios	15	SCBAs/Spare Bottles	19/22
Paid Manpower	0	Generators	2
Volunteers within Dept	38	Light Systems	0
Pumper/Engines		Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	1	a.	b.
e. 1500 GPM	0	c.	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	1	i.	j.
Tanker Trucks	1	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.  Medium Duty Rescue Truck	
Crash-Fire Rescue(Yes/No)	Yes		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Medium Duty		

**Tab 3 to Emergency Support Function # 8****Emergency Medical Resources****Southside Virginia Emergency Crew (City of Petersburg)**

<b>City of Petersburg</b>	<b>Southside Virginia Emergency Crew</b>		
Phone #	(804) 861-2739	Ambulances	6
Alternate #	(804) 861-0982	Trained EMTs	40
Fire Stations	0	First Responders	1
Base Stations	1	Sedans	1
Mobile Radios	8	Utility Trucks	
Pagers	0	Pick-up Trucks	1
Hand-Held Radios	12	SCBAs/Spare Bottles	0
Paid Manpower	16	Generators	1
Volunteers within Dept	20	Light Systems	1
Pumper/Engines	0	Wreckers	0
a. 500 GPM	0	Gasoline Trucks	0
b. 750 GPM	0	Boats	0
c. 1000 GPM	0	Mutual Aid with:	
d. 1250 GPM	0	a. Colonial Heights	b. Dinwiddie
e. 1500 GPM	0	c. Prince George	d.
Ladder Trucks	0	e.	f.
Elevated Platforms	0	g.	h.
Brush Trucks	0	i.	j.
Tanker Trucks	0	k.	l.
Rescue Calls (Yes/No)	Yes	Other Resources: Such as: Jaws of Life, float pump, other special equipment.	
Crash-Fire Rescue(Yes/No)	No		
Underwater Rescue(Yes/No)	No		
Rescue Squads (Yes/No)	Yes (Light Duty)		

**Tab 4 to Emergency Support Function #8**

**Health and Medical Resources**

**Southside Regional Medical Center Hospital**

1. Number of Physicians - 190 active
2. Number of RNs - 160
3. Number of LPNs - 120
4. Number of Nursing Assistants - 34

**John Randolph Regional Medical Center Hospital**

1. Number of Physicians - 99 staff
2. Number of RNs - 130
3. Number of LPNs - 20
4. Number of Nursing Assistants - 24

Dinwiddie County Health Department  
Prince George County Health Department

## Tab 5 to Emergency Support Function #8

### MedEvac

In the event MedEvac is needed, Richard Bland College will coordinate that response with the responding EMS agency. Requests for MedEvac will be made through the Virginia Emergency Operations Center. (See highlighted)

If MedEvac from the ODEMSA region is unavailable a request can be made to the next closest MedEvac service.

HELICOPTER MEDEVAC	ALERT	NON-EMERGENCY
ARIES – (Fairfax County Police)	(703) 877-3840	
EAGLE – 182 – (U.S. Park PD, D.C.)	(202) 690-0738	(202) 690-0808
LIFEGUARD 10 (Carilion)	(703) 344-4357	(703) 342-7503
MED STAR (Com., D.C.)	(800) 824-6814	(202) 877-7234
<b>MED-FLIGHT – 1 (VSP Chesterfield)</b>	<b>(800) 468-8892</b>	<b>(804) 674-2400</b>
MED-FLIGHT – 2 (VSP Abingdon)	(800) 433-1028	
PHI Air Medical (NOVA-Fairfax)	(800) 258-8181	(703) 776-2930
NIGHTINGALE (Norfolk General)	(800) 572-4354	
PEGASUS (UVA Charlottesville)	(800) 522-1826	
<b>VCU LifeEvac (MCV Hospitals)</b>	<b>(877) 902-7779</b>	

**Highlighted Services are Closest to Richard Bland College**

## **Tab 6 to Emergency Support Function # 8**

### **Disaster Counseling Policy**

In the event of a campus wide disaster, Counseling support services will be provided by calling on the providers that currently serve the students as well as working with the Office of Student Affairs.

Counselors to be contacted will include:

Carlton Starke and his associate Coretha Claiborne at CSS &Associates LLC  
P.O. Box 37114  
Richmond, VA 23234  
804-855-8625  
804-586-1587  
804-651-0876

Dr. James F. Jacobs  
211 N. 5<sup>th</sup> Ave  
Hopewell, VA 23860  
804-586-7017

Mr. Fred Kelly  
D-19 Services Board  
804-586-6825  
804-862-6410

District-19 Mental Health Services  
Crisis Line 804-862-8000

**Tab 7 to Emergency Support Function # 8**

**Mortuary Disaster Plan Organization  
Virginia Funeral Directors Association, Inc.**

**A. Mission:**

1. To develop an efficient and effective management response system in mass fatality disaster situations to facilitate the preparation, processing, and release of deceased human remains to the next of kin or family representative.

**B. Concept of Operations:**

1. In the event of a mass fatality disaster situation, the State EOC will contact the Office of the Chief Medical Examiner (OCME), who will notify the Virginia Funeral Directors Association (VFDA). Once contacted by the OCME, the VFDA will activate the Mortuary Response Plan and response teams. The VFDA Response Teams will operate under the direction of the District Medical Examiner of the district in which the incident occurred.
2. In order to ensure a prompt and professional response, the Virginia Funeral Directors Association maintains a resource manual of needed supplies, equipment, and vehicles. If additional resources are necessary to effectively respond to a disaster, the VFDA Executive Director has emergency purchasing authority up to a specified limit. The VFDA also has a specially equipped disaster trailer to assist the State Medical Examiner's Office and other funeral directors in the state with disaster field response.

**C. Organization:**

1. The Virginia Funeral Directors Association (VFDA) is responsible for the statewide coordination of the mortuary activities in the state. Each district has a response team comprised of members who have completed training in the VFDA-approved program that qualifies them as certified disaster coordinators. The VFDA response teams will provide support in recovery, evacuation, and identification of the remains.
2. The OCME is by law responsible for the deceased. Virginia is divided into four medical examiner districts that include the Northern Virginia District based in Fairfax, the Western District based in Roanoke, the Central District based in Richmond, and the Tidewater District based in Norfolk. Prince George County is located in the Central District.

# Emergency Support Function # 9 - Search and Rescue

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## Introduction

### Purpose

Provide for coordination and effective use of search and rescue activities and resources to assist people in potential or actual distress.

### Scope

Richard Bland College is susceptible to many different natural and technical hazards that may result in the damage or collapse of structures within the campus. Search and Rescue must be prepared to respond to emergencies and provide specialized assistance. Operational actives can include locating, extricating, and providing on site medical treatment to victims trapped in collapsed structures. Additional, people may be lost, missing, disoriented, traumatized, or injured in which case the agency must be prepared to respond to these incidents and implement appropriate tactics to assist those, in distress or imminent danger.

### Primary Agency(s)

Richard Bland College Emergency Management  
Richard Bland College Police Department

### Secondary/Support Agencies

Dinwiddie County Fire & EMS and/or Prince George County Fire & Rescue  
Dinwiddie County Sheriffs Office and/or Prince George County Police Department  
Virginia Department of Emergency Management  
Richard Bland College Grounds Department  
Virginia State Police

### Policies

- The EOP provides the guidance for managing the acquisition of Search and Rescue resources.
- All requests for Search and Rescue will be submitted to Richard Bland College EOC, or local EOC, for coordination, validation, and/or action.
- Communications will be established and maintained with ESF #5 – Emergency Management and VEOC to report and receive assessments and status information.
- Richard Bland College will coordinate with local, state, and federal agencies.
- Richard Bland College emergency management personnel will stay up to date with procedures through training and education.

- Search and rescue task forces are considered federal assets under the Robert T. Stafford Act only when requested for a search and rescue for a collapsed structure.

## **Concept of Operations**

### **General**

During a search and rescue operation of an emergency, Richard Bland College, will call upon the local fire and law enforcement departments to assist in the operation. Emergency Medical Services (EMS) providers will also assist with other functions of search and rescue as set forth in the Virginia Association of Volunteer Rescue Squad's Operation Plan.

### **Organization**

The Fire Department will, typically, be the primary agency in any SAR operation. EMS, law enforcement, public works and environmental services will assist when required for structural evaluation of buildings and structures. Local Law Enforcement will be the primary agency in any ground searches. Prince George and/or Dinwiddie County GIS will assist with maps and staff. In a secondary role local law enforcement will assist with perimeter security, communications, and assistance as required. The Fire Department and EMS as a secondary role will provide medical resources, equipment and expertise.

### **Actions/Responsibilities**

- Richard Bland College has developed and maintains plans and procedures to implement search and rescue operations in time of emergency.
- Provide warning, evacuation and relocation of students during a disaster.
- A representative from Richard Bland College emergency management will report to the local EOC when necessary.
- Richard Bland College will follow established procedures when requesting urban search and rescue resources.
- Richard Bland College emergency management will record disaster related expenses.
- Richard Bland College emergency management will provide status reports on search and rescue operations throughout the affected area.

# **Emergency Support Function # 10 - Oil and Hazardous Materials**

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## **Introduction**

### **Purpose**

Dinwiddie County Fire & EMS and/or Prince George County Fire & Rescue will be contacted immediately in the event of a hazardous materials spill or release. The Fire Chief or Officer-in-Charge will likely assume primary operational control of all hazardous materials incidents upon their arrival.

Richard Bland College Police and Facilities Management personnel will provide support to the fire department, depending on their capabilities.

The Crater Hazardous Materials Team will be contacted by the first arriving fire chief or officer-in-charge. In addition, Richard Bland College Police Department may request the Crater Hazardous Materials Team upon their arrival and initial assessment.

### **Scope**

- The initial response will be handled by the local fire department, Richard Bland College Police, and Facilities Management personnel.
- Other regional and state agencies may be called upon depending on the nature of the incident.
- Richard Bland College in concert with the local fire department, will determine which departments have the capability to support a hazard material response.

### **Primary Agency(s)**

Prince George County Fire and Rescue and/or Dinwiddie County Fire & EMS  
Crater Hazardous Materials Team

### **Support Agencies**

Richard Bland College Emergency Management  
Richard Bland College Police Department  
Dinwiddie County Sheriff's Office and/or Prince George County Police Department  
Virginia State Police  
Virginia Department of Emergency Management

## **Policies**

The institutions resources as well as its policies and procedures regarding hazardous material incidents shall be reviewed every two years and revised if necessary.

- There are no fixed facilities at Richard Bland College that require reporting under SARA Title III.
- Richard Bland College will notify the campus community of the need to evacuate or shelter in place if an event takes place on Richard Bland College property.
- Mutual aid agreements will be implemented if assistance is required.
- Establish communications with ESF # 5 and ESF #15.

## **Concept of Operations**

### **General**

### **Organization**

- The local fire chief or designee will assume primary operational control of all hazardous materials incidents.
- Mutual aid agreements between the institution and the local government will be implemented if necessary.
- The local fire chief may request Virginia Department of Emergency Management's (VDEM) Regional Hazardous Materials Officer and the Crater Regional Hazardous Materials Response Team.
- In conjunction with Richard Bland College Emergency Management, the fire chief will determine the need to evacuate or shelter in place.
- Campus law enforcement will coordinate the evacuation of the area.
- Richard Bland College through ESF# 2 and ESF# 15 will coordinate the dissemination of public information.

## **Actions/Responsibilities**

- Richard Bland College Emergency Management will review procedures for a hazard material incident.
- Richard Bland College Emergency Management has developed procedures aimed at minimizing the impact of an unplanned release of a hazardous material to protect life and property.

- Richard Bland College will work in concert with the Prince George Local Emergency Planning Committee (LEPC) and assure compliance with the “Community Rights to Know Act.”
- Richard Bland College personnel that will be involved in “first response” will be trained in hazardous materials response and mitigation.
- All Richard Bland College personnel will follow established procedures in responding to hazardous materials incidents.
- Expenses will be recorded Record expenses

**Tab 1 to Emergency Support Function # 10**

**Local and Regional Hazardous Materials Teams**

Assistance from the local and/or regional hazardous materials team will generally be made by the incident commander. Under potentially declared emergencies, Richard Bland College and/or local emergency management may request these specialty teams.

In any of the above situations, the Regional Hazardous Materials Coordinator will be contacted through the Virginia EOC.

The Regional Team must be requested through the Virginia Emergency Operations Center.

Virginia Emergency Operations Center	804-674-2400
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The Crater Hazardous Materials Team must be activated by contacting the Colonial Heights Emergency Communications Center.

Colonial Heights Emergency Communications Center	804-520-9300
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# **Emergency Support Function # 11 - Agriculture and Natural Resources**

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## **Introduction**

ESF# 11 is Agriculture and Natural Resources; however for Richard Bland College the focus is structured to identify key agencies that would help perform similar tasks and functions.

## **Purpose**

Agriculture and Natural Resources works to address the provision of nutrition assistance; control and eradication of an outbreak of a highly contagious or economically devastating animal disease, highly infective plant disease, or economically devastating plant pest infestation; assurance of food safety and security; and protection of cultural resources and historic property resources during an incident.

## **Primary Agency**

Richard Bland College Student Health and Wellness

## **Support Agencies**

Richard Bland College Residence Life

Richard Bland College Facilities Management

Virginia Department of Agriculture and Consumer Services

Virginia Department of Social Services

Virginia Department of Health Department

Red Cross

Local/Regional Food Banks

Virginia Voluntary Organizations Active in Disaster (VVOAD)

Federation of Virginia Food Banks

## **Scope**

Determined based on the institutions capabilities and may include:

- Richard Bland College will identify food assistance needs.
- Obtain appropriate food supplies.
- Arrange for transportation of food supplies to the designated area.
- Inspect and verify food safety in distribution and retail sites
- Conduct food borne disease surveillance.
- Coordinate appropriate response actions to conserve, rehabilitate, recover, and restore natural, cultural, and historic properties resources.

## **Policies**

- Each supporting agency is responsible for managing its assets and resources after receiving direction from the Department of Social Services.
- Actions will be coordinated with agencies responsible for mass feeding.
- This ESF will encourage the use of mass feeding as the primary outlet for disaster food supplies.
- Schools and institutions may be able to feed affected population for several days depending on food inventories.
- Transportation and distribution may be arranged by volunteer organizations.
- Priority is given to moving supplies into areas of critical need and then to areas of moderate need.
- Animal depopulation activities and disposal will be conducted as humanely as possible.
- Richard Bland College will ensure food safety.

## **Concept of Operations**

### **General**

- Provide for an integrated response to an outbreak of highly contagious or economically devastating animal/zoonotic disease, exotic plant disease, or economically devastating plant or pest infestation.
- Ensure the safety and security of the commercial supply of food (meat, poultry and egg products) following an incident.
- Identifies, secures and arranges for the transportation of food to disaster areas.
- Protect cultural resources and historic property resources during an incident.

### **Organization**

The Emergency Manager or Head Official will determine what tasks are to be completed and designate the appropriate agency and individuals by title that are responsible for:

- Assess damage to facilities and infrastructure.
- Assess current food supply on campus and determine if safe for human consumption.

- Assess sensitive areas on campus, such as plant and animal laboratories, to ensure security.
- Conduct inventory of sensitive items, in regard to agriculture and horticulture.

## **Actions/Responsibilities**

These items should be based on the institutions capabilities and the type and magnitude of the emergency event.

- Assist in determining the critical needs of the affected population.
- Catalog available resources and locate these resources.
- Ensure food is fit for consumption.
- Assist and coordinate shipment of food to staging areas.
- Work to obtain critical food supplies that are unavailable from existing inventories.
- Identify animal and plant disease outbreaks.
- Assist in providing inspection, fumigation, disinfection, sanitation, pest termination and destruction of animals or articles found to be contaminated or infected.
- Proper containment and disposal of contaminated food, animals, and/or plants.
- Establish need for replacement food products.

**Tab 1 to Emergency Support Function # 11**  
**Food Groups and Food Items per Week Standard**

**Per Person**

Meat and meat alternatives (red meat, poultry, fish, shellfish, cheese, dry beans, peas, and nuts)	3 pounds
Eggs	6
Milk	7 pints
Cereals and cereal products (flour including mixes, fresh bakery products, corn meal, rice, macaroni, and breakfast cereals)	4 pounds
Fruits and vegetables (fresh and frozen)	4 pounds
Food fats and oils (butter, margarine, lard, shortening, salad and cooking oils)	0.5 pound
Potatoes (white and sweet)	2 pounds
Sugars, syrups, honey, and other sweets	<u>0.5 pound</u>
Total (equivalents/pounds per week)	27.0

# **Emergency Support Function # 12 – Energy**

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## **Introduction**

### **Purpose**

Richard Bland College will ensure that adequate fuel and equipment to sustain itself through an emergency is on hand.

Estimate the impact of energy system outages on the campus.

Richard Bland College Administration will make decisions about closings based on:

- Duration of the outage
- Portions of the institution or the entire institution
- Ability to be operational
- Current weather conditions

Richard Bland College emergency management will prioritize facilities and infrastructure so that power may be restored or other energy supplies may be provided in such a way to enable campus life to be restored to full capacity as soon as possible.

### **Scope**

ESF #12 will collect, evaluate, and share information on energy system damage.

Estimate the impact of energy system outages on the campus.

Provide information to Emergency Management concerning the energy restoration process such as:

- Projected schedules
- Percent completion of restoration
- Determine schedule for reopening facilities

The incident may impact the institution only or it may be part of a larger incident that impacts the locality or the region. In cases where the locality or region is affected, a Richard Bland College emergency management representative will be deployed to the local EOC.

Richard Bland College will follow its plans, policies and procedures, and ensure that they are also following local and regional plans.

## **Primary Agency**

Richard Bland College Facilities Management

## **Support Agencies**

Richard Bland College Emergency Management

Richard Bland College Grounds Department

Utility Companies

## **Policies**

- Richard Bland College will work to provide fuel, power, and other essential resources.
- Richard Bland College emergency management will contact the locality and utility providers.
- The College will work with utility providers to set priorities for allocating commodities.
- Personnel will stay up to date with procedures through education and training.
- Restoration of normal operations at critical facilities will be a priority.
- Richard Bland College will maintain a list of critical facilities and continuously monitor those to identify vulnerabilities.
- Richard Bland College Administration will make decisions on closing the institution.
- Richard Bland College will manage independently until it needs additional resources.

## **Concept of Operations**

### **General**

The supply of electric power to customers may be cut off due to either generation capacity shortages and/or transmission/distribution limitations.

Generation capacity shortfalls are a result of:

- Extreme weather conditions; disruptions to generation facilities.

Other energy shortages (such as natural gas or other petroleum products) may result from:

- Extreme weather
- Strikes

- International embargoes
- Disruption of pipeline system
- Terrorism

And can impact transportation and industrial uses

**Other Impacts:**

- Sever key energy lifelines.
- Constrain supply in impacted areas, or in areas with supply links to impacted areas.
- Affect transportation, communications, and other lifelines needed for public health and safety.

There may be widespread and prolonged electric power failures beyond the institution. Without electric power, communications could become interrupted.

Long term impacts could affect the length of time that Richard Bland College cannot provide services.

**Organization**

Richard Bland College will activate its EOC under these conditions.

The College will establish its own emergency plans and procedures and implement them through their own proprietary systems.

In addition, Richard Bland College will;

- Provide for the health and safety of students and faculty affected by the event.
- Comply with local and state actions to conserve fuel, if needed.
- Coordinate with local government and utility providers to provide energy.
- Provide emergency information, education, and conservation guidance to the students and faculty.
- Coordinate information with local, state, and federal officials and energy suppliers about available energy supply recovery assistance.
- Richard Bland College emergency management will send requests to the local or State EOC for fuel and power assistance.
- Richard Bland College emergency management will coordinate with local government if power outage affects an area beyond the institution.

The State Corporation Commission (SCC) is the designated commodity manager for natural gas and electric power. The Virginia Department of Mines, Minerals and Energy (DMME) is the commodity manager for petroleum products and for solid fuels.

Following a catastrophic disaster, the Virginia Emergency Operations Center (VEOC), with staff support from SCC and DMME, will coordinate the provision of emergency power and fuel to affected jurisdictions to support immediate response operations. They will work closely with federal energy officials (ESF 12), other Commonwealth support

agencies, and energy suppliers and distributors. The institution will identify the providers for each of their energy resources.

## **Actions**

- Identify, quantify, and prioritize the minimum essential supply of fuel and resources required to ensure continued operation of Richard Bland College critical facilities.
- Monitor the status of all essential resources to anticipate shortages.
- Maintain liaison with fuel distributors and local utility representatives.
- Implement conservation measures.
- Keep the public informed.
- Allocate available resources to assure maintenance of essential services.
- Consider declaring a local emergency through the local EOC.
- Document expenses.

## **Responsibilities**

- Review plans and procedures. Review procedures for providing lodging and care for displaced persons (see ESF #6).
- Enforce state and local government conservation programs.
- Identify resources needed to restore energy systems.

# **Emergency Support Function # 13 – Safety and Security**

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## **Introduction**

### **Propose**

Richard Bland College Police will provide safety and security to Richard Bland College, to include students, faculty, and facilities.

Several factors may require outside assistance to respond to the event:

- Local and state law enforcement will be requested if the event exceeds the capabilities of Richard Bland College Police Department.
- Law or regulation may require involvement of state or federal agencies due to circumstances of the event (E. G. a terrorist event)
- If the campus is impacted by a larger event that affects the local or regional area.

### **Primary Agency**

Richard Bland College Police Department

### **Secondary/Support Agencies**

Dinwiddie County Sheriff's Office and/or Prince George County Police Department  
Virginia State Police  
Richard Bland College Emergency Management

### **Scope**

ESF #13 will respond to an emergency on the Richard Bland College Campus according to existing operational guidelines and procedures. In addition, the following are also the primary responsibility of ESF #13.

- Maintain law and order
- Coordinate and provide warning to Richard Bland College
- Provide security of campus facilities
- Provide traffic control under normal conditions
- Provide traffic control for special events or disruptive incidents
- Provide security of unsafe areas or potential crime scenes
- Richard Bland College Police will be the lead agency for any criminal investigations conducted on college property.

- Assist with evacuation of buildings or the entire campus
- Provide security if the institution opens a shelter

## **Policies**

- Richard Bland College ESF #13 will be coordinated with the local government's plan pursuant to the Code of Virginia.
- Campus law enforcement will coordinate the response with other ESFs on campus based on the details of the events.
- Richard Bland College maintains appropriate MOUs and Mutual Aid agreements. (See Appendix D – Memorandums of Understanding/Agreement and Mutual Aid Agreements)
- The plan and the incident command staff may become subordinate if Federal law enforcement is called upon or has jurisdiction.

## **Concept of Operations**

### **General**

Existing Operational guidelines, procedures and department directives will provide the basis for a law enforcement response in times of emergency.

The Richard Bland College Communications Center is the point of contact for the receipt of all warnings and notification of actual or impending emergencies or disasters.

### **Organization**

- Local Law Enforcement will utilize their normal communications networks during disasters.
- Designate areas that need to be evacuated.
- Provide traffic control and security
- Coordinate with local and State law enforcement if the event exceeds the local capability.

## **Actions/Responsibilities**

- Maintain police intelligence capability to alert government agencies and the public to potential threats.
- Develop strategies to effectively address special emergency situations that may require distinct law enforcement procedures, such as civil disorders, hostage taking, weapons of mass destruction, terrorist situations, and bomb threats/detonations.
- Test primary communications systems and arrange for alternate systems, if necessary.
- Implementation of the evacuation procedures for the threatened areas, if necessary.
- Provide traffic and crowd control as required to maintain order.
- Implement existing mutual aid agreements with other jurisdictions, if necessary.
- Document expenses
- Coordinates backup support from other agencies.
- Initial warning and alerting
- Security of emergency site, evacuated areas, shelter areas, vital facilities and supplies.
- Assist the Health Department with identification of the dead.

**Tab 1 to Emergency Support Function # 13**

**Richard Bland College Police Resources**

<b>Richard Bland Police</b>			
Telephone Numbers (and alternate)	See Contact List		
# Vehicles w/radio	2		
Portable Generators	0		
Mobile Crime Lab	0		
Total Officers	9		
Dispatchers	2 part-time		
EMTs	1		
Bomb Disposal	0		
Scuba Trained	0		
Deputies/Reserve/Auxiliary	0		
Two-Way Radios (Portable)	12		
Bull Horns	0		
# Aircraft	0		
Communications Van	0		
K-9 Units	0		
Emergency Planner	1 part-time		

**Tab 2 to Emergency Support Function # 13**

**Prince George County Police Resources**

<b>Prince George Police</b>			
Telephone Numbers (and alternate)	804-733-2770 804-733-2771 804-733-2772 804-733-2773	ECC ECC ECC Admin	
# Vehicles w/radio	67		
Portable Generators	2	Equipped with light Towers	
Mobile Crime Lab	1	Evidence recovery and collection – No Lab	
Total Officers	53		
Dispatchers	14		
EMTs	5		
Bomb Disposal	0		
Scuba Trained	0		
Deputies/Reserve/Auxiliary	12	Auxiliary Police	
Two-Way Radios (Portable)	95		
Bull Horns	1		
# Aircraft	0		
Communications Van	0		
K-9 Units	4		
Boats	1		

**Tab 3 to Emergency Support Function # 13**

**Dinwiddie County Sheriff's Office Resources**

<b>Dinwiddie Sheriff's Office</b>			
Telephone Numbers (and alternate)	804-469-4550		
# Vehicles w/radio	55		
Portable Generators	0		
Mobile Crime Lab	0		
Total Officers	61		
Dispatchers	14		
EMTs	0		
Bomb Disposal	0		
Scuba Trained	0		
Deputies/Reserve/Auxiliary	0		
Two-Way Radios (Portable)	60		
Bull Horns	0		
# Aircraft	0		
Communications Van	0		
K-9 Units	1		

## Tab 4 to Emergency Support Function # 13

### Entry Permit to Enter Restricted Areas

1. Reason for entry (if scientific research, specify objectives, location, length of time needed for study, methodology, qualifications, sponsoring party, NSF grant number and date on separate page). If contractor/agent--include name of contractual resident party, attach evidence of right of interest in destination. Resident: Purpose.

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2. Name, address, and telephone of applicant, organization, university, sponsor, or media group. Also contact person if questions should arise.

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3. Travel (fill out applicable sections; if variable call information to dispatcher for each entry)

Method of Travel (vehicle, aircraft) \_\_\_\_\_

Description of Vehicle/Aircraft Registration \_\_\_\_\_

Route of Travel if by Vehicle \_\_\_\_\_

Destination by legal location or landmark/E911 address \_\_\_\_\_

Alternate escape route if different from above \_\_\_\_\_

4. Type of 2-way radio system to be used and your base station telephone number we can contact in emergency (a CB radio or radio telephone will not be accepted). Resident: cellular or home number. \_\_\_\_\_

Entry granted into hazard area.

Authorizing Signature \_\_\_\_\_ Date \_\_\_\_\_

The conditions for entry are attached to and made a part of this permit. Any violation of the attached conditions for entry can result in revocation of this permit.

The Waiver of Liability is made a part of and attached to this permit. All persons entering the closed area under this permit must sign the Waiver of Liability before entry.

## Tab 5 to Emergency Support Function # 13

### Waiver of Liability

(TO BE SIGNED AND RETURNED WITH APPLICATION FORM)

I, the undersigned, hereby understand and agree to the requirements stated in the application form and in the safety regulations and do further understand that I am entering a (high) hazard area with full knowledge that I do so at my own risk and I do hereby release and discharge the federal government, the Commonwealth of Virginia and all its political subdivisions, their officers, agents and employees from all liability for any damages or losses incurred while within the Closed Area.

I understand that the entry permit is conditioned upon this waiver. I understand that no public agency shall have any duty to attempt any search and rescue efforts on my behalf while I am in the Closed or Restricted Area.

Signatures of applicant and members of his field party

Date

Print full name first, then sign.

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

I have read and understand the above waiver of liability. \_\_\_\_\_

# **Emergency Support Function # 14 – Long Term Recovery**

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## **Introduction**

### **Purpose**

To facilitate both short term and long term recovery, following a disaster at Richard Bland College. The recovery process begins with an impact analysis of the incident and support for available programs and resources and to coordinate programs to assist in the comprehensive economic, social, and physical recovery and reconstruction of the campus impacted by the emergency.

### **Scope**

The full scope of the institution's ESF# 14 will be based on the institutions resources, capabilities, and master campus plans.

### **Primary Agency**

Richard Bland College Emergency Management  
Richard Bland College Administration

### **Secondary/Support Agencies**

Board of Visitors of the College of William and Mary in Virginia  
Richard Bland College Facility Management  
Richard Bland College Finance and Purchasing  
State Council of Higher Education for Virginia  
Virginia Department of Education

### **Policies**

- ESF #14 will begin the recovery process for any disaster with the implementation of short term disaster relief programs by non-governmental organizations and federal and state programs authorized by a gubernatorial and/or presidential declaration of major disaster.
- The initiatives of the Governor and the Economic Crisis Strike Force will be tailored for the needs of the impacted communities and will utilize new and existing programs.
- Long-term recovery and mitigation efforts are forward-looking and market-based, focusing on permanent restoration of infrastructure, housing, and the local economy, with attention to mitigation of future impacts of a similar nature, when feasible.
- Federal agencies may be requested to continue to provide recovery assistance under independent authorities to the state and local governments; the private sector; and individuals, while coordinating activities and assessments of need for additional assistance.

## **Concept of Operations**

### **General**

Existing procedures and/or directives may provide the basis for short or long – term planning operations.

### **Organization**

- The Governor will determine the need for high-level oversight of the process of reconstruction and redevelopment of the impacted area.
- The Governor may activate the Economic Crisis Strike Force (ECSF), led by the Secretary of Commerce and Trade, to organize and direct redevelopment activities.
- The Governor and the Secretary of Commerce and Trade will determine the mission and scope of the Economic Crisis Strike Force based on the sectors of the community that need redevelopment or reconstruction – such as infrastructure, economic structure, human services or special accountability issues.
- The strategy for long-term recovery should encompass, but *not* be limited to, land use, public safety, housing, public services, transportation services, and education.
- The ECSF will establish the organization, plan the strategies, and oversee the efforts to accomplish the mission.

### **Actions/Responsibilities**

- Partner with disaster recovery agencies to implement recovery programs.
- Coordinate the State's participation in recovery operations with FEMA, SBA and other federal agencies co-located in the Joint Field Office or other command center.
- Develop a recovery strategy that addresses, but is not limited to, infrastructure (land-use, transportation, housing, public services), economic development, and human services (public health, medical care, behavioral health services)
- Advise on the recovery implications of response activities and coordinate the transition from response to recovery in field operations.
- Identify appropriate Federal programs and agencies to support implementation of the long-term community recovery plan, ensure coordination, and identify gaps in resources available.

- Avoid duplication of assistance, coordinate to the extent possible program application processes and planning requirements to streamline assistance, and identify and coordinate resolution of policy and program issues.
- Determine and identify responsibilities for recovery activities.

**Tab 1 to Emergency Support Function # 14**

**Disaster Recovery Centers**

(Identified or potential sites)

Name	Location
Statesman Hall	11301 Johnson Road Petersburg, VA 23805

**Tab 2 to Emergency Support Function # 14**

**Joint field Office Locations**

(Identified or potential sites)

Name	Location
Statesman Hall	11301 Johnson Road Petersburg, VA 23805

# Emergency Support Function # 15 - External Affairs

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## Introduction

### Purpose

Provide for efficient and coordinated continuous flow of timely information and instructions to the public using all available communications media prior to, during, and following an emergency or disaster.

### Scope

Provide emergency public information actions before, during, and following any emergency. Potential public information response could involve personnel from Richard Bland College, all jurisdictions, organizations, agencies, and other institutions within the affected area.

### Primary Agency

Richard Bland College Emergency Management  
Richard Bland College Administration

### Secondary/Support Agencies

Richard Bland College Police Department  
Richard Bland College Public Affairs Office  
Media

## Concept of Operations

### General

Richard Bland College is responsible for providing the affected community with information on impending or existing emergencies, to include immediate protective actions they should take such as sheltering or evacuation.

A Joint Information Center (JIC) may be activated, if the situation warrants. The JIC will likely be at an off-site location. Agencies involved will staff telephones and coordinate media activities under the supervision of the EPIO.

All agencies and organizations are responsible for providing the EPIO with appropriate timely information about the incident and actions needed to save lives and protect property.

## **Organization**

A Public Affairs Officer may be appointed by Richard Bland College Administration to serve as the primary campus ESF #15 coordinator. Other campus officials will serve within the JIC.

Additionally, the institution will establish a Community Relations (CR) plan which will include incident specific guidance and objectives at the beginning of the incident. Conducting the CR function is a joint responsibility between campus, local, state, and federal personnel. The composition of field teams should involve a variety of university personnel, such as faculty, staff, administrator, students, and local community members. These teams assist in the rapid dissemination of information, to identify unmet needs, to establish an ongoing dialogue and information exchange, and to facilitate collaborative campus, local, state, and federal planning and mutual disaster recovery support.

## **Responsibilities/Actions**

- Develop standard operations procedures (SOPs) to carry out the public information function.
- Develop and conduct public information programs for Richard Bland College awareness of potential disasters, as well as personal protection measures for each hazards present.
- Prepare advance copies of emergency information packages for release through the news media during actual emergencies.
- Brief local news media personnel, college officials, local, state, and federal agencies on External Affairs policies, plans, and procedures.
- Maintain current lists of radio stations, television stations, cable companies, websites, and newspapers to be utilized for public information releases.
- Maintain support agreements and liaison arrangements with other agencies and the news media, if needed.
- Maintain arrangements to provide a briefing room for the media in the vicinity of the EOC or at the location of the disaster.
- Coordinate with VDEM PIO, Governor's Press Secretary and the Secretary of Public Safety to prepare initial press releases.
- Assist with the preparation/transmission of EAS messages, if needed.
- Disseminate news releases and daily Situation Reports from the State EOC via the agency's website.
- Disseminate information to elected officials through the legislative liaison function.

- Establish, with assistance from VDEM and other agencies, the Virginia Public Inquiry Center for the general public to call for information.
- Monitor the media to insure accuracy of information and correct inaccurate information as quickly as possible.
- Plan and organize news conferences with the Governors staff, if necessary.
- Provide information to the public about available campus disaster relief assistance and mitigation programs.
- Coordinate efforts to provide information to public officials.
- Facilitate communications between the public and other agency officials to ensure that affected people have access and knowledge about benefits for which they may be eligible.

# **Emergency Support Function # 16 – Military Support**

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## **Introduction**

### **Purpose**

Emergency Support Function (ESF) #16 – Military Affairs is to assist and provide Military Support (Virginia National Guard) in times of a major or catastrophic disaster, and/or civil unrest.

### **Primary Agency**

Department of Military Affairs – Virginia National Guard

### **Secondary/Support Agencies**

None

## **Concept of Operations**

### **General**

The Virginia National Guard, when directed by the Governor of the Commonwealth of Virginia, can employ Virginia National Guard personnel, equipment, and resources, through appropriate commanders, to assist civil authorities.

The Virginia National Guard will provide Military Support to Civil Authorities in accordance with the existing Virginia National Guard Operation Plan for Military Support to Civil Authorities.

### **Organization**

The Virginia National Guard is a support agency for the other Emergency Support Functions located in the Emergency Operations Center.

## **Responsibilities**

- Provide Emergency Coordination Officer Representative on the State Emergency Response Team.
- Provide Military Support to civil authorities on a mission request basis, within the Virginia National Guard's capability, and within the limitations of existing State law, military regulations, and the applicable Governor's Executive Order.

### **Policies**

In accordance with existing National Guard Bureau Regulations, it is understood that the primary responsibility for disaster relief shall be with Richard Bland College.

# **Emergency Support Function # 17 - Donations and Volunteer Management**

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## **Introduction**

### **Purpose**

ESF # 17 – Donations and Volunteer Management describes the coordinating process used to ensure the most efficient and effective utilization of unaffiliated volunteers and unsolicited donated goods during a disaster or emergency situation.

### **Scope**

Donations and volunteer services in this section refer to unsolicited goods and unaffiliated volunteer services.

### **Primary Agency**

Richard Bland College Emergency Management  
Richard Bland College Administration – Institutional Advancement

### **Secondary/Support Agencies**

American Red Cross (ARC)  
Salvation Army  
Department of Health  
Department of Social Services  
Virginia Voluntary Organizations Active in Disasters (VVOAD)  
Richard Bland Residence Life  
Unaffected Richard Bland College groups/organizations

### **Policies**

Richard Bland College emergency management officials, in conjunction and coordination with VVOAD, have the primary responsibility for the management, organization, and distribution of unsolicited donated goods and unaffiliated volunteer services.

The donation management process must be organized and coordinated in such a way to ensure that the affected institution is able to take full advantage of the appropriate types and amounts of the donated materials in a manner that precludes interference with or hampering of other emergency operations.

The Coordinating officials will also:

- Coordinate with other agencies to ensure goods and resources are used effectively.
- Looks principally to those organizations with established volunteer and donation management structures.

- Encourages cash donations, as the best assistance for helping affected population.
- Encourages the use of existing nongovernmental organizational volunteer and donations resources before seeking governmental assistance.

## Concept of Operations

### General

Volunteer and Donations Management operations may include, but not limited to the following:

- Volunteer and/or Donations Coordinator
- Phone Bank/Contact Center
- Effective liaison with other emergency support functions, local, state, and federal officials.
- Check for existing MOA and/or MOU
- Organization and Distribution of goods, services, and resources
- Pre-selecting and identifying locations for storage and distribution
- Perform record keeping, to include monetary financial tracking and procurement.

Donated Goods Management Function:

- Officials, in conjunction with VVOAD, are responsible for developing donation management plans and managing the flow of donated goods during the emergency time-frame.
- Communicate what is needed in the disaster area – cash, goods, and/or services.
- Know how to transport donations to drop-off site, to storage, to distribution area.

Volunteer Management Function:

- Management of unaffiliated volunteers requires a cooperative effort between institution officials, local, and voluntary, community, and campus based organizations.
- Campus officials, in conjunction with VVOAD, are responsible for developing plans that address the management, organization, and staffing of unaffiliated volunteers during the emergency.
- Organize and maintain a database to track volunteer's names, address, contact information, hours worked, and specialty.
- Ensure that agencies and organizations accept and manage their own staff/volunteers.
- Provide equal access for volunteers to affect community and other agencies.
- Identify individuals with specific talents, skills, or training such as doctors, nurses, communication specialist, and utilize them accordingly.

## **Organization**

Richard Bland College Emergency Management will identify several sites and facilities that will be used to receive, process, and distribute unsolicited donated goods. Necessary staff, equipment, communications, resources, and security will be provided by the institution and by other volunteer organizations as needed.

Richard Bland College Emergency Management will coordinate the disaster relief (and develop either an MOU and/or MOA with neighboring universities and colleges) actions of quasi-public and volunteer relief organizations. This is necessary to insure maximum effectiveness of relief operations and to avoid duplication of effort and services. Residence Life officials in conjunction with the American Red Cross should coordinate operations for providing food, clothing, and shelter to the affect victims.

Standard operating procedures will be developed to address the screening, processing, training, and assignments of volunteers who arrive following the disaster or emergency. The service to which personnel are assigned will determine the necessary training. Individuals already possessing a specialized skill or trait should be assigned duties that allow for the maximum benefit of their skills and/or traits. Each individual volunteer will be registered, and a log will be maintained of hours worked. Accurate record keeping is an essential function that must be completed on an hourly or daily basis, depending on degree of involvement.

## **Actions/Responsibilities**

- Identify potential sites and facilities such as residence halls, gymnasiums, student commons, etc. to manage donated goods and services being channeled into the disaster area
- Identify the necessary support requirements to ensure the prompt establishment and operations of facilities and sites.
- Assign the tasks of coordinating auxiliary manpower and material resources.
- Develop procedures for recruiting, registering and utilizing manpower and materials.
- Develop a critical resource list and procedures for acquisition in time of crisis.
- Identify a list of special materials needed, such as medical supplies for special needs population, formula for infants, insulin, and so forth.
- Develop procedures for the management, organization, storage, and distribution of donated goods and items.
- Assist with emergency operations, if requested.
- Assign volunteers to tasks that best utilize their skills and experience.

- Develop and maintain a data-base or log to track individual volunteers and financial contributions, as well as developing and maintaining a database of received goods.
- Develop and staff a “Donations Hot-Line” if necessary for individuals with questions concerning donations and volunteering.
- Compile and submit records for all disaster-related events.

**Tab 1 to Emergency Support Function # 17**

**Volunteer Registration Form**

**Name:**

**Address:**

**Contact Number(s):**

**Email:**

**Organization, if applicable:**

**Skills or Specialized service:**

**Estimated length of service:**

**Special equipment needed to perform service:**

**Languages Known:**

Verbal      Y/N  
Written      Y/N  
Read      Y/N

**Emergency Contact Name/Number:**

**Assigned Location:**

# Tornado Plan

Richard Bland College is located in central/southeast Virginia where in the last 10 years or more several tornados have touched down around our area. This area has reports each year of several severe storm warnings and tornado warnings. The College needs to be prepared if a tornado were to strike our campus. The following are procedures and assignments to follow when a tornado drill occurs or if an actual occurrence happens on campus. The plan is divided into if the event happens during normal business hours, when almost all buildings are occupied, and during evenings, weekends, and/or holidays.

## Normal Business Hours

### Buildings and Staff Assignments

Maze Hall	Jason Collins/Rosa Kanga
Humanities & SS	Tom Goudreault
Barn Theatre	Bill Wamsley
Truck Shed	John Fraser
Maintenance	Diane Fair
Center for Student Affairs	Steve Jenkins/Ruth Taylor
President & Dean's Residences	Ralph Ketcham
Ernst Hall	George Keys
Library & Commons	Gregory Taylor
Statesman Hall	Deborah James
Patriot Hall	RBC Police Officer/RA assistance
Freedom Hall	RBC Police Officer/RA assistance

### **Procedures:**

Below is a listing of buildings on campus and the areas within the buildings are described as the location to direct the occupants to during the event. Once an individual is in the predetermined location, they shall sit crouched down on the ground with their knees touching the ground and bend their head toward their knees while covering the top of the head with their hands and arms. All individuals shall stay in this predetermined location and seated in this position until an all-clear signal is given by the Incident Commander. All staff assigned to the above buildings will stay with the individuals in the predetermined location. The Incident Commander will be someone from the College Police Department. Once the all-clear signal is given everyone is able to return to their normal duties. If the event is an actual tornado occurrence, then staff and students will follow the College's Emergency Operations Plan and/or any instruction given by the Incident Commander. During normal business hours, the communication used for the event will be via radio on the College frequency.

Maze Hall: All occupants shall be directed to the hall way in the basement and/or any other area in the basement with the least amount of possible glass breakage.

Humanities & SS: All occupants shall be directed to the faculty lounge and art studio suites. All overflow will be in the restrooms on each side of the building.

Barn Theatre: All occupants shall be directed to the Green Room/costume storage area. All overflow will be in the restrooms.

Truck Shed: All occupants shall be evacuated to the Barn Theatre and follow the Barn Theatre directives.

Maintenance Shop: All occupants shall be directed to the restrooms.

Center for Student Affairs: All occupants shall be directed to the workroom on the first floor, room numbered 113. All overflow will be in the restrooms.

President and Dean's Residences: All occupants shall be directed to the basement under each house and the staff member will notify them once the event is concluded.

Ernst Hall: All occupants shall be directed into the lecture hall on the first floor. All overflow will be directed to the restrooms.

Library and Commons: All occupants shall be directed to the restrooms located on the first floor of the library and Commons areas. If the restrooms will not provide enough room for everyone, occupants will go to the middle of the library underneath the computer tables.

Statesman Hall: All occupants shall be directed to the appropriate locker rooms and the ITS staff will be directed to the first floor to seek shelter in the locker rooms or in the restrooms in the middle of the building.

Patriot Hall: A police officer will notify the Resident Advisors on each floor, or as many as possible, of the need to move residents to the secure area of the building. The Resident Advisors shall go to every room with the assistance of an Officer and direct all occupants to the nearest stair well on each side of the building. The first floor occupants may also use the men and women restrooms. The occupants will take proper position in the stairwell adjacent to their floor. Only use the side stairwells. They do not have to be on the platforms only but can be on the stairs as well, as long as they are in the crouched position described in the above procedures. The Facilities Manager of the College has verified with the architect of the building that this is the most secure area in the building during a tornado.

Freedom Hall: A police officer will notify the Resident Advisors on each floor, or as many as possible, of the need to move residents to the secure area of the building. The Resident Advisors shall go to every room with the assistance of an Officer and direct all occupants to the nearest stair well on each side of the building. The occupants will take proper position in the stairwell adjacent to their floor. Only use the side stairwells. They do not have to be on the platforms only but can be on the stairs as well, as long as they are in the crouched position described in the above procedures. The Facilities Manager of the College has verified with the architect of the building that this is the most secure area in the building during a tornado.

## **Evenings, Weekends, and Holidays**

### **Buildings and Staff Assignments**

Maze Hall	RBC Police Officer
Humanities &SS	RBC Police Officer
Barn Theatre	RBC Police Officer
Truck Shed	RBC Police Officer
Maintenance	RBC Police Officer
Center for Student Affairs	RBC Police Officer
President & Dean's Residences	RBC Police Officer
Ernst Hall	RBC Police Officer
Library & Commons	RBC Police Officer
Statesman Hall	RBC Police Officer/Part-Time Gym Supervisor
Patriot Hall	RBC Police Officer/RA assistance
Freedom Hall	RBC Police Officer/RA assistance

### **Procedures:**

The campus is not as populated after normal business hours. The Police Department is the only staffed department after hours, weekends, and holidays on campus. The police officers on duty during an event during this time will notify all the classes that are occupied and residential facilities, first. Once these areas have been notified and occupants moved by the instructor then officers will check faculty offices, administrative offices, and other areas that may not be occupied in mass number. Below is a listing of buildings on campus and the areas within the buildings are described as the location to direct the occupants to during the event. Once an individual is in the predetermined location, they shall sit crouched down on the ground with their knees touching the ground and bend their head toward their knees while covering the top of the head with their hands and arms. All individuals shall stay in this predetermined location and seated in this position until an all-clear signal is given by the Incident Commander. All staff assigned to the above buildings will stay with the individuals in the predetermined location. The Incident Commander will be someone from the College Police Department. Once the all-clear signal is given, everyone is able to return to their normal duties. If the event is an actual tornado occurrence, then staff and students will follow the College's Emergency Operations Plan and/or any instruction given by the Incident Commander. All communication will be via radio on the Police frequency after normal business hours, weekends, and holidays.

**Maze Hall:** All occupants shall be directed to the hall way in the basement and/or any other area in the basement with the least amount of possible glass breakage.

**Humanities & SS:** All occupants shall be directed to the faculty lounge and art studio suites. All overflow will be in the restrooms on each side of the building.

**Barn Theatre:** All occupants shall be directed to the Green Room/costume storage area. All overflow will be in the restrooms.

Truck Shed: All occupants shall be evacuated to the Barn Theatre and follow the Barn Theatre directives.

Maintenance Shop: All occupants shall be directed to the restrooms.

Center for Student Affairs: All occupants shall be directed to the workroom on the first floor, room numbered 113. All overflow will be in the restrooms.

President and Dean's Residences: All occupants shall be directed to the basement under each house and the staff member will notify them once the event is concluded.

Ernst Hall: All occupants shall be directed into the lecture hall on the first floor. All overflow will be directed to the restrooms.

Library and Commons: All occupants shall be directed to the restrooms located on the first floor of the library and Commons areas. If the restrooms will not provide enough room for everyone, occupants will go to the middle of the library underneath the computer tables.

Statesman Hall: All occupants shall be directed to the appropriate locker rooms and the ITS staff will be directed to the first floor to seek shelter in the locker rooms or in the restrooms in the middle of the building.

Patriot Hall: A police officer will notify the Resident Advisors on each floor, or as many as possible, of the need to move residents to the secure area of the building. The Resident Advisors shall go to every room with the assistance of an Officer and direct all occupants to the nearest stair well on each side of the building. The occupants will take proper position in the stairwell adjacent to their floor. Only use the side stairwells. They do not have to be on the platforms only but can be on the stairs as well, as long as they are in the crouched position described in the above procedures. The Facilities Manager of the College has verified with the architect of the building that this is the most secure area in the building during a tornado.

Freedom Hall: A police officer will notify the Resident Advisors on each floor, or as many as possible, of the need to move residents to the secure area of the building. The Resident Advisors shall go to every room with the assistance of an Officer and direct all occupants to the nearest stair well on each side of the building. The occupants will take proper position in the stairwell adjacent to their floor. Only use the side stairwells. They do not have to be on the platforms only but can be on the stairs as well, as long as they are in the crouched position described in the above procedures. The Facilities Manager of the College has verified with the architect of the building that this is the most secure area in the building during a tornado.

# **Bomb Threat and Explosives Plan and Procedures**

Richard Bland College needs to be prepared for many unusual occurrences and possible disasters for our campus. A bomb threat or the unfortunate possible occurrence of an explosion on campus needs to have a plan and procedures for the College community to be aware of what actions to take during these situations. The following plan and procedures will address these concerns for the College community. The Richard Bland College Police Department has an internal policy for handling these types of situations. This plan explains the procedures to follow if the occurrence happens and gives definitions that are standard in these types of situations for the faculty, staff, and visitors of the College.

## **I. Purpose**

The purpose of this plan is to establish guidelines to be followed if a bomb threat is communicated, a suspicious object or device is observed, and/or an explosion occurs.

## **II. Definitions**

### **A. Bomb Threat:**

The written and/or communication of the presence of an explosive device designed to cause injury to persons or damage to property.

### **B. Device:**

A device is any suspicious object which a reasonable person might suspect to be an explosive device.

### **C. Points of Contact:**

Police Department – If the original call is not received by this department, anyone who receives a phone call or written communication indicating a bomb threat or explosion will follow the procedures to follow and make immediate contact with this department for further determination on actions to be taken.

### **D. Incident Commander:**

The Incident Commander is the on-duty Supervisor for the Police Department, who will be in charge until relieved by a senior or higher ranking officer.

### III. Procedures for Bomb Threat

#### A. Observation

1. If an individual of the campus community observes a device, do not approach and/or handle the device. Clear the area and immediately call the Police Department at 863-4085 during normal business hours and at 720-9179 at all other times. DO NOT use your cell phone, Blackberry or Radio in the immediate area once a threat is received, as radio waves may cause a device to detonate!
2. Once the Police Department is notified, the department will begin its protocol in response to bomb threats. The person observing a possible device will be asked to remain at a central location for police to communicate with the individual in person to obtain more information.
3. Evacuation procedures will be instituted by the Incident Commander and all occupants of buildings affected by the possible device will be contacted by police for specific evacuation procedures.

**NOTE: DO NOT PULL FIRE ALARM IF A DEVICE IS OBSERVED OR FOR BOMB THREAT.**

**DO NOT RETURN TO AN EVACUATED BUILDING UNTIL THE POLICE DEPARTMENT HAS ADVISED THE BUILDING CAN BE OCCUPIED.**

#### B. Receiving a phone call

1. Once the call is ended, immediately press and release the receiver and when you get a dial tone, press \*57.
2. Listen for the confirmation announcement and hang up the phone. This will let you know if the call trace was successful.
3. Once a call trace has been completed, immediately call the College Police Department at 863-4085 during normal business hours and at 720-9179 at all other times to report the incident. The Police Department will need to know the phone number to which the call came, and the date and time that the call trace was activated. When notifying the Police Department, the police will ask specific details of the conversation to evaluate the threat. (See Additional Bomb Threat Information)

4. Once the above steps have been followed, wait for the Police Department to give all other instructions in regards to evacuation. Evacuation procedures will be conducted by the Incident Commander and all occupants of buildings affected by the possible device will be contacted by police for specific evacuation procedures. There have been occasions where a threat has stated that the bomb is located in a particular building but the caller wanted individuals to evacuate because the actual device was located outside the building and the goal of the caller was for everyone to evacuate to the actual explosion area.

**NOTE: DO NOT PULL FIRE ALARM FOR BOMB THREAT.**

Once the Police Department has followed their protocol for evacuation procedures, the Incident Commander will determine if the Virginia State Police Bomb Unit is needed for further evaluation.

**DO NOT RETURN TO AN EVACUATED BUILDING UNTIL THE POLICE DEPARTMENT HAS ADVISED THE BUILDING CAN BE OCCUPIED.**

IV. Procedure for Explosion

- A. After the effects or observation of an explosion, immediately call 911 for Fire and EMS service then call the College Police Department at 863-4085 during normal business hours and at 720-9179 at all other times. When calling give your name, the location of the explosion, and for 911 the nature of the emergency.
- B. The Incident Commander will set up an emergency command post. Keep clear of the command post unless you have official business.
- C. Emergency personnel will instruct individuals of specific evacuation procedures.
- D. Everyone except emergency personnel shall keep clear of the explosion area.
- E. In most cases, when an explosion occurs on campus the College will Close until further notice by the President or his designee.

## Additional Bomb Threat Information

1. Remain calm so you can get information from the caller.
2. If possible **WITHOUT** letting the caller know, enlist the aid of fellow employees to notify the Richard Bland Police Department at 863-4085 during normal business hours and at 720-9179 at all other times.

Be prepared to give the following initial information:

- . Building/location you are calling from
- . Name and telephone number of employee making this call

3. Obtain as much information as possible. At a minimum, ask the caller these questions:

- Where is it located?
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will cause it to explode?
- Why are you doing this?
- Who are you?

4. Record the exact time and the exact words the caller uses. Please activate the \*97 feature. Listen for the confirmation announcement and hang up the phone. This will let you know if the call trace was successful.

5. Contact the Richard Bland Police College Department at 863-4085 during normal business hours and at 720-9179 at all other times.

6. Notify your supervisor

7. Visually search your immediate area for any unusual objects. **DO NOT DISTURB ANY OBJECTS!**

## **WHAT NOT TO DO**

- DON'T ignore bomb threats.
- DON'T touch suspected explosives.
- DON'T touch suspected bombs.
- DON'T move things that you don't know what they are.
- DON'T open things that you don't know what they are.
- DON'T place in water.
- DON'T shake.
- DON'T turn.
- DON'T cut wires.
- DON'T pull wires
- DON'T cut string.
- DON'T pull fuses.
- DON'T stamp out fuses.
- DON'T open glued packages.
- DON'T pass metallic tools near suspected bombs.
- DON'T move switches.
- DON'T release hooks.
- DON'T smoke near suspected bombs.
- DON'T carry bombs.
- DON'T place near vital equipment.
- DON'T investigate too closely.
- DON'T use insulating materials (bomb blankets or sandbags).
- DON'T move the bomb away from people—move people away from the bomb.

**DON'T IGNORE BOMBS!!!**

**STAY AWAY FROM BOMBS!!!**

**DON'T TOUCH BOMBS!!!**

## CALL INFORMATION

### 1. Exact Wording of the Threat:

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### 2. Pertinent Data:

- Sex of caller
- Race
- Age (estimate)
- Length of call
- Number at which the call was received
- Time of call
- Date of call

### 4. Caller's Voice:

<input type="checkbox"/> Calm	<input type="checkbox"/> Nasal
<input type="checkbox"/> Angry	<input type="checkbox"/> Stutter
<input type="checkbox"/> Excited	<input type="checkbox"/> Lisp
<input type="checkbox"/> Slow	<input type="checkbox"/> Raspy
<input type="checkbox"/> Rapid	<input type="checkbox"/> Deep
<input type="checkbox"/> Soft	<input type="checkbox"/> Ragged
<input type="checkbox"/> Loud	<input type="checkbox"/> Clearing Throat
<input type="checkbox"/> Laughter	<input type="checkbox"/> Deep Breathing
<input type="checkbox"/> Crying	<input type="checkbox"/> Cracking Voice
<input type="checkbox"/> Normal	<input type="checkbox"/> Disguised
<input type="checkbox"/> Distinct	<input type="checkbox"/> Accent (English, French, Latino)

If voice is familiar, who did it sound like? \_\_\_\_\_

### 5. Background Noises:

<input type="checkbox"/> Street Noises	<input type="checkbox"/> Factory Machinery
<input type="checkbox"/> Crockery	<input type="checkbox"/> Animal Noises
<input type="checkbox"/> Voices	<input type="checkbox"/> Clear
<input type="checkbox"/> PA System	<input type="checkbox"/> Static
<input type="checkbox"/> Music	<input type="checkbox"/> Local
<input type="checkbox"/> House Noises	<input type="checkbox"/> Long Distance
<input type="checkbox"/> Motor	<input type="checkbox"/> Booth
<input type="checkbox"/> Office Equipment	<input type="checkbox"/> Airplanes
<input type="checkbox"/> Railroads	<input type="checkbox"/> Other

### 6. Threat Language:

<input type="checkbox"/> Well spoken (educated)	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Foul	<input type="checkbox"/> Taped
<input type="checkbox"/> Irrational	<input type="checkbox"/> Message read by threat maker



## RICHARD BLAND COLLEGE

### Response strategies for the 2009-2010 academic year to Influenza (Flu)

The administration of Richard Bland College is aware of the need to limit the spread of H1N1 influenza as well as the spread of seasonal influenza. We have formulated a plan of action to prevent the spread of influenza using the guidelines set forth by the CDC for institutions of higher learning. Our plan and strategies may change in response to any changes set forth by the CDC. Please keep in mind that a plan is only as good as those who institute it and follow it. We hope to fully enlist the help of faculty, staff, students, and families to make every effort to follow these guidelines and do the best possible job of preventing the spread of influenza. Our goal is to have a successful academic year with minimal interruptions while maintaining the health and safety of those who visit our campus. Please join us in achieving our goal.

#### Under Current Flu Conditions

##### Residential Students

We will be facilitating the self-isolation of residential students. The self-isolation period should continue until the student has been free of fever for at least 24 hours without the use of fever reducing medication. Faculty members are aware that students are encouraged to miss class if they are ill and should not be penalized. Students are encouraged to establish a flu buddy who can bring them meals and help take care of them if they are ill. If no buddy is available please contact the resident advisor for your floor. If a student lives nearby they are encouraged to self isolate at home, but this is not mandatory. Residential students are asked to contact the Office of Residence Life at 804-862-6161 if you become ill with a flu-like illness so a staff member can make daily contact with you. If close contact cannot be avoided in multi-student suites a mask will be provided for you to wear while in close contact. Students are encouraged to seek prompt medical attention with their private physician or with Student Health if they have a medical condition that puts them at increased risk of severe illness from flu, are concerned about their illness, or develop severe symptoms such as increased fever, shortness of breath, chest pain or pressure or rapid breathing. When using the Student Health Center we ask that you call 804-863-1603 prior to coming for your visit in order to ensure that you are seen promptly in order to decrease the spread of the virus.

## Non-Residential Students, Faculty and Staff

Non-residential students, faculty and staff with flu-like illness are asked to self-isolate at home until at least 24 hours after they are free of fever without the use of fever reducing medicines. There will be a liberal leave policy for those faculty and staff staying home when they are ill or caring for an ill family member. Faculty have received a separate letter from Dr. Lindquist describing several strategies for dealing with absenteeism during this period.

We encourage all students, faculty, and staff to receive the seasonal and H1N1 vaccinations if there are no contraindications. We will be offering both of these vaccines on campus when they become available to us. Please keep in mind if you are able to obtain the vaccine in a timelier manner from another source we would encourage you to do so.

If you are a member of a group at high risk from complications of the flu or a flu-like illness we encourage you to speak with a health care provider as soon as possible. Groups that are at higher risk of complications from the flu include children under age 5, people age 65 or older, children and adolescents under age 18 who receive long term aspirin therapy, pregnant women, adults and children who have asthma, other chronic pulmonary disorders, cardiovascular, hepatic, hematological, neurologic, neuromuscular, diabetes, and adults and children with immunosuppression from drugs or by HIV.

We strongly discourage visits to campus by ill persons for any reason.

The administration of Richard Bland College encourages you to keep an eye on the important messages on the R.B.C. webpage. If the influenza severity increases we may have to modify our policies in accordance with C.D.C. guidelines or local conditions. If necessary, we will use the R.B.C. alert system to make the campus aware of any changes or school closing if deemed necessary. It is our goal to provide an environment where the maximum educational benefits can be provided in the most safe and effective manner. We appreciate your continued cooperation during this H1N1 and seasonal influenza season!

Dr. Vernon Lindquist, Provost and Dean of Faculty  
Dr. Teresa Stillion, Director of Student Health

COMMITTEE ON DEVELOPMENT AND ALUMNI AFFAIRS

April 15, 2010

10:00 – 11:00 a.m.

Board Room - Blow Memorial Hall

R. Phillip Herget III, Chair  
Timothy P. Dunn, Vice Chair

- I. Opening Remarks – Mr. Herget
- II. Approval of Minutes – February 4, 2010
- III. Alumni Association Report – Executive Vice President Karen R. Cottrell
- IV. University Development Report – Vice President Sean M. Pieri
- V. William and Mary Foundation Report – Chair Sue H. Gerdelman
- VI. Closed Session (if necessary)
- VII. Open Session - Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

- VIII. Discussion
- IX. Adjourn

**COMMITTEE ON DEVELOPMENT AND ALUMNI AFFAIRS**  
**MINUTES – FEBRUARY 4, 2010**

**MINUTES**  
**Committee on Development and Alumni Affairs**  
**February 4, 2010**  
**Board Room - Blow Memorial Hall**

Attendees: R. Philip Herget III, Chair; Timothy P. Dunn, Vice Chair; Charles A. Banks III, Suzann W. Matthews. Board members present: Rector Henry C. Wolf, Colin G. Campbell, John W. Gerdelman, Sarah I. Gore, Kathy Y. Hornsby, Anita O. Poston, John Charles Thomas, Jeffrey B. Trammell; Faculty Representative Katherine M. Kulick, Student Representative Sarah D. Rojas and Staff Liaison Mary S. Molineux. Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Janet R. Atwater, Andrew C. Barry, Jennifer M. Bateman, Molly A. Bodnar, Michael J. Connolly, Karen R. Cottrell, Annie C. Davis, Edward C. Driscoll, Jr., Brittany L. Fallon, Brian J. Focarino, Lee J. Foster, Michael J. Fox, Renell M. Franklin, Sue H. Gerdelman, W. Fanchon Glover, James R. Golden, Earl T. Granger III, J. Phillip Horne, Karlene N. Jennings, Samuel E. Jones, Betty C. Kent, Anna B. Martin, Jennifer J. Morgan, Teresa L. Munford, Sean M. Pieri, Neysa E. Rosario, Lee G. Walsh, Brian W. Whitson and Sandra J. Wilms.

Chairman Herget called the meeting to order at 11:40 a.m. and welcomed Janet Atwater, President of the Alumni Association and Sue Gerdelman, Chair of the William and Mary Foundation.

Recognizing that a quorum was present, Mr. Herget moved adoption of the minutes of the meeting of November 19, 2009. Motion was seconded by Mr. Dunn and approved by voice vote of the Committee.

Mr. Herget introduced Karen Cottrell, Executive Vice President of the Alumni Association. She explained that Sarah Rojas has developed a new committee to promote the traditions and activities for the William and Mary student. Co-chairs Brittany Fallon and Brian Focarino have contributed a lot to this committee in such a short amount of time. Ms. Fallon and Mr. Focarino shared their thoughts with the Board of Visitors. They discussed empowering stewardship and lifelong relationships. William and Mary will be celebrating its 317<sup>th</sup> birthday this year and the committee wants to promote lifelong projects beginning with the re-chartering of Charter Day with events during the festivities. They explained the online TWAMPtannica which was produced by CatStone Press. This is a publication that the student can use flip cams and imbedded links to view. This is an excellent resource for prospective students. Coronation Day will be celebrated in April and the hope is to reach out to the alumni chapters and encourage them to participate in the Tribe Spirit. The new William and Mary mascot will be unveiled in the spring 2010. The committee hopes to create culture clubs to foster sustainability and continue imagining initiatives that speak to their purpose. These projects relate to the College's values via the strategic plan through branding William and Mary in a way that ties all students' twamps to the College during their four years, thus creating a distinctive William and Mary culture.

Chairman Herget thanked Brittany and Brian for their dedication to the cause.

Ms. Cottrell announced the upcoming Alumni chapter activities and encouraged all Board of Visitors members to get involved when they can. She also invited everyone to the 2010 Alumni Medallion

Committee on Development and Alumni Affairs

MINUTES

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Ceremony honoring Waverly M. Cole, W. Samuel Sadler, Nicholas St. George and Earl L. Young. Ms. Cottell announced that the DC Auction that will be held on March 26<sup>th</sup> and encouraged all to participate.

Mr. Herget introduced Sean Pieri, Vice President for Development.

Mr. Pieri explained that fundraising was down across the nation, but William and Mary went against the trend and was up last fiscal year.

Mr. Pieri shared great news on the development front:

- Boehly gift to the School of Business
- The parents gift has completed the Career Center project
- Received an anonymous gift to endow 4 scholarships in honor of Professor John McGlennon

Vice President Pieri explained the year-to-date totals. We are down from last fiscal year, but that is due to the largest gifts are smaller and it is taking more time for larger gifts to process. Annual giving is up across the board with the Fund for William and Mary, constituent annual funds and other expendable funds. The participation rate has increased by 8%.

Mr. Herget moved that the Committee on Development and Alumni Affairs convene in Closed Session pursuant to Section 2.2-3711.A.8, of the Code of Virginia, in order to discuss specific recommendations related to future fundraising strategies as well as current development activities. Motion was seconded by Mr. Dunn and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 12:05 p.m.

The Committee reconvened in open session at 12:28 p.m. Mr. Herget 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 Mr. Dunn and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

There being no further business, the Committee adjourned at 12:29 p.m.

Committee on Development and Alumni Affairs

**Resolution D-1**

February 4, 2010

**CERTIFICATION OF CLOSED SESSION**

WHEREAS, the Board of Visitors Committee on Development and Alumni Affairs 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 Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Development and Alumni Affairs, 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 Committee on Development and Alumni Affairs.

VOTE

AYES: 4

NAYS: 0

ABSENT DURING CLOSED SESSION:



R. Philip Herget III  
Chair  
Committee on Development and Alumni Affairs

COMMITTEE ON ATHLETICS  
April 15, 2010  
11:00 – 11:30 a.m.  
Board Room – Blow Memorial Hall

Sarah L. Gore, Chair  
John W. Gerdelman, Vice Chair

- I. Introductory Remarks
- II. Report by Director of Athletics Edward C. Driscoll, Jr.
  - A. Team Reports – Spring
  - B. Athletic Mascot Update
  - C. Special Guests
- III. Do You Know?
- IV. Special Events
  - C. Spring Game – April 17, 2010
  - D. Year-End Athletic Awards Reception – April 27, 2010
  - E. Tribe Club Pro Am – May 17, 2010 (revised date)
- V. Discussion
- VI. Adjourn

COMMITTEE ON ADMINISTRATION

John W. Gerdelman, Chair

R. Philip Herget III, Vice Chair

COMMITTEE ON BUILDINGS AND GROUNDS

Janet M. Brashear, Chair

Suzann W. Matthews, Vice Chair

April 15, 2010

11:30 a.m. – 12:30 p.m.

Board Room - Blow Memorial Hall

I. Introductory Remarks – Mr. Gerdelman and Ms. Brashear

II. Approval of Minutes – February 4, 2010

- A. Committee on Administration – Mr. Gerdelman
- B. Committee on Buildings and Grounds – Ms. Brashear

III. Committee on Administration – Mr. Gerdelman

- A. Report from Vice President for Administration Anna B. Martin
- B. Staff Assembly Constitution and By-Laws. **Resolution 9**.

IV. Committee on Buildings and Grounds – Ms. Brashear

- A. Report from Building Official Robert P. Dillman. Enclosure F.
- B. Report from Virginia Institute of Marine Science Dean/Director John T. Wells - Capital Outlay Project Progress Report. Enclosure G.
- C. Report from Vice President for Administration Anna B. Martin
- D. Construction Update - Capital Outlay Project Progress Report. Enclosure H.

V. Presentation on Sustainability Project

VI. Closed Session (if necessary)

VII. Open Session — Certification of Closed Session **Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

IX. Discussion

X. Adjourn

COMMITTEE ON ADMINISTRATION

MINUTES – FEBRUARY 4, 2010

**MINUTES**  
**Committee on Administration**  
**February 4, 2010**  
**Board Room – Blow Memorial Hall**

Attendees: John W. Gerdelman, Chair; John Charles Thomas; Jeffrey B. Trammell. Board Members present: Rector Henry C. Wolf and Timothy P. Dunn. Others present: Staff Liaison Mary S. Molineux; Assistant Attorney General Deborah Love; President W. Taylor Reveley, III; Provost Michael R. Halleran; Michael J. Fox; Courtney M. Carpenter; Samuel E. Jones; Anna B. Martin; Sean M. Pieri; and other administrative staff.

Chair John W. Gerdelman called the meeting to order at 10:00 a.m. Recognizing that with the present of the Rector a quorum was present, Mr. Gerdelman moved adoption of the minutes of the meeting of November 19, 2009. Motion was seconded by Mr. Thomas and approved by voice vote of the Committee.

Provost Halleran reported that human resource policies for professionals and professional faculty, developed under the University HR system created by restructuring, continue to progress. Vice President Anna B. Martin reported the same.

Information presented by Associate Provost for Information Technology Courtney Carpenter was the primary focus of the meeting. Mr. Carpenter took the Committee through a PowerPoint presentation on Information Technology. He started with IT's organizational structure, and introduced key positions within the organization: Gene Roche, director of Academic Information Services; Bernie Kenney, director of the Enterprise Resource Planning (ERP); and Pete Kellogg, director of Information Security. As Chief Information Officer (CIO), Mr. Carpenter provides strategic direction for the unit. Not represented, but mentioned, was Systems & Support, which includes IT's Help Desk.

By the numbers, IT supports 29,000 ethernet ports, and 18,000 wireless devices. Across campus there are 5000 phone lines and 3000 cable drops. IT's Help Desk logs 27,000 calls annually with 75%-80% resolution within 24 hours. Over 3,348 student computers are repaired annually, as well, with robust repeat business. Eighty-eight percent of the faculty use BlackBoard for instruction. IT supports 65 applications on its servers (ex: Banner equals 1 application). IT operates as a service organization, and the most recent faculty survey indicates success: 75% of faculty members surveyed are satisfied or more than satisfied with IT's service and support.

Mr. Carpenter sought benchmark information from EDUCAUSE, a nonprofit association whose mission is to advance higher education by promoting the intelligent use of information technology. Reviewing a variety of 2008 self-reported data from public and private institutions, Mr. Carpenter showed the Committee several graphs that indicate the College is staying current with peers as far as delivery of critical services and product, but often at a higher ratio of students to staff, and at a lower dollar per student expended. Mr. Carpenter discussed the factors that can affect these data. Bottom line, the College expends approximately 5% of its budget on IT activities, which places the unit in the middle of the industry standard.

Committee on Administration

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In other announcements, IT will outsource student email to Google, while keeping faculty/staff email in-house. Under continuity of operations, IT continues to use daily and weekly tape back-up as opposed to remote data storage. In the future, IT may be able to use "space" at another higher ed institution for data storage.

Other challenges that IT will face include relocating all IT staff to Jones, which still operates with infrastructure and systems from the 1960's. Adequately supporting research will become a more critical issue as use of computing clusters for modeling increases. There is excess capacity in the national higher ed IT structure; however, logistics are problematic. Compression can be achieved on the administrative side with standardization and use of vanilla ("off the shelf") applications, but the academic side, by its very nature, is highly specialized. This issue is at the heart of Strategic Challenge 5. "Agility and headroom" are both needed to deal with research and its future on the campus.

Finally, there are certain departments that are allowed decentralized operation: the Law School, School of Business and the Physics department. A risk assessment will be conducted to evaluate the vulnerabilities of the decentralized units.

The Committee briefly discussed the merger of Web Development with Publications under the auspices of the Vice President for Strategic Initiatives, Jim Golden. The new office of Creative Services will consolidate staff and standardize/expand external communications, in accordance with the Strategic Plan.

There being no further business, the Committee adjourned at 10:50 a.m.

**COMMITTEE ON BUILDINGS AND GROUNDS**

**MINUTES – FEBRUARY 4, 2010**

**MINUTES**  
**Committee on Buildings and Grounds**  
**February 4, 2010**  
**Board Room – Blow Memorial Hall**

Attendees: Janet M. Brashear, Chair; Suzann W. Matthews, Vice Chair; Kathy Y. Hornsby, Anita O. Poston, John Charles Thomas. Board members present: Timothy P. Dunn, John W. Gerdelman, Sarah I. Gore, R. Philip Herget III, Jeffrey B. Trammell, Rector Henry C. Wolf, faculty representative Katherine M. Kulick, student representatives D. Ryan Goodwin and Sarah D. Rojas, and staff liaison Mary S. Molineux. Others present: Assistant Attorney General Deborah Love, President W. Taylor Reveley, III; Provost Michael R. Halleran, Michael J. Fox, Anna B. Martin, Samuel E. Jones, John T. Wells, and other administrative staff.

Chair Janet Brashear called the meeting to order at 1:20 p.m. Recognizing that a quorum was present, Ms. Brashear asked for a motion to adopt the minutes of the November 19, 2009 meeting. Motion was made by Mr. Thomas, seconded by Ms. Poston, and approved by voice vote of the Committee.

College Building Official Robert Dillman advised the Committee that the final certificate of occupancy was issued for Miller Hall, School of Business, in December 2009. The College's office of Code Compliance continues to support construction activities at Richard Bland College and the Virginia Institute of Marine Science.

Dean and Director of SMS/VIMS, John T. Wells, showed the Committee an aerial photo of the Gloucester campus, indicating which structures had been demolished, and green space created. In a PowerPoint presentation, Mr. Wells reviewed projects in design and under construction. The Committee had no questions.

Vice President for Administration Anna Martin reviewed with the Committee via a PowerPoint presentation highlights of design and construction activity on campus. At Ms. Brashear's request, Ms. Martin explained to the Committee the latest measure on the Board's Strategic Planning "dashboard" with regards to facilities condition. A proposed draft measure would target the facilities condition index (FCI) to remain below 10%. The FCI is the ratio of a facility's deferred maintenance deficiencies over its replacement value. The College reports this information annually to SCHEV for education and general (E&G) facilities only. Since 1999, the College's average FCI has dropped from 13.1% (very poor) to 7.1% (fair) for the major academic facilities. Ms. Martin discussed the many factors that affect FCI, including the Commonwealth's investment of \$200 million (not including College debt) over the same time period, and the addition of several hundred thousand square feet of new space with no deficiencies and a high replacement value. The drop in the FCI should encourage continued investment in those unrenovated facilities with poor FCI's such as Tucker, Jones and Tyler Halls. Discussion ensued.

The Committee would like to see the same information gathered for auxiliary facilities; dormitory renovation needs were calculated two years ago at \$97M. The Committee also expressed interest in seeing a list of good, fair and poor facilities. The Committee discussed the

Committee on Buildings and Grounds

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optimal industry standard that recommends a facilities investment level of 2%-4% of replacement value. The College's investment equals 0.6%; to increase investment to 2.5% would require a base budget infusion of \$7 million. Ms. Martin will work with Ms. Brashear to determine the appropriate metric for the dashboard.

Ms. Martin reviewed the capital budget delivered by out-going Governor Kaine. Capital funding for Maintenance Reserve (2010-2012), Tucker Hall Renovation and Integrated Science Center 3 is pending completion of a study by Treasury on the Commonwealth's debt capacity. Ms. Martin also reviewed with the Committee the College's capital and operating amendments submitted to the 2010 General Assembly.

Ms. Martin reviewed **Resolution 11**, Transfer of Thiemes House Property, noting that in November the Board approved an amendment to demolish Thiemes House to make way for the William & Mary Real Estate Foundation's student housing and retail development project on Richmond Road. She advised the Committee that this resolution was the next step in the process. Following brief discussion, Ms. Brashear requested a motion to approve **Resolution 11**. Motion was made by Ms. Poston, and seconded by Mr. Thomas, and approved by voice vote of the Committee.

There being no other business, the Committee adjourned at 2:00 p.m.

**COLLEGE OF WILLIAM AND MARY  
STAFF ASSEMBLY  
CONSTITUTION AND BYLAWS**

The operational, classified and hourly wage employees of the College have proposed the establishment of an Assembly which shall advise the President and the Vice President for Administration on matters affecting the operational, classified and hourly wage employees.

The proposed Assembly shall be named the Staff Assembly and shall be governed by the attached Constitution and Bylaws. The proposed Assembly shall provide a forum for the operational, classified and hourly wage employees to provide input on discussions of the general welfare of the university and to formalize the advisory role of the operational, classified and hourly wage employees in college governance and planning.

The proposed Assembly shall be composed of members representing all operational, classified and hourly wage employees throughout the university and will create, for the first time, a forum in which operational, classified and hourly wage employees from different units can discuss issues of common concern.

**THEREFORE, BE IT RESOLVED**, That upon recommendation of the President and the Vice President for Administration, the Board of Visitors hereby approves the establishment of a Staff Assembly; and

**BE IT FURTHER RESOLVED**, That the Board of Visitors approves the Constitution and Bylaws for a Staff Assembly of the College of William and Mary, effective 1 May 2010.

COLLEGE OF WILLIAM AND MARY  
STAFF ASSEMBLY  
CONSTITUTION AND BYLAWS

**CONSTITUTION**

Article I. Name

Article II. Purpose

Article III. Authority

Article IV. Membership

Article V. Amendments to the Constitution

Article VI. Dissolution of the Assembly

**Article I. Name**

The name of this organization is the Staff Assembly of The College of William and Mary.

In this document the term "The College of William and Mary" or "the College" includes departments, divisions, and schools of The College of William and Mary, including the Virginia Institute of Marine Science.

The term "Staff" includes all operational and classified employees and non-student hourly wage employees of The College of William and Mary.

**Article II. Purpose**

The Staff Assembly will serve as a forum to facilitate communication among all Staff. The Staff Assembly will support a diverse, multi-campus university in accordance with College policy and the Statement of Rights and Responsibilities.

The Staff Assembly will function in an advisory capacity to the administration, promoting Staff interests in College governance by encouraging actions that address the current and future needs of the entire College community. The Assembly does not have an advisory role with respect to the Board of Visitors.

The Staff Assembly will promote honest and open communication between the administration and Staff and refer Staff concerns to the appropriate College officials.

The Staff Assembly will not serve as a substitute for the formal grievance procedures of the College.

The Staff Assembly will work with the administration, faculty, and students in all efforts to attain the goals of the College, while fostering a spirit of respect, dignity, unity and cooperation among the Staff. The Staff Assembly will recommend Staff representatives to College committees, as appropriate and permitted.

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**Article III. Authority**

This Constitution has been approved by the Board of Visitors of The College of William and Mary on April 16, 2010. The Staff Assembly has only such authority as conveyed by this Constitution and permitted by the College administration and State law.

Existence of the Staff Assembly does not preclude the right of a Staff member to belong to any other organization.

The Executive Board of the Staff Assembly derives its authority from the Staff Assembly.

**Article IV. Membership**

- A. The Staff Assembly consists of 24 members elected by the Staff (an approximate ratio of one voting member per 50 members of the staff). All 24 Assembly members represent The College of William and Mary as a whole; Members do not represent departments, units, or other staff constituencies. Elections will be conducted in accordance with the Bylaws and any procedures established by the Elections and Nominations Committee.
- B. Each Assembly member's term will begin May 1 and last for two years. Initially, twelve members will be elected at random as having a one-year (rather than two-year) term, such that terms will be staggered to permit election of approximately one-half of the Staff Assembly each year.
- C. The Executive Board by a majority vote may remove a member following three consecutive unexcused absences from regular Staff Assembly meetings during any calendar year.
- D. Members may be re-elected but may not serve more than two consecutive elected terms. An appointed term does not count as an elected term.
- E. In the event of mid-term vacancies, the Staff Assembly must hold elections when the number of participating members falls to 20; otherwise, vacancies will be filled during the normal election period.

**Article V. Amendments**

The approval process for amendments to the Constitution is as follows:

- A. A proposal for an amendment must be submitted to the Executive Board for review and clarification.
- B. A written notice that an amendment is proposed must be given by the Executive Board to all members of the Staff Assembly at least thirty days before the meeting when the amendment will be proposed. The notice shall contain the proposed amendment in context or general nature of the matter. The proposed amendment may be discussed at the regular meeting at which the amendment is proposed.

- C. Proposed amendments shall not be voted on until at least one regular meeting after the introduction.
- D. Amendments to the Constitution will be deemed approved by the Staff Assembly upon approval by a simple majority vote of the Staff Assembly members present.
- E. No amendment to Article II or III of the Constitution shall be effective unless approved by the Board of Visitors. All other amendments shall become effective upon Staff Assembly approval as provided under (D) above.

#### **Article VI. Dissolution of the Assembly**

The Staff Assembly may be dissolved by approval of two-thirds of Staff Assembly members casting or returning ballots, with at least forty percent of Staff voting.

**BYLAWS**

Article I. Assembly Executive Board, Including Officers  
Article II. Committees  
Article III. Conducting Business  
Article IV. Election Procedures  
Article V. Amendments to the Bylaws  
Article VI. Authorization and Parliamentary Authority

**Article I. Assembly Executive Board, Including Officers**

A. Staff Assembly Executive Board

The Staff Assembly Executive Board, hereafter referred to as the Executive Board, shall act on behalf of the Staff Assembly between regular meetings. All such actions shall be reported at the next Staff Assembly meeting. The Executive Board shall consist of the Officers of the Assembly and Chairs of the Standing Committees. The retiring President of the Staff Assembly shall serve as an advisor to the Executive Board for one year. If his/her elected term as a representative expires during that one-year advisory period, he/she shall serve as a non-voting member of the Executive Board for the remainder of the period.

1. The Executive Board shall meet at least once per month at a time to be determined by the Executive Board at its first meeting following annual elections. Other meetings of the Executive Board may be called by the Staff Assembly.
2. The Executive Board approves by majority vote the initial composition of each Standing Committee, except for the Committee Chairs. The Executive Board approves changes and additions to the membership of each Standing Committee as recommended by the appropriate Chair. All Executive Board meetings shall be open to the public.
3. The Executive Board screens proposals from Staff for consideration and implements the rules and regulations of the Staff Assembly.
4. The Executive Board assists in interpreting the intent of the Staff Assembly Constitution and Bylaws.
5. The Executive Board determines if a member's absence from a regular meeting is excused.
6. The Executive Board assists the Staff Assembly President in preparing the budget.

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**B. The Officers**

The Staff Assembly Officers are elected from and by the 24 members. Officers are elected for a term of no more than one year. Officers shall be eligible for re-election but may not serve more than two consecutive terms of the same office.

The Officers shall be:

1. President. The President shall preside over the Executive Board and meetings of the Staff Assembly; prepare the agenda; with assistance of the Executive Board, prepare the budget and submit to Staff Assembly at the regular meeting for approval; authorize disbursement of funds consistent with the approved budget; perform such other duties associated with this office.
2. Vice-President. The Vice-President shall preside in absence of the President; serve as assistant to the President; complete term vacated by President; review minutes of committees prior to meetings of the Staff Assembly; perform such other duties associated with this office.
3. Recording Secretary/Treasurer. The Recording Secretary/Treasurer shall prepare and distribute the minutes; distribute the agenda for regular meetings at least seven days prior to next meeting; maintain records of the Staff Assembly including mailing lists and prepare a report in an appropriate publication to the Staff of the business conducted at each meeting; maintain fiscal records; make authorized disbursements of funds; submit monthly financial reports of expenses to the Executive Board; perform such other duties associated with this office.
4. Membership Secretary. The Membership Secretary shall maintain a membership roster including term of office; conduct a roll call of members and record attendance; advise the President whether a quorum is present at the beginning of each meeting; perform such other duties associated with this office.

**Article II. Committees****A. General guidelines for standing committees**

1. The Chair of each Standing Committee shall be appointed by the Staff Assembly President.
2. The Chair of each Standing Committee must be a member of the Staff Assembly. Each Committee Chair shall appoint a Vice-Chair.
3. Members of a Standing Committee shall be appointed by the Chair and approved by a majority vote of the Executive Board. These members may be any Staff member.
4. A member of the Staff Assembly may not chair more than one Standing Committee.

5. Unless requested, membership on a Standing Committee shall not change during a member's term of office. Members do not have to serve on the same committee for both years of his/her term or on the same committee for multiple terms of office.
6. Each member shall serve on at least one Standing Committee.
7. Minutes shall be kept for each Standing Committee meeting. Each Standing Committee will also submit an annual report of its activities and any pending matters to the Executive Board at the June Executive Board meeting.
8. Standing Committees shall establish goals, objectives, and priorities. They have authority to carry out activities necessary to perform their charges, prepare reports, offer recommendations, and make parliamentary motions to the Staff Assembly.
9. Standing Committees or the Executive Board may establish subcommittees to address specific issues as needed. Chairs of subcommittees shall be appointed by Standing Committee Chairs or the President. The Standing Committees or the Executive Board may dissolve subcommittees upon completion of subcommittee's assignment.
10. The Standing Committee Chairs shall convene their first committee meeting within 30 days after appointment and as needed thereafter or as requested by the Executive Board.
11. Each Committee shall consist of at least four members.
12. At the end of each term, each Committee Chair shall provide to the respective incoming Chair appropriate information to facilitate continuity (e.g., responsibilities, goals, unfinished business, and past and pending parliamentary motions).

#### B. Committees

1. Policies and Issues Committee - Primary Responsibilities
  - a. Serves as a liaison between the Staff Assembly and the President, the Vice President for Administration, the Office of Human Resources, other College administrators, and the Faculty/Professionals and Professional Faculty/Student Assemblies on staff-related matters.
  - b. Serves as a resource to Staff in obtaining information on matters of Staff concern.
  - c. Serves as a link in obtaining information from the Virginia Governmental Employees Association.
  - d. Brings to the Staff Assembly's attention changes in policies and procedures that may affect the Staff and advises the Staff Assembly on these issues. This includes monitoring the actions of the Board of Visitors and any College Committees that may deal with issues of Staff concern.
2. Constitution and By-Laws Committee – Primary Responsibilities
  - a. Evaluate proposed amendments to the Constitution and Bylaws of the Staff Assembly.
  - b. Interpret the Constitution and Bylaws and make recommendations as needed to the Staff Assembly.

c. Revise and update the Constitution and Bylaws upon requisite approval.

3. Communications Committee - Primary Responsibilities

- a. As authorized by the Executive Board, disseminates information about the Staff Assembly to the College community in print and/or electronic form to include the Staff Assembly website and Staff listserv.
- b. Fulfills communication needs of the Staff Assembly as requested by any Committee Chair, the Assembly President, or Executive Board.
- c. Interfaces with the College and non-university media sources to provide information on Staff Assembly activities when appropriate.
- d. Plans and coordinates all information session activities.
- e. Communicates with other Standing Committees to ensure that information distributed at information and orientation sessions is correct.
- f. Serves as historian and archivist.

4. Elections and Nominations Committee - Primary Responsibilities

- a. Coordinates the Staff Assembly election process. This Committee is responsible for establishing election procedures and ensuring that these procedures and the Staff Assembly Constitution and By-laws are followed when electing Staff Assembly members and officers.
- b. Compiles ballots for all Staff Assembly elections.
- c. Makes recommendations to the Staff Assembly President for appointment of members and chairs to Staff Assembly and College committees, as needed.
- d. Monitors elections and oversees voting on proposed amendments to the Constitution and Bylaws of the Staff Assembly.
- e. Receives requests from individual Staff Assembly members of a member's desire to serve on a committee. Staff Assembly members with expertise in specific fields are encouraged to volunteer for membership on appropriate committees.

5. Staff and Community Relations Committee - Primary Responsibilities

Plans and coordinates outreach activities (Employee Assistance Fund), need- based fund drives (Holiday Food Drives), and awards (Employee of the Month).

6. Activities and Events Committee - Primary Responsibilities

Coordinates guest speakers/lectures, fundraisers for Staff activities, social activities.

**Article III. Conducting Business**

- A. The Staff Assembly shall hold a General Meeting once per semester designed for attendance by all available Staff.
- B. Staff Assembly will meet no less than 10 times a year. These meetings will be open.
- C. Meeting dates shall be published in advance in all appropriate College publications.
- D. Items may be placed on the agenda for Assembly meetings by any of the following:
  - 1. The President, the Executive Board, or any committee of the Assembly.
  - 2. Any two Staff Assembly members
  - 3. Any ten Staff members, provided that submission must be in writing.
  - 4. The College President or the Vice President for Administration.
- E. Items to be placed on the agenda must be submitted to the Recording Secretary at least 15 days prior to the next meeting.
- F. The agendas for the Executive Board and Staff Assembly meetings shall be distributed to the Staff, the College President and the Vice President for Administration at least five days prior to the relevant meeting. Electronic distribution via email, list serves or web page is acceptable. All agendas shall be posted on the Staff Assembly website.
- G. A quorum for Staff Assembly is fifty percent of all filled positions. All Assembly measures and actions, except for amendments to the Constitution, shall pass by a simple majority of the Assembly members present and voting. Voting on motions shall normally be *viva voce*, by show of hands or by email. Five members may require a roll call vote upon any motion.

**Article IV. Elections**

- A. Election of Assembly Members
  - 1. Elections shall take place no later than March 31. Information concerning the election process will be distributed to all Staff by February 15.
  - 2. Elections shall be held by secret ballot.
- B. Election of Officers
  - 1. Officers are elected by the 24 member Assembly, except where provided otherwise herein.
  - 2. Elections of Officers will occur at the first meeting of the Staff Assembly after general elections are held.
  - 3. An office may be filled by special election if an officer is unable to complete their term.
  - 4. Elections shall be held by secret ballot.

**Article V. Amendments to the Bylaws**

Notice of any proposal to amend the Bylaws shall be given in the agenda in accordance with the requirements set out in Article III, above. An affirmative vote of the majority of the Assembly members is required for adoption. The amended Bylaws shall be presented, when approved, to the College Board of Visitors.

**Article VI. Parliamentary Authority**

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Assembly to the extent they apply.

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*The College of*  
**WILLIAM & MARY**

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**Interdepartmental Communication**

**Department of Facilities Management**

To: Janet M. Brashear, Chair, Buildings and Grounds Committee

From: Robert Dillman, PE, College Building Official

Date: March 25, 2010

Re: Building Official Report

Since the previous Board meeting we have issued six building permits, and have been inspecting the School of Education, the Small Hall Addition, and the renovation of Bell Hall, preparatory to issuing Occupancy Certifications, which will occur during the next several months as these projects near completion. There are no significant issues with any of these three projects.

All business has been routine and proceeding smoothly, as we have continued providing Building Official support for the College, the Virginia Institute of Marine Science, and Richard Bland College.

cc: Anna Martin, Vice President for Administration

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## **VIRGINIA INSTITUTE OF MARINE SCIENCE CAPITAL OUTLAY PROJECT PROGRESS REPORT**

### **268-16522 Marine Research Building Complex**

Appropriation Amount: \$31,214,371

Biennium: 2000-2002

Design Team: Clark Nexsen Architects and Engineers

Obligated to Date: \$31,068,907

Fund Sources: General Funds

Contractor: W.M. Jordan and Company

GOB & VCBA Bonds

Higher Education Operating

This appropriation funded the planning and construction of a project to demolish and replace outdated laboratory buildings with Andrews Hall, a new 71,000 square foot scientific research building and a separate 46,000 square foot seawater laboratory. The Contractor is still working on one remaining punch list item on the roof of Andrews Hall.

### **268-17094 Field Support Center**

Appropriation Amount: \$2,000,000

Biennium: 2004-2006

Design Team: MMM Design Group

Obligated to Date: \$1,982,033

Fund Source: VCBA Bonds

Contractor: Ritchie-Curbow Constr. Co.

State Insurance Reserve Trust Funds

This project involves the construction of a 10,000 square foot facility located at the Gloucester Point Campus. The facility will replace the current vessel operation's facilities and field support infrastructure that was severely damaged as a result of Hurricane Isabel. The prefab metal building is complete and the contractor is currently finalizing the interior finishes. The electrical power is operational and the project is scheduled for completion in April 2010.

### **268-17489 Construct Concrete Pier**

Appropriation Amount: \$1,450,000

Biennium: 2006-2008

Design Team: Moffat and Nichol, Inc.

Obligated to Date: \$1,450,000

Fund Source: General Funds

Contractor: Precon Marine, Inc.

VCBA Bonds

This project replaced two damaged wooden piers with a new concrete pier on the VIMS Gloucester Point shoreline. The pier houses the pumps and intake lines for running seawater at VIMS including the new Seawater Lab. The elevation of the pier is set at twelve feet nine inches above mean low water. The project was completed in December 2009.

**268-17085 Improve Information Technology Infrastructure**

Appropriation Amount: \$1,200,000

Biennium: 2004-2006

Design Team: Agency

Obligated to Date: \$1,149,417

Fund Source: VCBA Bonds

Contractor: Various

This project involves the modernizing of VIMS' aging information technology infrastructure to meet increasing demands for information exchange including systems to carry voice, data, and video. The Gloucester Point campus is vulnerable to lightning strikes and this project has completely replaced the original copper network with new high speed fiber optics. Also, distance learning capabilities have been completed for the Gloucester Point and Wachapreague campuses. Construction to improve the air conditioning and power requirements for the Watermen's Hall network server room has been completed. New servers have been purchased. Along with networking Andrews Hall and the Seawater Research Laboratory, VIMS has extended 24x7 networking capability to the Fisheries Science Laboratory. This service will also be provided to Chesapeake Bay Hall pending completion of the electrical upgrades. Redundant fiber-optic cable network service is currently being installed through the area where eight buildings were demolished. Finally, upgrades of Watermen's Hall copper network infrastructure are planned.

**268-17447 Electrical Upgrades, Chesapeake Bay Hall**

Appropriation Amount: \$267,500

Biennium: 2006-2008

Design Team: McKinney &amp; Company

Obligated to Date: \$187,254

Fund Source: General Funds

Contractor: E.G. Middleton, Inc.

VCBA Bonds

This project involves upgrading the electrical distribution system at Chesapeake Bay Hall. The building's present electrical system does not provide the type of clean power needed by some of the sensitive electronic lab equipment and instrumentation used in modern research. The project will install transient voltage surge suppression and other improvements to the grounding system and a second emergency generator. The majority of the initial project is complete. The contractor will be installing additional transformers and emergency circuit panels throughout Chesapeake Bay Hall as part of a recently approved change order, which is expected to be completed by late Spring 2010.

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### **268-16863 Research Storage Facility**

Appropriation Amount: \$641,000

Biennium: 2002-2004

Design Team: DJG, Inc.

Obligated to Date: \$62,649

Fund Source: General Obligation Bonds

Contractor: TBD

This project involves the construction of a 4,600 square foot facility that is needed to secure research equipment and instruments that are currently stored outdoors. The environmental impact report was approved in March 2009. Schematic Design was approved in August 2009, and the project is now in the Working Drawing phase. Working drawings were reviewed by the College's Code Review Team in December 2009. On February 2, 2010, VIMS resubmitted revised working drawings along with responses to the Code Review Team comments. VIMS has also submitted an archaeology permit application and plans to begin an archaeological investigation of the building site as soon as the permit is obtained.

### **268-17723 Shoreline Erosion Control**

Appropriation Amount: \$1,200,000

Biennium: 2008-2010

Design-Build Team: Coastal Design & Construction  
Vannasse Hangen Brustlin, Inc

Obligated to Date: \$1,121,362

Fund Source: VCBA Bonds

Contractor: Same as Design-Build Team

This project supports erosion control of the entire shoreline of the Gloucester Point campus to protect the shoreline and surrounding structures. The project includes construction of eleven new rip rap breakwaters, the extension of several pipe outfalls further into the York River, replenishment of sand along the entire shoreline, creation of small dunes along the west shoreline and planting of riparian vegetation on the east shoreline. The design build team, Coastal Design & Construction (contractor) and Vannasse Hangen Brustlin, Inc (designer), submitted the Joint Permit Application to the Virginia Marine Resources Commission (VMRC) on March 2, 2010. VMRC began the process by sending notification letters to the neighboring property owners and the public notice to the local newspaper, the Gazette Journal on March 15, 2010. The project construction is expected to begin by June 2010.

### **268-17724 Eastern Shore Seawater Laboratory**

Appropriation Amount: \$3,674,892

Biennium: 2008-2010

Design Team: VIA Design Architects, Inc.

Obligated to Date: \$783,430

Fund Source: VCBA Bonds

Contractor: Nason Construction, Inc.

This project supports construction of a new 8,000 square foot laboratory building with running seawater for research on coastal marine ecology and aquaculture in a high salinity environment. Demolition of existing structures was completed in early February 2010. The construction contract was issued for bid on December 6, 2009 and bids were received on January 19, 2010. We are anticipating construction to begin in Spring 2010 with occupancy by Spring 2011.

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### **268-16615 Maury Hall Renovation**

Appropriation Amount: \$2,000,000  
Design Team: TBD  
Fund Source: Private Funds

Biennium: 2004-2006  
Obligated to Date: \$0  
Contractor: TBD

Private funds are being raised to renovate this 50-year-old 6,400 square foot outdated laboratory into functional meeting and conference space for the campus. Preplanning for the project is underway.

### **268-16149 Property Acquisition: Wachapreague**

Appropriation Amount: \$399,926  
Fund Sources: Private Funds  
Higher Education Operating

Biennium: 1998-2000  
Obligated to Date: \$397,768

This appropriation involves the purchase of master plan properties contiguous to the Eastern Shore Laboratory campus at Wachapreague, Virginia. No purchases have been made since March 2007; however, the appropriation remains open for future acquisitions.

### **268-16299 Property Acquisition: Master Plan Properties**

Appropriation Amount: \$1,100,000  
Fund Sources: VCBA Bonds  
Higher Education Operating

Biennium: 2000-2002  
Obligated to Date: \$602,754

This appropriation involves the purchase of master plan properties contiguous to the Gloucester Point campus. No purchases have been made since May 2004; however, the appropriation remains open for future acquisitions.

### **268-16634 Property Acquisition: VA-NERRS**

Appropriation Amount: \$350,000  
Fund Source: Federal Funds

Biennium: 2000-2002  
Obligated to Date: \$193,000

This project acquires property by the Virginia Estuarine & Coastal Research Reserve System using federal grants. To date, VIMS has purchased a parcel on the Dragon Run (the upper Piankatank River) in November 2002 and a portion of the Catlett Islands in June 2003 for the Reserve System. The appropriation remains open for future acquisitions.

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### **268-17400 Property Acquisition: CBNERRVA**

Appropriation Amount: \$1,490,500

Biennium: 2006-2008

Fund Source: Federal Funds

Obligated to Date: \$7,808

This appropriation involves the purchase of master plan properties to support the CBNERRVA program. VIMS received a federal grant to purchase an additional 455 acres of the Catlett Islands and VIMS contracted with two appraisers. Two appraisals of the property were obtained and an offer has been made to the property owners. VIMS is awaiting their reply.

### **268-12331 Maintenance Reserve**

Appropriation Amounts:	\$243,411	June 30, 2008 Balance
Fund Source: General Funds	\$401,000	2009
VCBA Bonds	\$424,000	2010

The following two maintenance reserve projects are in progress:

- 1) Excavate bank behind collapsed wooden bulkhead

The project is substantially complete.

- 2) Replace air handlers – Watermen's Hall

VIMS is working with the Division of Mines, Minerals, and Energy to obtain an energy audit on three of its buildings and to enter into an energy performance contract. Watermens Hall is part of that audit and we intend to replace these air handlers as part of that contract. Back-of-the-Envelope audits were received on December 1, 2009 and oral presentations by the ESCO's were made on December 14, 2009. VIMS chose to move forward with Siemens to perform the technical energy audit. The technical audit should be completed by mid-April 2010.

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**COLLEGE OF WILLIAM AND MARY  
CAPITAL OUTLAY PROJECT PROGRESS REPORT**

**204-17278 Renovate: Power Plant & Utilities Improvements (Umbrella)**

Appropriation Amount: \$13,636,000 Biennium: 2006-2008  
Fund Source: VCBA, 9d Bond Obligated to Date: \$12,114,901

**204-17278-01 – Renovate: Power Plant: COMPLETE**

Budget: \$10,495,000 Obligated to Date: \$10,248,257

**204-17278-02 – Construct: North Boundary Street Utility Improvements**

Budget: \$2,945,000 Biennium: 2006-2008  
Design Team: McKinney Contractor: Waco(Ph 1)/Virtexco(Ph 2/3)  
Funding Source: VCBA Obligated to date: \$1,866,643

Description: New packaged heating and hot water systems will replace existing antiquated stream and condensate lines which are well past life-cycle and in extremely poor condition. Upon completion, heating and hot water will be reliable, efficient and economical.

Progress: McKinney performed a study of heating/hot water options to determine the most efficient and economical mix of systems for the mixed building inventory of residences and office suites. Combined, "packaged" heating/hot water units were determined to be optimum. Design and construction are complete for Phases 1 (Sorority Houses 1 – 9), 2 (Brown Hall, Davis House, Prince George House and Sorority 12), and one of the two buildings in Ph 3 (Western Union). The basement equipment for the remaining Phase 3 building (College Apartments) has been installed. Installation of the piping/equipment for Phase 3 is scheduled for summer 2010.

**204-17651 Construct/Replace: Cooling Plant & Utilities Improvements (Umbrella)**

Appropriation Amount: ≈\$22,355,000 Biennium: 2008-2010  
Fund Source: VCBA, 9d Bond Obligated to Date: \$5,605,355

**204-17651-01 – Construct: Cooling Plant Addition, Ph 1 (of 3)**

Design Team: RMF Engineering Biennium: 2008-2010  
Budget: \$6,020,401 Obligated to Date: \$4,632,311  
Fund Source: VCBA, 9d Bond Contractor: Martin Horn, Inc.

Description: A 3600 gsf Cooling Addition attached to the south wall of the existing heating plant will house up to four 900 ton chiller units and one 400 ton ice plant (in

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order to provide a thermal reserve for peak demand). The facility will be built and partially equipped during phase 1, and the distribution piping installed in phase 2.

Progress: Construction started Oct 13<sup>th</sup>. The foundation, structural steel erection and installation of under slab piping are complete. The construction of the exterior envelope is in progress. Once complete, the interior floor slab and exterior paving repair will be executed in preparation for building systems rough-in. The project is on schedule for completion in fall 2010.

204-17651-02 – Replace: Historic Campus Utility Improvements, Ph 2 (of 3)

Design Team: RMF Engineering  
Budget: \$878,037 (design only)  
Funding Source: VCBA, 9(d) bond

Biennium: 2008-2010  
Obligated to date: \$878,037  
Contractor: TBD

Description: New lines will be installed to distribute chilled water from the new Cooling Plant to 11 of 27 buildings on the Historic Campus and south of Jamestown Road. New and replacement steam lines will also be installed in the same trenches.

Progress: Permit drawings are in code review. Construction proposals have been received, interviews held and a construction manager selected. The CM contract is in place and long lead materials are being ordered to permit a construction start following graduation. An eighteen month construction schedule is anticipated.

204-17651-03 – Replace: Historic Campus Utility Improvements, Ph 3 (of 3)

Design Team: RMF Engineering  
Budget: \$190K (design only)  
Funding Source: VCBA, 9(d) bond

Biennium: 2008-2010  
Obligated to date: TBD  
Contractor: TBD

Description: Installation of new water lines throughout Historic Campus to improve fire suppression water pressure.

Progress: Project design is underway. Design and construction will be coordinated with project 17651-02.

204 – 17189 Design: New School of Education

204 – 17586 Construct: New School of Education

Design Team: Sasaki  
Budget: \$48,114,000  
Funding Source: General Funds, VCBA

Biennium: 2006-2008  
Contractor: Barton Malow  
Obligated to date: \$43,356,149

Description: Project supports construction of the New School of Education, a 113,000 GSF facility for undergraduate and graduate instruction, research and outreach.

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Progress: Exterior brickwork, window installation, interior framing, utility rough-in and wall board installation are complete. Finish work is underway. Fixed furnishing and equipment (FFE) orders have been placed. The project is on schedule to meet Spring 2010 completion date and subsequent move-in beginning May 17 and ending in early July. A building permit has been issued for the construction of a pedestrian bridge linking the site to Compton Drive. The bridge will be complete in time for fall 2010 classes.

**204-17093 Construct: Emergency Generators**

Design Team: McKinney  
Appropriation Amount: \$1,600,000  
Fund Source: VCBA

Biennium: 2004-2006  
Obligated to Date: \$1,391,884  
Contractor: Multiple firms

Description: Installation of emergency generators in critical campus facilities, including Facilities Management Building (site of the Crisis Action Center); Jones Hall (computer center machine room); the Recreation Sports Center (emergency student housing); and the Integrated Science Center (vivarium support and experiment refrigeration).

Progress: The next project will provide emergency power connections for the Student Health Center. The project has been awarded and will be underway after the fall 2010 semester starts, at user's request.

**(GOB) 204-16784 Construct: Addition/Renovation Small Hall**

Appropriation Amount: \$28,281,000  
Design Team: Burt Hill  
Fund Source: GOB, GF, VCBA funds

Biennium: 2002-04  
Obligated to Date: \$22,350,494  
Contractor: W.M. Jordan

Description: The project will construct 22,000 GSF in new space and renovate 65,000 GSF in this 1964 facility. The renovation will include correction of structural issues, replacement of all building systems and modernization of teaching and research lab spaces.

Progress: Construction started in December 2008 for the new lab addition and high bay assembly space. All structural work and exterior cladding/glazing are complete. Interior rough-ins are substantially complete. Move of the heavy labs and machine shop from the old building to the new lab and high bay begins on April 5<sup>th</sup> and is nearing completion as all laser tables and heavy machinery are relocated and recalibrated. Renovation of the existing building will start once moves are complete.

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**(GOB) 204-16786 Renovate: Andrews Hall**

Appropriation Amount: \$3,801,000

Design Team: McKinney

Fund Source: GOB

Biennium: 2002-2004

Obligated to Date: \$373,505

Contractor: Barton Malow

Description: For this 1967 era art and art history facility, the project scope will address hazardous material remediation (asbestos and lead paint); and improvements to fire and life safety systems, accessibility, HVAC, and electrical service. It will also correct brick veneer separation from the structural frame at selected points due to differential movement between the frame and veneer. Additive bid items will include replacement of studio exhaust systems, improved power distribution, and restroom renovations. The project will be phased over two summers and one Holiday Break in order to execute the work with minimum disruption to the academic program.

Progress: Final construction drawings were submitted recently to the College's CRT for review. The selected Construction Manager, Barton Malow is performing concurrent constructability reviews, phasing development and cost estimating to enable a construction start after graduation in May. The Art and Art History staff will temporarily relocate to Washington Hall for the summer.

**204-17652 Renovate: Tucker Hall (Detailed Planning)**

Design Team: Cunningham-Quill

Biennium: 2008-2010

Budget: \$563,500

Contractor: TBD

Funding Source: VCBA

Obligated to date: \$494,806

Description: The project will reconfigure and improve the 1909 era Tucker Hall, last upgraded pre-1980. Instructional space and technology will be modernized for the department of English. Building systems will be replaced, accessibility improved, and life safety upgraded to current code. The current appropriation supports schematic and preliminary design.

Progress: Preliminary design documents (PDs) are at Code Review. The 2010-12 budget includes authorization to complete construction drawings and execute construction. Demolition drawings will be completed immediately after the start of the fiscal year so that destructive testing, hazmat remediation and building demolition could be underway while construction drawings are completed. If demolition and design are completed in parallel efforts, then the gutted facility could be ready for renovation in January 2011. Project completion would then be Summer, 2012.

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**204-17650 Construct: Integrated Science Center Ph 3 (Planning)**

Design Team: TBD Biennium: 2008-2010  
Budget: \$250,000; \$2.0M Contractor: TBD  
Funding Source: VCBA; HEO Obligated to date: \$0

Description: The proposed project is a 113,000 GSF facility, designed for scientific research in existing applications (applied science), future programs (inter-disciplinary), and computing (computer modeling).

Progress: A preplanning study conducted in August, 2007 by Moseley Architects was updated and validated in August, 2008. The 2009 General Assembly authorized \$2.0M in College funds (to be reimbursed later by the Commonwealth) and \$2.2M in Federal (stimulus) funds, for design development (PD's). The Governor's December 2009 budget recommended state funds for substitution of federal funds. The 2010 General Assembly did not approve the substitution, and the disposition of the \$2.2M is still being determined. Funding for the entire 2010-2012 request (\$85M) is pending completion of a study on the Commonwealth's debt ceiling, due November 2010 to assembly staff.

**204-17281 Improve: Dormitory Renovations (Umbrella)**

Design Team: Whitlock, Dalrymple & Posten Biennium: 2008-2010  
Budget: \$5,000,000 Contractor: Virtexco  
Funding Source: 9c bonds Obligated to Date: \$3,298,598

Description: Completed projects: exterior brick re-cladding of units 1,2,4,5,8,9 in the graduate complex. Active projects: Dupont exterior repair; and Yates HVAC repair.

Progress: The designs for repair of exterior limestone on Dupont Hall and replacement of the Yates Hall HVAC are in code review for issuance of building permits. All work is scheduled for summer 2010.

**204-17555 Improve: Graduate Student Residences**

Design Team: Whitlock, Dalrymple & Posten Biennium: 2008-2010  
Budget: \$2.5M + \$4.5M (17811) Contractor: Virtexco  
Funding Source: 9c bonds Obligated to Date: \$4,641,464

Description: Brick re-cladding of units 3, 6 and 7 in the graduate dormitory complex.

Progress: The re-cladding of the remaining buildings was contracted in a single solicitation. Building 3 was completed during summer 2009; buildings 6 & 7 will occur in summers 2010 & 11, respectively.

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**204-90001 (0000-005-006) Construct: Career Services Center**

Design Team: Cunningham-Quill	Biennium: 2006-2008
Budget: \$7,878,000	Contractor: Whiting Turner
Funding Source: Private	Obligated to date: \$6,870,856

Description: Construction of an 11,000 GSF, centrally located facility to house an array of services, resources, and technologies in career development. The building will include reception, presentation, recruitment, resource and professional staff areas.

Progress: Building construction began following the NCAA Football Championship Series (FCS) first round game at Zable Stadium in November. The site has been graded, utility connections installed, the foundation slab placed and the exterior shell is under construction. Dry-in is estimated in mid-May to enable interior rough-in and interior finish applications. Occupancy is targeted for the end of November, 2010.

**AP 00081-001-08 Design: Tyler Hall Renovation (Feasibility Study)**

Design Team: Mitchell-Matthews	Biennium: 2010-2012
Budget: \$107,500	Contractor: TBD
Funding Source: Private (for study)	Obligated to date: \$84,636

Description: The preplanning study will address reconfiguration and modernization of the former Business School undergraduate facility, for the departments of Economics, Government, and Public Policy (currently in Morton Hall).

Progress: Building program development was supported by benchmarking trips to Duke, Virginia and Colby College to assess facilities of peer competitors/national leaders, and familiarize the Building Committee with state of the art instructional design. A draft feasibility study with a draft building program has been developed.

**Major Repair and Maintenance Reserve**

**2008 -2010**

FY 2009 Appropriation Amount: \$2,366,000  
FY 2010 Appropriation Amount: \$2,498,000  
Funding Source: VCBA bonds

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The following project designs are complete and contract awards are in progress:

- Adair Anatomy Ventilation Repair
- Bryan Complex Sewer Repair
- Maintenance Shop Drive Repair
- McGlothlin-Street Hall Acid Gas Hood Replacement
- Morton Hall Elevator Repair
- Small Hall HF Magnet Sprinkler Repair
- McGlothlin-Street Hall Elevator Repair

The following projects are under construction:

- Adair Lighting Controls Repair
- Bell Hall Repairs
- Sunken Garden Hand Rails
- Swem West Patio Repair

COMMITTEE ON ACADEMIC AFFAIRS

April 15, 2010

1:00 – 2:00 p.m.

Board Conference Room - Blow Memorial Hall

Anita O. Poston, Chair  
Colin G. Campbell, Vice Chair

- I. Introductory Remarks - Ms. Poston
- II. Approval of Minutes – February 4, 2010
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Professor Kathleen F. Slevin
- V. Closed session (if necessary)
- VI. Open Session

**A. Certification of Closed Session Resolution**

Chair should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct roll call vote of the Committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.

**B. Action Materials - Provost Michael R. Halleran**

1. Appointments to Fill Vacancies in the Instructional Faculty	<b>Resolution</b> <u>10</u>
2. Appointments to Fill Vacancies in the Professional Faculty	<b>Resolution</b> <u>11</u>
3. Faculty Promotions	<b>Resolution</b> <u>12</u>
4. Term Distinguished Professorships for Associate Professors	<b>Resolution</b> <u>13</u>
5. Faculty Leaves of Absence	<b>Resolution</b> <u>14</u>

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8. Retirement of Joseph Galano Department of Psychology	<b>Resolution</b> <u>16</u>
9. Retirement of George W. Harris Department of Philosophy	<b>Resolution</b> <u>17</u>
10. Retirement of David L. Holmes, Jr. Department of Religious Studies	<b>Resolution</b> <u>18</u>
11. Retirement of Stephen K. Knudson Department of Chemistry	<b>Resolution</b> <u>19</u>
12. Retirement of John F. Kottas Mason School of Business	<b>Resolution</b> <u>20</u>
13. Retirement of Connie Kearns McCarthy Earl Gregg Swem Library	<b>Resolution</b> <u>21</u>
14. Retirement of Robert A. Orwoll Department of Chemistry	<b>Resolution</b> <u>22</u>
15. Retirement of James M. Patton School of Education	<b>Resolution</b> <u>23</u>
16. Retirement of Ronald R. St. Onge Department of Modern Languages and Literatures	<b>Resolution</b> <u>24</u>
17. Retirement of Dennis L. Taylor School of Marine Science	<b>Resolution</b> <u>25</u>

VII. Discussion

VIII. Adjourn

**COMMITTEE ON ACADEMIC AFFAIRS**

**MINUTES – FEBRUARY 4, 2010**

**MINUTES**  
**Committee on Academic Affairs**  
**February 4, 2010**  
**Board Conference Room – Blow Memorial Hall**

Attendees: Anita O. Poston, Chair; Colin G. Campbell, Vice Chair; Sarah I. Gore; Kathy Y. Hornsby. Board members present: Rector Henry C. Wolf, Suzann W. Matthews, faculty representative Katherine M. Kulick. Others present: Provost Michael R. Halleran, Dean Carl J. Strikwerda, Dean Virginia L. McLaughlin, John E. Donaldson, Earl T. Granger III, members of the Faculty Liaison Committee, Brian W. Whitson, and Sandra J. Wilms.

Chair Anita Poston called the meeting to order at 10:12 a.m. Recognizing that a quorum was present, Ms. Poston asked for a motion to adopt the minutes of the meeting of November 19, 2009. Motion was made by Ms. Gore, seconded by Ms. Hornsby and approved by voice vote of the Committee.

Provost Michael R. Halleran announced that two faculty members – Mark Patterson, Associate Professor of Marine Science and director of the Autonomous Systems Laboratory at VIMS, and Paul Marcus, Haynes Professor of Law and founder of the Literature and the Law Program at the Central Virginia Regional Jail – had been selected as recipients of 2010 Outstanding Faculty Awards for excellence in teaching, research and public service by the State Council for Higher Education.

The Provost reported on the two liberal arts conversations, part of the strategic planning process, held since the last meeting. On December 2 the topic focused on the blending of teaching and research. The topic of the conversation on January 25 was the professional programs. The topic of the next one, scheduled for Friday, February 4, is “Liberal Arts Education and Global Citizenship” and will be presented by Martha Nussbaum, Ernst Freund Distinguished Service Professor of Law and Ethics at The University of Chicago Law School, and one of the honorary degree recipients at Charter Day.

Provost Halleran advised the Committee that one of the implementation steps identified under Challenge 1 in the strategic framework was to reconvene the President’s Advisory Committee on Internationalization in order to develop and implement a strategy for internationalization. After discussing this, the administration has realized that this was not a good idea. However, a need for a faculty advisory committee to the Reves Center and the Provost has been identified, and that committee will be up and running shortly.

Chair of the Faculty Liaison Committee Professor Kate Slevin reported that there were two main things concerning the faculty. The first was the Strategic Plan Challenge 1: To be a leader among liberal arts universities. The Faculty Assembly held an all day retreat just before school started to look at this topic, resulting in very useful comments which were taken back to the planning group.

The faculty has also begun to focus on the results from the Faculty Survey, which was just posted on the Faculty Assembly web page. Ms. Poston noted that this will be a great planning tool for the Board. Professor Slevin, President of the Faculty Assembly Gene Tracy, and faculty

Committee on Academic Affairs

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representative to the Board Professor Katherine Kulick outlined the process to be followed by the Faculty Assembly in analyzing the results. The various areas of the survey will be split into four distinctive categories that correspond to the four standing subcommittees of the Faculty Assembly. A general discussion ensued regarding how best to involve the members of the Academic Affairs Committee in this process, as a result of which Ms. Poston asked the Committee members to serve as individual liaisons for each of the faculty subcommittees, noting that this should lead to a more full discussion of the results at the April meeting, especially as it relates to the strategic planning process. Committee members were assigned as liaisons as follows:

Faculty Affairs Committee – Ms. Hornsby

Academic Affairs Committee – Mr. Campbell

Committee on Planning and Resources – Ms. Gore

Executive Committee – Ms. Poston

Ms. Poston advised that at the April meeting, Professor Kulick would present the detailed survey results, including comparative national data where available, to the full Board, and expressed the hope that what was learned in the committee analyses would lead to a more meaningful dialogue with the full Board. Ms. Poston thanked Professor Kulick for all her efforts. Provost Halleran thanked both Professor Kulick and graduate intern Jeremy Martin, noting that 72% of the faculty had participated.

Ms. Poston asked the Provost to review the routine action items, holding discussion on the tenure, promotion and retirement resolutions for closed session.

Following discussion, Ms. Poston asked for a motion to approve as a block **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 4**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 7**, Designated Professorships; **Resolution 8**, Term Distinguished Professorships for Associate Professors; and **Resolution 9**, Faculty Leaves of Absence. Motion was made by Mr. Campbell, seconded by Ms. Hornsby and approved by voice vote of the Committee.

Ms. Poston asked for a motion that the Committee on Academic Affairs convene in closed session for the purpose of discussing and/or approving personnel actions involving the evaluation, appointment, tenure and promotion of specific college employees, as provided for in Section 2.2-3711.A.1. of the Code of Virginia. Motion was made by Ms. Gore, seconded by Ms. Hornsby and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 10:45 a.m.

The Committee reconvened in open session at 11:33 p.m. Ms. Poston reviewed the topic discussed during closed session for the benefit of the observers, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Ms. Hornsby, seconded by Mr. Campbell and approved by roll call vote of the Committee members conducted by the Executive Assistant to the Board Sandra Wilms. (Certification **Resolution** is appended).

Committee on Academic Affairs

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Ms. Poston asked for a motion to approve **Resolution 5**, Award of Academic Tenure; **Resolution 6**, Faculty Promotions; and **Resolution 10**, Retirement of Kathryn R. Urbonya, Marshall-Wythe School of Law. Motion was made by Ms. Hornsby, seconded by Mr. Campbell and approved by voice vote of the Committee.

There being no further business, the Committee adjourned at 11:34 a.m.

Committee on Academic Affairs

**Resolution AA-1**

February 4, 2010

**CERTIFICATION OF CLOSED SESSION**

WHEREAS, the Board of Visitors Committee on Academic Affairs 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 Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, 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 Committee on Academic Affairs.

**VOTE**

AYES: 4

NAYS: 0

**ABSENT DURING CLOSED SESSION:**

Anita O. Poston  
Anita O. Poston  
Chair  
Committee on Academic Affairs

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of the College of William and Mary have resulted because of resignations, terminations and the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the 2010-2011 academic year.

JAMES PATRICK BARBER, Assistant Professor of Education

B.A., Grand Valley State University, 1995  
M.A., Bowling Green State University, 1997  
Ph.D., University of Michigan, 2009

University of Michigan  
Assistant for Programs and Research, Center for Research on Teaching and Learning, 2009-2010

JAMEL DONNOR, Assistant Professor of Education

B.A., Washington State University, 1997  
M.A., The Ohio State University, 1999  
Ph.D., University of Wisconsin-Madison, 2005

California State University-Fullerton  
Assistant Professor, 2007-2010

Washington University  
Post-Doctoral Research Fellow, 2005-2007

CHRISTOPHER FREIMAN, Instructor of Philosophy

B.A., Duke University, 2004  
Ph.D. (Candidate), University of Arizona

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

NANETTE S. FRITSCHMANN, Assistant Professor of Education

B.S. (1992); M.B.A. (1996), Woodbury University  
M.S., California State University, Fullerton, 2002  
Ph.D., University of Kansas, 2006

Lehigh University  
Assistant Professor, 2006-2010

SHANTÁ DENISE HINTON, Assistant Professor of Biology

B.A., University of North Carolina at Chapel Hill, 1996  
Ph.D., Howard University, 2002

Hampton University  
Assistant Professor, 2007-2010

Cold Spring Harbor Laboratory  
Postdoctoral Research Fellow, 2002-2007

ALLISON ORR LARSEN, Assistant Professor of Law

B.A., College of William and Mary, 1999  
J.D., University of Virginia School of Law, 2004

Catholic University, Columbus School of Law  
Visiting Assistant Professor/Scholar in Residence, 2009-2010

O'Melveny and Myers, LLP, Washington, DC  
Associate, 2007-2009

University of Virginia School of Law  
Research Fellow, 2006

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

NANCY LEONG, Assistant Professor of Law

B.A., Northwestern University, 2001  
J.D., Stanford Law School, 2006

Superior Court, Washington, DC  
Law Clerk, The Honorable Frederick Weisberg, 2009-2010

Georgetown University Law Center  
Visiting Scholar, 2008-2009

Americans United for Separation of Church and State  
Fellow, 2007-2008

JOHN LOMBARDINI, Assistant Professor of Government

B.A., Rutgers University, 2003  
M.A. (2005); Ph.D. (2009), Princeton University

Columbia University  
Andrew W. Mellon Foundation Research Fellow, Society of Fellows  
in the Humanities, 2009-2010  
Lecturer, 2009-2010

ROBERT D. MCKEOWN, Governor's Distinguished Professor of  
Physics with Tenure

B.A., SUNY-Stony Brook, 1974  
Ph.D., Princeton University, 1979

California Institute of Technology  
Professor, 1992-2010  
Associate Professor, 1986-1992  
Assistant Professor, 1981-1986

Argonne National Laboratory  
Assistant Physicist, 1979-1980

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JEREMY POPE, Instructor of History

B.A., University of Virginia, 1998  
M.A. (2002); Ph.D. (Candidate), Johns Hopkins University

JASON M. SOLOMON, Associate Professor of Law with Tenure

B.A., Harvard College, 1993  
J.D., Columbia Law School, 2001

University of Georgia School of Law  
Assistant Professor, 2005-2010

Harvard University  
Chief of Staff and Counselor to the President, 2003-2005

U.S. Court of Appeals for the Second Circuit, New York  
Law Clerk, The Honorable Chester J. Straub, 2002-200

U.S. District Court for the Eastern District of New York  
Law Clerk, The Honorable John Gleeson, 2001-2002

KRISTIN L. WUSTHOLZ, Assistant Professor of Chemistry

B.A.S., Muhlenberg College, 2002  
M.S. (2004); Ph.D. (2007), University of Washington

Northwestern University  
Postdoctoral Fellow, 2008-2010

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
PROFESSIONAL FACULTY

Vacancies in the Professional Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves these appointments of the following individuals to fill these positions effective with the dates listed below:

ROBERT J. AVALLE, JR., Director, Operations and Maintenance,  
effective 10 May 2010

B.S., United States Military Academy, 1981  
M.S., University of Michigan, 1991

University of California - Merced  
Director of Campus Services, Facilities Management, 2005-2010

Westminster College  
Dean of Student Life, 2002-2005

University of Missouri - Columbia  
Chairman, Department of Military Science, 1999-2002

KAYREN M. COUVILLION, Finance Manager, Reves Center for  
International Studies, effective 10 February 2010

B.S., Louisiana Tech University, 1988

Williamsburg Community Health Foundation  
Director, Accounting and Operations, 2004-2010

Zentox Corporation  
Director of Operations/Accountant, 1999-2002

Troy State University-Kaiserslautern, Germany  
Accountant, 1993-1996

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
PROFESSIONAL FACULTY

JENNIFER DAHNKE, Associate Director for the Undergraduate Program, Mason School of Business, effective 25 February 2010

B.A., The College of Wooster, 2002  
M.Ed., College of William and Mary, 2008

College of William and Mary  
Assistant Director for the Undergraduate Program, Mason School of Business, 2005-2010  
Coordinator of Global Education Programs and Services, Reves Center for International Studies, 2004-2005  
International Programs Assistant and Global Education Services  
Reves Center for International Studies, 2002-2004

STEPHEN W. MOUNT, Major Gifts Officer for Arts and Sciences, University Development, effective 10 May 2010

Cornell University  
Senior Individual Giving Associate, Department of Principal Gifts, 2008-2010  
Individual Giving Associate, Department of Major Gifts, 2007-2008

SUNY Tompkins Cortland Community College  
Director of Major Gifts, 2004-2006

Historic Ithaca, Inc.  
Fundraising and Campaign Associate, 2003-2004

Ithacare Center Service Company, Inc.  
Director of Development and Community Relations, 2001-2003

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
PROFESSIONAL FACULTY

DANIEL PATTERSON, Associate Director of Utilities,  
effective 10 March 2010

B.S., University of Delaware, 1974

College of William and Mary  
Energy Manager, 2005-2010

Environmental Resources Management  
Senior Project Manager, 2002-2004

Warner-Lambert  
Director, Energy and Environmental Compliance, 1991-2002  
Manager, Energy and Utilities, 1986-1991  
Senior Energy Engineer, 1980-1986

LAUREN P. SENEY, Access/Technical Services Librarian, The Wolf Law  
Library, effective 1 March 2010

B.A., Christopher Newport University, 2004  
M.S., University of Tennessee, 2008

College of William and Mary, The Wolf Law Library  
Assistant Circulation and Reserve Supervisor, 2004-2010

JONATHAN W. SMALL, Director of Football Operations, Athletics  
Department, effective 5 April 2010

B.A., Charleston Southern University, 2006  
M.S., Georgia State University, 2009

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JOHN WALLACE, Director of Development Communications, University Development, effective 10 March 2010

B.A., Christopher Newport University, 1999

College of William and Mary  
Associate Director of Development Communications, University Development, 2006-2010

William and Mary Alumni Association  
Associate Director of Alumni Communications, 2004-2005  
Assistant Director of Alumni Communications, 2002-2004  
Editorial Assistant, 2001-2002

COLLEGE OF WILLIAM AND MARY  
FACULTY PROMOTIONS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for promotion in rank by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotions of the following members of the Faculty of the College, effective with the beginning of the 2010-2011 academic year:

Associate Professor to Professor

TODD D. AVERETT, Department of Physics

ARNAB K. BASU, Department of Economics

VLADIMIR BOLOTNIKOV, Department of Mathematics

CHARLES F. GRESSARD, School of Education

PAMELA S. HUNT, Department of Psychology

CHARLES R. McADAMS, School of Education

JENNIFER M. MELLOR, Department of Economics

JOHN NOELL MOORE, School of Education

GRAHAM C. OUSEY, Department of Sociology

JOHN C. POUTSMA, Department of Chemistry

SARAH L. STAFFORD, Department of Economics

ANN MARIE STOCK, Department of Modern Languages and Literatures

JOHN P. SWADDLE, Department of Biology

JANICE L. ZEMAN, Department of Psychology

COLLEGE OF WILLIAM AND MARY  
TERM DISTINGUISHED PROFESSORSHIPS  
FOR ASSOCIATE PROFESSORS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for term distinguished professorships for tenured associate professors which recognize outstanding mid-career faculty members.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorships for the following members of the Faculty of the College, for a three-year term, effective with the 2010-2011 academic year:

FREDERICK C. CORNEY, Class of 1964 Term Distinguished Associate Professor of History

TIMOTHY M. COSTELLOE, Class of 1952 Term Distinguished Associate Professor of Philosophy

ROWAN LOCKWOOD, Alfred Ritter Term Distinguished Associate Professor of Geology

JEFFREY K. NELSON, Cornelia B. Talbot Term Distinguished Associate Professor of Physics

CHRISTINE L. NEMACHECK, Alumni Memorial Term Distinguished Associate Professor of Government

CHARLES J. PALERMO, Alumni Memorial Term Distinguished Associate Professor of Art and Art History

REGINA ROOT, Class of 1963 Term Distinguished Associate Professor of Modern Languages and Literatures

KAM W. TANG, Robert F. and Sara M. Boyd Term Distinguished Associate Professor of Marine Science

PATTY ZWOLLO, Vera W. Barkley Term Distinguished Associate Professor of Biology

COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested leaves of absence without pay or partial pay during the 2010-2011 academic year for the reasons given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary hereby approves these leaves of absence:

EVELYN G. HALL, Associate Professor of Kinesiology, to continue research.

RANI D. MULLEN, Assistant Professor of Government, as a Visiting Fellow with the Center for Policy Research in New Delhi, India to pursue research on governance and democracy in India and South Asia.

NEAL A. TOGNAZZINI, Assistant Professor of Philosophy to accept a Doctoral Recipients Fellowship from the American Council of Learned Societies to further my research.

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COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF JOSEPH GALANO  
DEPARTMENT OF BIOLOGY

Professor Joseph Galano received his B.A. in psychology from St. Francis College in New York in 1970. As a first generation American, he made his family very proud when he completed his Ph.D. in clinical psychology at Bowling Green University in 1977 and his clinical/community psychology internship a year later at the CMDNJ Rutgers Medical School. He joined the Department of Psychology at the College in 1977, and a year later, he was a founding faculty member of the Virginia Consortium Program of Professional Psychology. It is impossible to separate out Professor Galano's service, teaching, and research from each other. For more than three decades, they have been thoroughly intertwined. Professor Galano has embodied William & Mary's 2010 goals of teaching with research and teaching for public service since 1977.

Professor Galano's community service is unparalleled. He has worked tirelessly to give hope to underprivileged children, to educate new parents, to reduce adolescent pregnancy, and to find ways to diminish drug abuse. Because of his efforts, he has received countless awards. These include, but are not limited to, the "Shining Star" award given by the Williamsburg/James City County Community Action Agency, two Virginia gubernatorial awards, and multiple national recognitions. Professor Galano was awarded Fellow status in the American Psychological Association, Society for Community Research and Action. Most impressive in recognition of his career accomplishments, the American Psychological Association honored him with the 1996 Distinguished Contribution to Practice in Community Psychology award.

Professor Galano's research has been continuously funded for over 20 years. He has tirelessly studied preventive interventions and published his findings in the top journals in his field. From 1988 to 1992, he served as editor of the journal *Community Psychology*. In 2007, he edited both a book and a special issue of the *Journal of Prevention and Intervention in the Community*. The title of the book – *The Healthy Families America Initiative: Integrating Research, Theory, and Practice* – encapsulates his approach to psychology.

Clearly, one of Professor Galano's passions is prevention – preventing psychological and social problems before they harm lives. His other passions include horse racing, Tribe football and basketball, and engaging students. He doesn't just teach students; he inspires them. He has changed the course of numerous students' lives for the better. His teaching methods and curricula truly have had a transformative, long-lasting impact on his students' academic and personal lives. They have chosen

careers in public health that they would not have chosen except they have known him. Just as importantly, Professor Galano has mentored, encouraged, and collaborated with many junior faculty. Joe Galano's enthusiasm and dedication are infectious to all he meets.

During his entire career Professor Galano has focused on educating decision makers at all levels of government about the importance of health promotion and illness prevention. He has given countless workshops and speeches, including testimony to various state and national legislative bodies. He did this not to improve his personal, professional reputation; rather, he did this to educate – to teach people who make decisions how to make better decisions. Throughout his career at William and Mary, Professor Galano's greatest professional satisfaction has been to help prepare the next generation of prevention scientists.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Joseph Galano; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-three years of devoted service to the University, a change in status from Professor of Psychology to Professor of Psychology, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Joseph Galano with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF GEORGE W. HARRIS  
DEPARTMENT OF PHILOSOPHY

During his twenty-nine years at the College of William and Mary (1981 to 2010), George W. Harris has achieved excellence in all three areas of service: the pursuit of new knowledge, the dissemination of knowledge, collegiality and governance that enhance the pursuit and dissemination of knowledge. His career-long contributions in all three areas, often in the face of institutional forces that diminish excellence, are truly exceptional.

The Pursuit of New Knowledge: Professor Harris devotes himself to intellectual problems of human existence. He frames his inquiries in light of knowledge drawn from diverse disciplines and is impervious to fads in the profession. He is at his creative best when framing his inquiries in ways that are innovative and true to current forms of knowledge, and in developing our cultural conceptual scheme within that framework. He has addressed several substantial problems in this way, especially the ethical and tragic dimensions of life, and he continues to do so in his current work on life in a pluralistic, liberal democracy.

*Reason's Grief* is Professor Harris's most recent book. In it, he describes the unavoidably tragic nature of all human life, the pernicious effects of denying our tragic nature, and the prospects for the continued existence and well-being of our species. His previous books, *Agent-Centered Morality* and *Dignity and Vulnerability*, trace the sources of what we take to be our moral values, and defend the claim that our deepest values are correctly understood in terms of what is known about our biology and psychology, not in terms of our theological ancestry.

Professor Harris has made original and important contributions in media other than books. He has published a long list of papers on a variety of important problems, including the interests of fathers in deliberations about abortion, the correct interpretation of a crucial Platonic dialogue, the correct theory of practical reasoning, and more. Professor Harris also has presented his work in conferences all over the world, at venues across the United States, in Europe and the British Isles, and in New Zealand and China.

The Dissemination of Knowledge: Professor Harris is a serious thinker who disseminates knowledge by publishing and presenting, and also by being a rigorous, demanding, and stimulating teacher. His teaching is a natural extension of his scholarly work. He aims to show serious young thinkers how to approach genuine intellectual problems with productive methods and relentless determination – how to identify real intellectual problems, how to frame them in terms of what is currently known, how to test competing solutions to problems, and how to effectively communicate those solutions in oral and written media.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF GEORGE W. HARRIS  
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The range of courses and materials that Professor Harris has taught is staggering. In addition to survey courses in ethical theory, political theory, feminism, and sexual ethics, he has taught advanced seminars on abortion, ethics, social and political philosophy, philosophy of mind, philosophy of literature, philosophy of law, philosophy of history, and the philosophy of Immanuel Kant.

Collegiality and Governance: Professor Harris's contributions to governance in the department and the College are also of the highest rank. He has served on numerous college committees, including Arts and Sciences Affirmative Action Committee, Faculty Research Committee, Dean's Advisory Committee, and more. His record of service in the Philosophy Department is even more distinguished. He has served on all the major departmental committees and played a major role in countless job searches.

Professor Harris' greatest contribution to governance may be his willingness to openly challenge and criticize other members of the College. Professor Harris has demonstrated an unfailing concern for excellence over the course of a twenty-nine year career at the College with criticisms that are timely, informed, rigorous, and constructive.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor George W. Harris; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his twenty-nine years of devoted service to the university, a change in status from Chancellor Professor of Philosophy to Chancellor Professor of Philosophy, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and that a copy of the same be delivered to Professor George W. Harris with best wishes for continuing creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF DAVID L. HOLMES, JR.  
DEPARTMENT OF RELIGIOUS STUDIES

The son of a legendary Midwestern coach who regularly produced national champions out of a nineteenth-century gymnasium, David L. Holmes, Jr. has always wanted William and Mary graduates to compete with the best in the nation. In forty-five years at the College, he has achieved a distinguished record. He has viewed teaching as a calling, and he has given his enduring support to America's second oldest college.

David Holmes received a B.A. in English from Michigan State University, an M.A. in English from Columbia University, and a M.A. and Ph.D. in Religion from Princeton University. He also studied for two-and-a-half years at Duke University Divinity School. During service in the United States Army, he rose from draftee to lieutenant. Joining William and Mary's English Department in 1965, he transferred in 1968 to the newly-established Department of Religion. He has also taught at Carnegie-Mellon University and at the University of Virginia.

A significant feature of his years at William and Mary has been his impressive record as a teacher and mentor. Every semester Professor Holmes has spent extraordinary time both in and out of the classroom advising students, counseling them on academic and vocational matters, writing recommendations that have opened doors, and keeping in touch with alumni.

Professor Holmes's students have sensed his deep interest in them. His skills as a teacher are acknowledged by his receipt of the Society of the Alumni Teaching Award twice, the Graves Award for Sustained Excellence in Teaching, the Outstanding Faculty Award of the Commonwealth of Virginia, the Outstanding Freshman/Sophomore Advisor Award, the Alumni Service Award, and – most recently – the College's highest honor, the Thomas Jefferson Award. Two liberal-arts colleges have awarded him honorary degrees.

But Professor Holmes' service to the College extends far beyond the classroom. He has served on a wide variety of departmental and College-wide committees. He has initiated and guided several student clubs, including the Bishop Madison Society. He has given generously of his time to the Admissions and Alumni offices. In his anonymous role as "the Wizard" on the College's Virtual Visits, he advised undecided students about whether to choose William and Mary or another option. During those years, he gained a following among high school seniors for his humor and for his remarkable knowledge of other colleges.

Professor Holmes has done all of this while engaging actively in scholarship. He has held offices and editorships in professional societies. When he has delivered papers at sessions of the American Society of Church History, attendance has picked up. He has published over fifty scholarly articles and chapters in books. Of the six books he has written or edited, his highly regarded A Brief History of the Episcopal Church has educated thousands in seminaries and churches across the country. His The Faiths of the Founding Fathers, published by Oxford University Press, became an academic best-seller. He has just completed a sequel entitled Religious, But Not Too Religious. It focuses on the faiths of the post-World War II American Presidents.

In short, David Holmes has been – in the words of a William and Mary alumna and staff member – “a gift to this institution.”

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of David L. Holmes, Jr.; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty-five years of service, a change from Walter G. Mason Professor of Religious Studies to Walter G. Mason Professor of Religious Studies, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor David L. Holmes, Jr. with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF STEPHEN K. KNUDSON  
DEPARTMENT OF CHEMISTRY

Professor Stephen K. Knudson earned the B.S. in Chemistry from the University of Michigan in 1964 and a Ph.D. from Massachusetts Institute of Technology in 1969. He followed this with post-doctoral work at the University of California at Santa Barbara and at Queens University in Kingston, Ontario. In 1972 Professor Knudson joined the Chemistry faculty at the University of Central Florida in Orlando where he rose to the rank of Associate Professor. For the 1979-80 academic year Professor Knudson came to William and Mary as a Visiting Scholar. In 1981 he then came to William and Mary as an Associate Professor of Chemistry. In 1987, he was promoted to the rank of Professor.

During his career at William and Mary, Professor Knudson's research interests expanded from semi-empirical computational chemistry to embrace other computational chemistry venues, including semi-classical interpretations of chemical bonding, semi-classical treatment of highly excited atoms in external fields, and theoretical treatments of polymers. His most recent work informs the quantum description of chemical bonding with classical concepts. He has been a principal investigator for more than \$270,000 in external funding at William and Mary. He was published 34 scholarly articles in peer-reviewed journals. Professor Knudson has also been keenly interested in the use of computers to improve classroom and laboratory instruction and has published four articles in the prestigious Journal of Chemical Education. He has developed computer software implementing his pedagogical activities.

In his formal teaching responsibilities at William and Mary, Professor Knudson has taught at all levels of the Chemistry curriculum, from first-year chemistry to graduate-level physical chemistry, both lecture and laboratory. His work in introducing computers and computational methods into the general chemistry and physical chemistry laboratory programs is especially noteworthy. Professor Knudson was also responsible for introducing into the Chemistry curriculum a Chemical Physics track as approved by the American Chemical Society.

Professor Knudson's dedication to William and Mary is reflected in the service he has given on Chemistry Department, Faculty of Arts and Sciences, and College-wide committees. The list of standing committees, *ad hoc* committees and search committees is long and varied, including the Nominations and Elections Committee, the Honors and Interdisciplinary Committee, and the Educational Policy Committee. Professor Knudson served as Chair of the Department of Chemistry from 1992-95.

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BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Stephen K. Knudson; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty years of service, a change from Professor of Chemistry to Professor of Chemistry, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Stephen K. Knudson with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF JOHN F. KOTTAS  
MASON SCHOOL OF BUSINESS

John F. Kottas joined the faculty of the now Mason School of Business at the College of William and Mary in 1979 as the J. Edward Zollinger Professor of Business Administration. Prior to coming to William and Mary he had been Associate Professor and head of the Management Science and Information Systems area at the University of Missouri-St. Louis. Before that, he was a member of the business school faculty at the University of North Carolina-Chapel Hill. Professor Kottas earned his Ph.D. in Industrial Engineering and Management Sciences at Northwestern University and his B.S. from Purdue University.

A prodigious researcher, Professor Kottas has published dozens of articles in top journals in management science, production, and decision analysis. As a testament to the range of his scholarly contributions and their quality, we note that he has published more articles in The Accounting Review, the top journal in accounting, than any other member of our faculty. His addition to the faculty of William and Mary's business school was a significant milestone in the young school's development and dramatically increased the profile and stature of the school in top-quality research.

Professor Kottas has been as serious about his teaching throughout his career as he has about his research. He combines rigor and high standards with an obvious affection for his students and concern for their progress and intellectual development. His teaching has focused in the areas of management science, production, quantitative methods, and statistics. Professor Kottas has always been willing to take on a new challenge in the classroom and he never did anything half way. When it was decided that the business school needed a course in computer literacy, not only did Professor Kottas volunteer to design and teach the course, he also decided to research, write, and publish a manual for students on Microsoft Excel.

Professor Kottas has served his colleagues and the business school with distinction on committees and in other leadership positions. A man of wide-ranging interests and many talents, John has even teamed up recently with his wife Betty to suggest refinements to the architects' designs for the new business school building. After three decades of positive influence on the business school's programs, students, and faculty, Professor Kottas now adds the distinction of having left his mark as well on the business school's new home, Alan B. Miller Hall.

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BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of John F. Kottas, Jr.; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-one years of service, a change from J. Edward Zollinger Professor of Business to J. Edward Zollinger Professor of Business, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Kottas with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF CONNIE KEARNS McCARTHY  
EARL GREGG SWEM LIBRARY

Connie Kearns McCarthy received her B.A. from Dominican University and her M.S.L.S. from Catholic University. She came to William and Mary in 1997 as Dean of University Libraries, following ten years at Duke University, where her last position was as Associate University Librarian. Earlier she had served in various positions at George Washington University, including the last as Assistant University Librarian for Collections.

Dean McCarthy's role as a nationally known leader in the library profession is well recognized. She served as President of the Association of Southern Research Libraries (ASERL), was elected to the Board of Directors of the Southeastern Library Network (SOLINET), and was Chair of the Steering Committee of the Virtual Library of Virginia (VIVA). She also served on the Library Advisory Committee of the State Council of Higher Education in Virginia (SCHEV).

During Dean McCarthy's tenure at William and Mary, the Earl Gregg Swem Library flourished under her outstanding and very capable leadership, despite the recent handcuffs of a bad economy. One of her major contributions was overseeing the renovation of the library and the new addition which increased library space by nearly 60%. Another was the creation of the Media Center. With her help and encouragement, private giving to the library increased 36% since June of 1998, and endowment funds have increased by over 50% in the last five years. These fine accomplishments and the quality of her service have made an indelible mark on the College of William and Mary.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Connie K. McCarthy; expresses its great appreciation to her for the many contributions she has made to the Earl Gregg Swem Library; and approves, with deep gratitude for her thirteen years of devoted service to the university, a change in status from Dean of University Libraries to Dean of University Libraries, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Dean Connie K. McCarthy with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF ROBERT A. ORWOLL  
DEPARTMENT OF CHEMISTRY

Professor Robert A. Orwoll joined the faculty of the Department of Chemistry in 1969 as an Assistant Professor. He earned a B.A. from Saint Olaf College in 1962 and a Ph.D. from Stanford University in 1966 where he worked with the Nobel Laureate, Paul Flory. He did postdoctoral work in the Department of Chemistry at Dartmouth College and the Institute of Materials Science at the University of Connecticut before coming to William and Mary. In 1982, he was promoted to the rank of Professor.

Professor Orwoll has pursued a successful research program in polymer chemistry throughout his career at William and Mary. Most recently, he has developed materials designed to shield humans from the effects of cosmic rays encountered in travel to the moon and beyond. Over the course of his career he was the author or co-author of successful research proposals totaling over 3 million dollars. He has involved students at all levels in his research. The large number of his undergraduate research students was enhanced by students at the Master's level in Chemistry and Ph.D. students through the Applied Science Department. He has published a number of papers with these students as coauthors. In addition, he has published a number of chapters in reference books such as *Polymer Handbook* and *Physical Properties of Polymers*. He has also been an active reviewer of manuscripts submitted for publication.

Teaching has always been one of Professor Orwoll's strongest endeavors. He is respected by both students and colleagues as an excellent teacher who is truly interested in his students. He has taught the introductory level course and advanced courses in physical and polymer chemistry. His ability to remember students from years ago is amazing, and he still corresponds with many of them.

Professor Orwoll's dedication to William and Mary is reflected in the service he has given on Chemistry department, Faculty of Arts and Sciences, and College-wide committees. The list of standing committees, *ad hoc* committees and search committees is long and varied. He was a member of the Group to Revitalize the Applied Science Program and was a major contributor to its success. He then served for two years as the Interim Director of the fledgling program followed by two years as Director. During this time, he successfully launched the Applied Science Program which today is the Department of Applied Science. Later, he served as chair of the Chemistry Department. Throughout his tenure at William and Mary, Professor Orwoll served as an advisor, being named Outstanding Freshman-Sophomore Academic

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Advisor in 1992. Outside of the College, he has presented many chemistry magic shows to children in the local schools.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert A. Orwoll; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty-one years of service, a change from Professor of Chemistry to Professor of Chemistry, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Robert A. Orwoll with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF JAMES M. PATTON  
SCHOOL OF EDUCATION

James M. Patton joined the faculty of the School of Education in 1987 as Director of Teacher Education and Associate Professor of Education. With a baccalaureate degree in social psychology from Kentucky State University, a master's in special education from the University of Louisville, and a doctorate of education in higher education from Indiana University, Professor Patton has devoted more than forty years to the education profession. He began his career as a special education teacher and quickly moved into higher education, initially as a faculty member at Hampton University and then as a faculty member, department chair, interim dean, and assistant to the vice president for academic affairs at Virginia State University. Prior to his appointment at William and Mary, Professor Patton served for three years as Director of Teacher Education at the Virginia Department of Education.

Professor Patton has taught baccalaureate, master's and doctoral courses in both the Curriculum and Instruction and the Educational Policy Planning and Leadership Areas. By teaching the introductory social foundation course and also supervising the culminating student teaching experience, Professor Patton has had a unique impact on hundreds of William and Mary teachers. The graduate course on cultural competence that he developed as an elective quickly became not only a requirement but a hallmark of the school leadership program. In course evaluations, students frequently described his seminar as a life-changing experience. Professor Patton served on many dissertation committees. Across programs and degree levels, students sought his support as an advisor and mentor.

As a scholar, Professor Patton has focused on policies and practices for educating diverse learners. His numerous publications and presentations have addressed issues of disproportionality—the over-representation of African-American students in special education and their under-representation in gifted education. His depiction of the “warring souls” of African-American males in high school has advanced understanding of the critical needs of these students. Professor Patton co-authored and directed several large grants to design and evaluate more inclusive programs in gifted education, as well as multicultural curriculum for educators. A powerful keynote speaker, Professor Patton has inspired professionals, parents, and policy makers alike.

Within the College, state, and nation, Professor Patton has been a force for change in educational programs across K-12 and higher education. As Associate Dean of the School of Education from 1991-1999, he led several major curriculum restructuring efforts and accreditation reviews. Professor Patton's numerous committee

responsibilities as a faculty member included recent terms on the President's Committee on Diversity and the School of Education Diversity Committee where he helped William and Mary to become a more inclusive community. Within the Commonwealth, Professor Patton received several gubernatorial appointments including an appointment to the Virginia Board for People with Disabilities. He also served on the Fordice Commission from 1997-1999 to study the Impact of Certain Court Decisions on the Commonwealth Institutions of Higher Education. On governing boards for Richmond Community School and An Achievable Dream, Professor Patton contributed to innovative and effective K-12 schools. For the Council for Exceptional Children and other national professional associations, Professor Patton has been a hard-working and accomplished leader.

Professor Patton has received numerous awards for his leadership contributions. In 1984, he received the Presidential Citation of the National Association for Equal Opportunity in Higher Education, and he has been recognized as a Distinguished Alumnus by both his baccalaureate and master's institutions. In 1992, Professor Patton was honored by the Virginia Urban League for Outstanding Contributions to Education. From 1996-2004, Professor Patton was a Senior Scholar with the prestigious national think tank, the Shaklee Institute for Improving Special Education.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of James M. Patton; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his twenty-three years of devoted service to the university, a change in status from Professor of Education to Professor of Education, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor James M. Patton with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF RONALD R. ST. ONGE  
DEPARTMENT OF MODERN LANGUAGES AND LITERATURES

Professor Ronald R. St. Onge joined the faculty of the Department of Modern Languages and Literatures in 1970 as an Assistant Professor of French and was promoted to the rank of Professor in 1985. His M.A. in French and Ph.D. degrees in French were granted by Vanderbilt University in 1968 and 1970 respectively, with a doctoral dissertation entitled "Reflections of the Political World in the Works of Apollinaire".

During his career at William and Mary, Professor St. Onge taught a remarkable range of courses in French Language and French Literature and Culture at all levels. Most notably within his specialty he created courses on The French Novel in the 20<sup>th</sup> century, Surrealism, French Poetry from the 19<sup>th</sup> and 20<sup>th</sup> centuries, French Civilization and recently on cultures of French-speaking communities in the United States. Over the years, Professor St. Onge has served on college wide committees, such as the Faculty Assembly, RPT, EPC, the Graduate Studies Committee, the International Studies Committee, the Faculty Research Committee and also as a Faculty Marshal. He worked as Acting Associate Director of the Reves Center for International Studies for one year, directed the French program for three years and chaired the Department of Modern Languages and Literatures for ten years. Under his leadership this department grew from a department composed of five language areas to one of the largest departments at William and Mary composed of eight different sections, with an international and internationally recognized faculty, teaching and doing research no longer solely in Modern Languages and Literatures, but also in Cultural Studies.

Trained as a specialist in Modern French Poetry, Professor St. Onge has published numerous articles and textbooks on French language (*Interaction*, 8<sup>th</sup> Edition in 2010), French culture (*Interculture: Lectures et activités*, 2<sup>nd</sup> Edition, 1987; *Intersections: Lectures littéraires et culturelles*, 2<sup>nd</sup> Edition 1991; *La Civilisation française en évolution*, Volumes 1 and 2, 1996-7), and the craft of writing (*Alinéas: L'Art d'écrire*, 1990). More recently he co-authored a book published by Yale University Press (2010) on French-speaking communities in the United States (*Héritages Francophones. Enquêtes Interculturelles*). All his books are highly regarded and have been used in major colleges and universities around the United States and Canada. His contributions to the field of French Studies and enviable list of publications have been further recognized through several honors such as the presidency of the American Association of Teachers in French in Virginia (1990-1994). In 1995 he was awarded the prestigious French Honor "Knight of the Order of Academic Palms" by the Prime Minister of France "for his outstanding contributions to the spread of French language and culture in the

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world." He is the Invited Speaker at the annual conference of International Council of Francophone Studies (C.I.E.F.) this summer in Montreal, Canada.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Ronald R. St. Onge; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty years of devoted service, a change of status from Professor of Modern Languages and Literatures to Professor of Modern Languages and Literatures, Emeritus.

BE IT FURTHER REVOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Ronald St. Onge with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF DENNIS L. TAYLOR  
SCHOOL OF MARINE SCIENCE

Dr. Dennis L. Taylor joined the faculty of the College of William and Mary in 1991 as Dean and Director of the School of Marine Science (SMS) and Virginia Institute of Marine Science, (VIMS), and as the first Marshall Acuff Professor of Marine Science.

Professor Taylor received his A.B. in Biology in 1964 from the University of Pennsylvania, and his PhD in Ocean Science in 1967 from the University of Wales, U.K. From 1967 to 1968 he was one of 20 NATO Post-Doctoral Fellows, and studied at the Marine Biological Association of the United Kingdom in Plymouth, England. During that same period he held a Royal Society Table at the Stazione de Zoologica in Naples, Italy. Between 1968 and 1969 he was a Post-Doctoral Fellow with the Haskins Laboratories in New York.

As Dean and Director of SMS/VIMS (1991-1995) he restructured the Graduate Program in Marine Science, improving the curriculum and raising the overall quality of the student body. He was also particularly effective in advancing the role of women in science at SMS/VIMS. His strong support for the women faculty present when he arrived at SMS/VIMS, and his recruitment of new women faculty from the then emerging generation of women graduates in marine science, made SMS/VIMS a national example. Many have gone on to receive the most prestigious awards given by the College and the Commonwealth and have become elected officers of prestigious professional societies. All are internationally recognized in their respective disciplines. For this, in 1997, Professor Taylor received the VIMS Award for the Advancement of Women in Science.

Professor Taylor is known internationally for his research on the taxonomy and physiology of symbiotic and toxic marine dinoflagellates. In his later years, his work focused principally on the biology and ecology of coral reefs, leading to demonstrations of the connections between algal symbiont primary production and the deposition of the carbonate skeletons of reef corals, and the calcareous algae. He was one of the pioneers of underwater research diving, using deep diving technologies, submarines and habitats in his work. He is the recipient of numerous Federally supported research grants and contracts, the editor of two volumes on coral reefs and one on toxic algae, and the author of numerous other publications, both popular and professional. Before coming to the College, he served as the Director of the University of Maryland's Horn Point Laboratory, and as the Director and CEO of the Bigelow Laboratory for Ocean Science in Boothbay Harbor, Maine. He is currently Co-Director of the President's W&M Committee on Sustainability. His students are dispersed globally.

Since arriving in 1991, Professor Taylor has devoted himself to building interdisciplinary bridges in research and teaching between and within the School of Marine Science and the College. He has encouraged the involvement of VIMS faculty with undergraduates, drawing the two campuses closer. He has been a constant and innovative instructor of Freshman seminars in diverse topics relating to the environment that range from science and policy, to literature, philosophy and the structure of knowledge and the origins of scientific revolutions. His courses routinely bring together students from Arts and Sciences and the graduate and professional schools in an intellectually stimulating interdisciplinary setting. For several years, he has taught in the Sharpe Community Scholars Program, exploring the connections of community, the environment and the individual's conceptualization of nature. In 2008, he received the President's Award for Service to the Community for this work.

Throughout his distinguished career, Professor Taylor has fully devoted himself to research, teaching and service and has clearly demonstrated the valuable and varied qualities of a William and Mary faculty member. He is recognized and highly respected by students from across the university, fellow faculty members, administrators, and the community within which he has served.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Dennis L. Taylor; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his nineteen years of devoted service to the University, a change in status from Professor of Marine Science to Professor of Marine Science, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Dennis L. Taylor with best wishes for continuing and creative work in the years ahead.

COMMITTEE ON STUDENT AFFAIRS

April 15, 2010

3:30 – 4:15 p.m.

Board Room - Blow Memorial Hall

John Charles Thomas, Chair

Suzann W. Matthews, Vice Chair

- I. Introductory Remarks - Mr. Thomas
- II. Report from Vice President for Student Affairs – Virginia M. Ambler
  - A. Radio Station Report
    - 1. WCWM-FM Annual Report 2009-10 - Enclosure I.
  - B. Update on Greek Life and Fraternity Housing
- III. Report from Student Liaisons
- IV. Discussion
- V. Adjourn

Board of Visitors

Enclosure I

April 14-16, 2010

Page 1 of 1

**COLLEGE OF WILLIAM AND MARY  
WCWM-FM ANNUAL REPORT 2009-10**

In accordance with the Board of Visitors' operating policies for WCWM-FM, the following report is submitted as an annual review of the station's operations for 2009-10.

WCWM-FM (90.9 MHz.) is a student-funded activity approved by the Publications Council of the College. The operational budget for the 2009-10 fiscal year is \$21,085 which is derived from the student activities portion of the General Fee. The amount allocated by the Publications Council covers basic operating expenses such as a contacted engineer, electricity, phone service, memberships, and computer leases. Major repairs and equipment purchases, or replacement items, are covered through a special reserve fund maintained by the Publications Council.

As a requirement of the Publications Council, each editor/station manager presents their annual goals and objectives to the group during the fall semester. Membership consists of undergraduate and graduate students who show an interest in working at the station. The station actively recruits new freshmen and transfer students at the annual Activities Fair during Orientation. New members can also join by contacting the station and attending their weekly station meetings.

Before any DJ can go on-air they need to meet pre-established training guidelines. The leadership of the station is primarily responsible for this training. Our contracted engineer also plays a role in these endeavors, especially at the beginning of each semester. Student leaders are responsible for following FCC guidelines, as well as ensuring that all members understand these regulations. Training and orientation sessions are very important to the success of the station, and provide consistency from show to show.

Sean Twigg is our current station manager. Elections for his replacement will take place in late March or early April. Mr. Twigg has done an exceptional job this year with his responsibilities. He has created a nice team where many students have had an opportunity to hold significant roles. Sean will mentor his replacement over the last month of the semester in order to create the consistency that is so important to this operation.

It has been a very good year for the station, always willing to try new things and create opportunities. With the ever changing world of technology and internet streaming, the students always need to stay abreast of these unique developments. The leadership of the station has been successful in meeting their goals and objectives.

Mark Constantine, Assistant Vice President for Student Affairs  
Publications Council Advisor

COMMITTEE ON STRATEGIC INITIATIVES

April 15, 2010

4:15 – 5:30 p.m.

Board Room - Blow Memorial Hall

Jeffrey B. Trammell, Chair

Janet M. Brashear, Vice Chair

- I. Introductory Remarks – Mr. Trammell
- II. Comments by Strategic Initiatives Committee Chair – Ms. Brashear
- III. Update on Strategic Planning Progress -- Provost Michael R. Halleran and Vice President for Strategic Initiatives James R. Golden
  - A. University Dashboard Update - Enclosure J
  - B. *US News and World Report* rankings process
  - C. Progress on implementation steps for FY10
  - D. Strategic Planning Framework FY2011-2015 – Enclosure K
- IV. Communication Update – Vice President for Strategic Initiatives
- V. Government Relations Update – Associate Vice President for Government Relations Fran Bradford
- VI. Adjourn

## UNIVERSITY DASHBOARD UPDATE

							Last updated April 1, 2010	
Measures+	W&M 2005-06	W&M 2006-07	W&M 2007-08	W&M 2008-09	W&M 2009-10	Target	UVA* ** (2008-09)	Brown* ** (2008-09)
<b>General Measures for Tracking</b>								
1 US News & World Report: Nat'l universities <sup>b</sup>	31	33	32	33	Avail. 8/2010		24 (tie)	16
2 US News & World Report: Public universities <sup>b</sup>	6	6	6	6	Avail. 8/2010		2 (tie)	Not applicable
3 US News & World Report: Financial resources rank <sup>b</sup>	111	106	111	88	Avail. 8/2010		64	26
4 Undergraduate acceptance rate <sup>a</sup>	31%	32%	34%	34%			37%	14%
5 Middle 50% SAT scores <sup>b1</sup>	1260-1440	1240-1440	1250-1450	1250-1440	1240-1450		1220-1440	1320-1540
6 Undergraduate degrees awarded <sup>a</sup>	1,384	1,376	1,454	1,461	Avail. 9/2010		3526 (2007-08)	1542 (2007-08)
7 Graduate/professional degrees awarded <sup>a</sup>	711	728	722	800	Avail. 9/2010		2813 (2007-08)	623 (2007-08)
8 Operating Expenses Provided by the State <sup>a</sup>	21%	23%	18%	Avail. 5/ 2010	Avail. 10/2010		8% (2007-08)	Not applicable
9 Core Expenditures per FTE Student <sup>a</sup>	\$30,366	\$30,598	\$35,974	Avail. 8/2010	Avail. 8/2011		\$47,288 (2007-08)	\$65,220 (2007-08)
10 Annual Revenue								
11 # of Faculty Publications/Shows								
<b>Challenge 1: Leader Among Liberal Arts Universities</b>								
12 % courses taught by tenure/tenure-eligible faculty								
13 GRE/MCAT/LSAT/GMAT scores (W&M graduates)								
14 Example mean GRE scores								
15 Student : faculty ratio <sup>b</sup>	11:1	11:1	11:1	11:1	Avail. 4/2010		15:1	8:1
16 Undergraduate graduation rates <sup>a</sup>	91%	91%	91%	Avail. 4/2010	Avail. 4/2011		93% (2007-08)	94% (2007-08)
17 Undergraduate class size 2-19 <sup>b</sup>	47%	47%	49%	45%	48%		50%	71%
18 Mentored student experiences								
19 Average Ph.D. stipends								
20 Total sponsored program expenditures (millions) <sup>a</sup>	\$49	\$50	\$50	Avail. 8/2010	Avail. 8/2011	\$60 by 2014	\$311 (2006-07)	\$101 (2006-07)
<b>Challenge 2: More Fully Diverse Community</b>								
21 Undergraduates who are members of race/ethnic minority groups <sup>a</sup>	18%	20%	20%	22%	23%		24%	31%
22 Undergraduates with demonstrated financial need <sup>a,2</sup>	27%	27%	28%	29%	Avail. 1/2011		28%	44%
23 Average per-borrower cumulative undergraduate debt <sup>c3</sup>	Not available	Not Available	\$15,602	\$16,765	Avail. 1/2011		\$19,016	\$19,390
24 Graduate/professional students who are members of race/ethnic minority groups <sup>a</sup>							20% (Fall 2007)	15% (Fall 2007)
25 % Staff who are members of race/ethnic minority groups <sup>a</sup>								

Measures*	W&M 2005-06	V&M 2006-07	W&M 2007-08	W&M 2008-09	W&M 2009-10	W&M Target	UVA* ** (2008-09)	Brown* ** (2008-09)
26 % of full time tenure/tenure track faculty who are women	34%	Not Reported	31%	Not Reported	Avail. 1/2011		24% (Fall 2007)	29% (Fall 2007)
27 % Senior administrators who are members of race/ethnic minority groups <sup>7</sup>								
28 % Senior administrators who are women								
<b>Challenge 3: Lifelong Commitment</b>								
29 Alumni giving participation rate: undergraduates with degrees <sup>d</sup>	26%	24%	22%	22%	Avail. 8/2010	30% by 2014	23% (2007-08)	38% (2007-08)
30 # Alumni involved in career planning/mentoring for students								
<b>Challenge 4: New Financial Model</b>								
32 Debt Service as Percent of Operating Expense <sup>f</sup>	4.4%	4.4%	4.6%	5.0%	Avail. 9/2010	<7%		
33 Total Value of Private Gifts (in millions) <sup>16</sup>	\$49	\$49	\$35	\$51	Avail. 8/2010		\$275 (2007-08)	\$178 (2007-08)
34 Total of all endowments (in millions) <sup>g</sup>	\$492	\$586	\$580	\$495	Avail. 9/2010		\$4,573	\$2,778
35 Endowment per student								
<b>Challenge 5: Administrative Resources and Infrastructure</b>								
36 Staff compensation benchmark								
<b>Challenge 6: Communications Structure and Strategy</b>								
37 Baseline measure of IT infrastructure adequacy								
38 Academic Facilities Condition (Ratio of Deficiencies to Replacement Value) <sup>e5</sup>	14.6%	13.6%	12.4%	11.0%	Avail. 1/2011	<10%	10.1%	
39 All Facilities Condition (Ratio of Deficiencies to Replacement Value) <sup>e5</sup>								
40 Total Building Deficiencies (in millions)								
41 # "W&M In the News" local, regional, national articles/month								
42 Measure of Awareness of William & Mary (to be identified)								

<sup>a</sup>Preliminary list. A measure of the quality of faculty is under discussion.

<sup>b</sup>Years vary by data availability as noted in W&M data

<sup>c</sup>Denotes schools with a medical school and engineering program

<sup>d</sup>From Integrated Postsecondary Education Data System of US Dept. of Education Nat'l Center for Education Statistics (data for required reports could vary among schools by one year for some measures)

<sup>e</sup>From US News & World Report: rankings published in August based on data submitted in previous spring

<sup>f</sup>From Common Data Set

<sup>g</sup>From Council for Aid to Education/Voluntary Support of Education

<sup>h</sup>Calculated by facilities management for submission to State Council of Higher Education

<sup>i</sup>Internal calculation using data included in the College's annual audited financial statements

<sup>j</sup>From National Association of College and University Business Officers (NACUBO)

<sup>k</sup>M – Maintain and monitor in current range

<sup>l</sup>Based on sum of 25<sup>th</sup> and 75<sup>th</sup> percentile reading and math scores

<sup>m</sup>Figures are estimates for current year or actual for previous year

<sup>n</sup>For undergraduates who earned bachelor's in previous year

<sup>o</sup>Includes W&M (\$225m) and VIMS (\$43m) operating and non-operating expenditures; excludes independent operations, auxiliary and hospital services expenditures. Examples of operating expenditures include instruction, research, operation/maintenance of plant. FTE count includes both graduate and undergraduate students.

<sup>p</sup>The Facilities Condition Index (FCI) is a fitness indicator for the College's academic facilities and infrastructure. The FCI is the ratio of known maintenance deficiencies to the current replacement value of academic facilities. Industry standards suggest that an FCI of 5% or less indicates good condition, 5% to 10% fair condition, and above 10% poor condition.

<sup>q</sup>Annual rate based on Council for Aid to Education/Voluntary Support of Education. For UVA, 2-year average from US News & World Report is used

<sup>r</sup>Also includes race reported as unknown and non-resident alien

COLLEGE OF WILLIAM AND MARY

STRATEGIC PLANNING FRAMEWORK FY2011-2015

At the April 17, 2009, meeting, the Board of Visitors approved the strategic planning framework, vision, challenges, goals, objectives and the implementation process in developing the strategic plan, entitled Celebrating Tradition & Forging Change: A Plan for William & Mary.

Each year in April a revised plan reflecting the goals and objectives will be produced, followed in September with a detailed implementation plan, including actions and appropriate metrics. Through the year, evaluations of progress will be provided.

Our strategic planning process for 2009-2010 engaged all parts of the William and Mary community. The process included over 100 implementation steps for FY10. While those were underway, the Planning Steering Committee and its subcommittees considered appropriate implementation steps under each challenge area for FY11, and the planning framework of additional steps to be considered for FY12-15.

Implementation will include assignment of responsibility for each goal and step, development of specific metrics to track outcomes, and reports of performance against those measures. As a result, our planning and financial processes will become more transparent and more focused on strategic priorities.

The following document presents implementation steps under each challenge and goal for fiscal year 2011 (FY11) and the evolving planning framework for FY12-15. The individuals named in parentheses after each step are responsible for coordinating and tracking implementation.

CELEBRATING TRADITION & FORGING CHANGE:  
**AN EVOLVING PLAN FOR  
WILLIAM & MARY**

April 2010



## A Unique Combination

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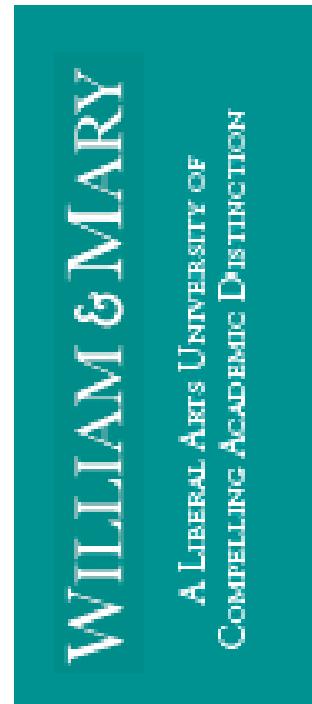
William & Mary effectively blends characteristics that could conflict, but instead are mutually supportive in our context. The ampersand in our name represents the balance we strive to achieve. That balance reflects the blend of characteristics that help make W&M so significant. Our strategic planning process is celebrating tradition & forging change.

### 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 & Strategically professional and graduate	
Supported by alumni committed to serve & Inspired by students prepared to lead	

## Our Vision

William & Mary will continue to be one of the world's great liberal arts universities. Already a university of compelling academic distinction, the College will expand its interdisciplinary study, global relevance, and faculty-student research, as well as its lifelong ties with alumni. Our students come wanting to change the world and will leave with the tools to do it.



## Our Overarching Grand Challenge

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President Reveley launched a new strategic planning process in academic year 2008-2009. The strategic plan identified one overarching grand challenge for the future of the university. That is to be a leader among liberal arts universities. The centerpiece of our strategy is to define and showcase William & Mary as a university of compelling academic distinction, one of the world's great liberal arts universities. All of our other aspirations flow from this commitment.

Major actions and decisions moving forward will build on our ability to combine the best elements of a liberal arts college and a research university with select graduate and professional programs. W&M's success in blending those two aspects is our great competitive advantage. To an extraordinary degree we effectively integrate teaching and scholarship and provide powerful faculty-student interaction. We will build on that foundation. We will increase our emphasis on interdisciplinary and international programs.

## Other Critical Challenges

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The planning process targets five other critical challenges in support of advancing as a leader among liberal arts universities.

- Build and support a more fully diverse W&M community.
- Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M.
- Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs.
- Provide the administrative resources and infrastructure required for a university in the 21<sup>st</sup> Century.
- Explain and promote W&M through a more effective communications structure and strategy.

We recognize the excellence that comes with inclusiveness, and we are committed to being a welcoming and supportive university. We will help students develop as leaders both in and beyond the classroom — in civic engagement, athletics, the arts and international programs. We will give them opportunities to explore, experiment, take risks, build teams, and lead change. We will focus as well on W&M as a lifelong experience. We will build a stronger sense of stewardship among our students and our alumni. We will create and implement a new financial model to fund adequately our exceptional liberal arts university and to build a solid foundation for the future.

## Six Challenge Subcommittees

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1. Be a leader among **liberal arts universities**.
2. Build and support a **more fully diverse W&M community**.
3. Develop an ever more engaging campus experience that 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 **administrative resources and infrastructure** required for a university in the 21<sup>st</sup> Century.
6. Explain and promote W&M through a more effective **communications structure and strategy**.

## Our Process

Our strategic planning framework includes goals and implementation steps for addressing each challenge. We review and update the framework annually.

Our strategic planning process for 2009-2010 engaged all parts of the W&M community. The process included over 100 implementation steps for FY10. While those were underway, the Planning Steering Committee and its subcommittees considered appropriate implementation steps under each challenge area for FY11, and the planning framework of additional steps to be considered for FY12-15.

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This document presents implementation steps under each challenge and goal for fiscal year 2011 (FY11) and the evolving planning framework for FY12-15. The individuals named in parentheses after each step are responsible for coordinating and tracking implementation.

Challenge 1: Be a leader among liberal arts universities

Goal 1: Embed the core values of liberal arts education in all parts of the university –  
undergraduate, graduate and professional

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#### **FY11**

- Begin a review of the undergraduate curricula in A&S, Business and Education. (Halleran, Strikwerda, Appropriate Faculty Committees)\*
- Carry out a review of the merit and promotion systems and related incentives. (Halleran, Appropriate Faculty Committees)\*

**\* Continues into FY12-13**

#### **FY11 Metrics**

- Review of the undergraduate curricula under way.
- Review of the merit and promotion systems and related incentives completed and shared.
- Alignment of review recommendations with the vision and related strategic priorities.

#### **FY12-15 (framework for planning as funds permit)**

- Implement recommendations from the reviews. (Halleran)

Challenge 1: Be a leader among liberal arts universities

Goal 2: Provide more robust support for teaching, research, scholarship, and creative activities

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#### **FY11**

- Ensure faculty and staff compensation is competitive. (Halleran, Jones)\* (See Challenge 4, Goal 1)
- Create a fund to provide competitive startup packages in all disciplines. (Halleran, Jones)\*
- Ensure graduate and professional stipends are competitive with peer programs. (See Challenge 4, Goal 1)(Halleran, Jones)\*
- Increase library support based on needs assessment. (McCarthy, Halleran)\*
- Increase support and provide incentives for innovative and collaborative teaching and research. (Halleran, Deans)\*

\* Continues into FY12-15

#### **FY11 Metrics**

- Increased allocation of resources toward each of these objectives.

#### **FY12-15 (framework for planning as funds permit)**

- Promote more undergraduate research opportunities through private giving. (Halleran, Strikwerda)
- Create a faculty research development fund. (Halleran)
- Increase support for IT, creative and performing arts spaces, learning environments, etc., based on needs assessments. (Halleran)

Challenge 2: Support a more fully diverse W&M community

Goal 1: Better encourage, coordinate and communicate W&M's diversity initiatives

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#### **FY11**

- Begin a formal review, internally and externally, of best practices that provide synergy for broad based university-wide diversity initiatives.\* (Glover)
- Support the Lemon Project Committee in its efforts to carry out the research project aimed at understanding the history of African-Americans at the College and in the greater Williamsburg community (i.e., Web presence, research projects, potential courses). (Halleran, Glover)
- Evaluate communication channels and materials, in concert with Creative Services, to ascertain whether they reach under-represented audiences. (Golden, Glover)
- Review the information on the W&M Website to assess the messaging of diversity at W&M.
- Suggest areas of improvement for recommendation to Creative Services. (Golden, Glover)

\* **Continues into FY12-15**

#### **FY11 Metrics**

- Assess any new programs or initiatives as result of review.
- Assess new initiatives or partnerships established as a result of Lemon Project.
- Assess as part of W&M's overall university-wide communications plan.
- Recommendations for Website changes compiled.

#### **FY12-15 (framework for planning as funds permit)**

- Implement recommendations from the reviews. (Reeveley, Glover)

Challenge 2: Support a more fully diverse W&M community

Goal 2: Ensure a welcoming and supportive campus

**FY11**

- Continue to improve campus accessibility as deemed appropriate. (Martin)
- Continue to review benefits programs, including domestic partner benefits, services, and facilities to ensure they reflect cultural shifts and changing demographics. \* (Halleran)
- Work in conjunction with HR Training Director to develop diversity/sensitivity workshops to prepare faculty and staff for ongoing changing demographics as informed by the results of the campus climate survey. \* (Martin, Halleran, Glover)

\* Continues into FY12-15

**FY11 Metrics**

- Specific improvements to campus accessibility.
- Assess status of desired plan for offering expanded benefits.
- Evaluate training programs conducted.

**FY12-15 (framework for planning as funds permit)**

- Implement recommendations from the reviews.

Challenge 2: Support a more fully diverse W&M community

Goal 3: Increase the diversity of the student body, faculty and staff

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#### **FY11**

- Expand undergraduate, graduate and professional school student recruitment from under-represented populations, to include international students. (Glover, Deans and other appropriate faculty/staff)
- Develop pipeline programs that contribute to increasing diversity in the undergraduate and graduate student population. (Glover, Deans and other appropriate faculty/staff)
- Develop a working plan that identifies University hiring needs for faculty and staff and identify key areas for opportunity. (Halleran, Martin, Glover)

#### **FY 11 Metrics**

- Undergraduate and graduate/professional enrollment of under-represented groups.
- International student enrollment in undergraduate programs.
- Faculty/staff hiring.

#### **FY 12-15 (framework for planning as funds permit)**

- Create funding opportunities to enroll degree seeking international students.
- Expand institutional and financial support for visiting international faculty and scholars.

Challenge 2: Support a more fully diverse W&M community

Goal 4: Encourage more diverse curricular offerings and ways of teaching

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#### **FY11**

- Encourage opportunities for faculty development projects that enhance diversity in the curriculum, including assisting faculty with practices that best promote the exploration of diverse experiences. (Halleran, Deans, Appropriate Faculty Committees)
- Encourage a review of the undergraduate curricula in A&S, Business and Education with a focus on the strength of diverse curricular offerings and ways of teaching. The content portion of that review should link to the curriculum review in challenge 1, goal 1. (Halleran, Deans, Appropriate Faculty Committees)

#### **FY11 Metrics**

- Assess faculty development opportunities underway.
- Review of the undergraduate curricula underway.

#### **FY12-15**

- Develop opportunities to expand criteria used for retention, promotion and tenure (i.e., acknowledgement of work that promotes inclusivity).

### Goal 1: Forge lifelong relationships with W&M

#### FY11

- Continue to implement "W&M for a Lifetime" campaign; develop "W&M for a Lifetime" events in conjunction with the opening of the Cohen Career Center; provide support to departments to host student/alumni programs during signature events on campus. (Coordinating Group)
- Develop campaign to encourage alumni and community involvement in the classroom and on campus. (Coordinating Group)
- Evaluate and modify the manner in which graduate and off-cycle undergraduate degree candidates are recognized to be sure we are promoting a sense of life-long connection. (Ambler)
- Create Alumni Association-A&S communications partnership to support departmental and program-sponsored alumni websites; Expand alumni news and links on departmental and program websites. (Strikwerda, Cottrell, Evans)

#### FY11 Metrics

- Events implemented.
- Campaign for alumni and community involvement in place.
- Review of degree ceremonies complete.
- Departmental and program-sponsored alumni website links improved.

#### FY 12-15

- Build information system to better identify alumni interests and willingness to participate in W&M events (classes, services opportunities, etc.) (Coordinating Group, Alumni Association)
- Examine curricular and co-curricular offerings that promote life-long connections. Increase offerings and communicate availability. (Halleran)
- Assure effective connection of new graduate and undergraduate students to a life-long relationship with William and Mary through orientation programming. (Ambler)

Goal 2: Increase collective identity

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### FY11

- Articulate the elements of our collective identity that can be used to strengthen the William & Mary Community. (Reveley, Halleran, Cottrell, Faculty Assembly)
- Propose, support and implement innovative strategies for expanded student leadership development. (Ambler)
- Establish committee to work with Deans to use new facilities to energize and connect with the W&M and Greater Williamsburg communities. (Douglas, McLaughlin, Pulley, Strikwerda, Wells)
- Review the 2009-10 Coalition Assessment Project Report (CAP) on Greek Life and work with students, faculty, and staff to implement recommendations as appropriate to support a strong, healthy Greek community. (Ambler)
- Develop campaign to use arts programming and activity in the arts to enrich campus life and bring together students, staff, faculty members, alumni, and off-campus community. Display student art in public spaces around campus. (Halleran, DeGroot, Longo)

### FY11 Metrics

- Core values identified.
- Student leadership development plan in place.
- Deans committee for facilities use established.
- Greek life review completed.
- Arts campaign implemented.

### FY12-15

- Continue implementation of leadership development strategies. (Ambler)
- Complete implementation of recommendations from Greek life review. (Ambler)
- Continue and expand arts campaign. (Halleran, DeGroot, Longo)

Challenge 3: Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M

Goal 3: Create a community that values life in balance

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#### **FY11**

- Implement resource-neutral program and staffing adjustments based on the FY10 study, and evaluate changes to determine if we are better positioned to respond to students' psychological and developmental needs. (Ambler)
- Annually evaluate campus spaces to create diverse and engaging spaces that foster curricular, co-curricular and extra-curricular activities. (Halleran, Martin)
- Embed the "life in balance" theme throughout all student and staff training programs in Student Affairs. (Ambler)

#### **FY11 Metrics**

- Psychological and development programs expanded.
- Annual campus space review process in place.
- Life in balance theme implemented.

#### **FY12-15**

- Ensure Residence Life student staff understand the need for and learn the process for planning and implementing events/activities consistent with both "a life in balance" and the "lifelong relationship". (Ambler)
- Build on freshman year programs and develop strategies to encourage undergraduate students to identify and balance the academic and extracurricular opportunities available to them throughout their time at William & Mary. (Ambler)

**Challenge 3: Develop an ever more engaging campus experience that inspires a lifelong commitment to W&M**

Goal 4: Improve the campus residential experience

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#### **FY11**

- Collaborate with the Real Estate Foundation to open the Triangle Project student-residence apartments on Richmond Road. (Ambler)
- Continue developing plans to design and construct housing (200-250 bed spaces) on campus that will enhance the residential experience of students in the Greek-letter community. (Ambler, Martin, Jones)

#### **FY11 Metrics**

- Construction of Triangle Project proceeding for opening in the fall of 2011.
- Design and construction plans in place for housing on campus including 200-250 additional beds.

#### **FY12-15**

- Construct housing (200-250 bed spaces) on campus that will enhance the residential experience of students in the Greek-letter community. (Ambler, Martin, Jones)
- Explore outdoor seating areas adjacent to buildings. (Ambler, Martin)
- Explore feasibility of incorporating “included” laundry option. (Ambler, Martin)

Challenge 4: Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs

Goal 1: Increase revenue and allocate resources consistent with institutional needs and priorities

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#### FY11

- Allocate federal stimulus funds consistent with strategic goals and federal/state guidelines. (Halleran, Jones)
- Increase alumni giving participation rates and overall annual and endowment giving by 1) strategic investment in fund raising and development opportunities, and 2) continued restructuring of development operations consistent with performance metrics and fundraising goals. (Pieri)
- Increase grant and contract activity at the College and the Virginia Institute of Marine Science through strategic investment. (Jones, Wells, Manos)
- Complete evaluation of market-based tuition options. Develop implementation schedule in cooperation with the College's Board of Visitors. (Reveley, Halleran, Jones)
- Complete the on-going study of faculty compensation competitiveness, establish appropriate targets, and make substantial progress toward these targets by 2015. (See Challenge 1, Goal 2 and Challenge 5, Goal 1) (Halleran, Jones, appropriate faculty committees).
- Implement the compensation elements of the University HR system, periodically update market information, and make substantial progress toward these targets by 2015. (See Challenge 1, Goal 2 and Challenge 5, Goal 1) (Halleran, Jones, Martin)
- Identify appropriate models/targets for undergraduate and graduate financial assistance. (Halleran, Jones)
- Review priorities established in other Challenge areas to determine potential resource requirements. (Jones)
- Focus economic development efforts on specific regional target areas and technologies in order to increase the number of students and faculty actively engaged in such projects. (Sledge, Golden)

**Challenge 4:** Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs

**Goal 2:** Enhance efficiency and effectiveness of operations and identify opportunities for revenue generation or cost savings across the institution. Improve transparency of College revenue and expenditures across all sources and types of expenditures.

#### **FY11**

- Standardize activities and schedules of the Committee for Continuous Improvement. (Jones)
- Identify and implement steps to encourage and reward entrepreneurial activity. (Jones)
- Continue to take advantage of efficiencies permitted by the 2006 Restructuring Act. (Jones, Martin)
- Implement procedures for “sunset” reviews of significant new programs and activities. (Jones)
- Expand transparency and access to College budget information by source and use. (Jones)
- Develop and implement a plan for increasing opportunities for members of leadership boards to provide service to the College. (Revelley)

#### **FY11 Metrics**

- Number of activities evaluated and efficiencies found through Continuous Improvement reviews.
- Actions taken to identify and support entrepreneurial activity.
- Number of “sunset” evaluations initiated.

#### **FY12-15**

- Continue FY 2011 activities.

Challenge 5: Provide the administrative resources and infrastructure required for a university in the 21<sup>st</sup> Century

Goal 1: Engage, support and retain a highly regarded workforce

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**FY11**

- Ensure faculty and staff compensation is competitive. (Halleran, Jones)\* (See Challenge 4, Goal 1) (Halleran, Jones)
- Prioritize elements of the compensation plan in preparation for funding. (Martin)
- Deliver additional training as identified in needs assessment. (Martin)
- Establish a competitive investment fund for resources that leverage efficiencies. (Jones, Martin)

\* Continues into FY12-15

**FY11 Metrics**

- Number of courses delivered.
- Improvement in market competitiveness of compensation.
- Number of investment projects funded matched to resulting efficiencies.

**FY 12-15**

- Continue FY 11 activities. (Martin)

**Challenge 5: Provide the administrative resources and infrastructure required for a university in the 21<sup>st</sup> Century**

**Goal 2: Provide a robust and dynamic infrastructure for campus-wide IT system needs to support the academic program and administrative functions**

**FY 11**

- Develop and issue request for information (RFI) for new private branch exchange (PBX ) and voice mail systems. (Carpenter)
- Explore integration of virtualization of academic software as an extension of High Powered Computing operations and implement recommendations of review team. (Carpenter)
- Establish facilities for high-bandwidth, high speed temporary storage and long-term storage for data-intensive research. (Carpenter)
- Implement expanded reporting capabilities for Banner Student, Financial Aid, Finance and HR systems. (Carpenter, Jones, Martin)

**FY 11 Metrics**

- Contractor selected for PBX project.
- Recommendations implemented for HPC operations.
- High band-width and storage for data-intensive research in place.
- Reporting capability available to users.

**FY 12-15**

- Install new PBX. (Carpenter)
- Establish disaster recovery “hot site.” (Carpenter)
- Modernize Jones Hall computer facility. (Carpenter, Martin)
- Implement software that tracks interactions of core campus constituencies and unified electronic portfolios. (Carpenter)
- Create a consolidated environment for institutional data that supports planning, analysis and forecasting. (Carpenter)

**Challenge 5: Provide the administrative resources and infrastructure required for a university in the 21<sup>st</sup> Century**

**Goal 3: Ensure that college has the type and quality of facilities needed to explore, teach and learn in the 21<sup>st</sup> century and which present the College in a competitive light for prospective faculty, students and staff**

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**FY 11**

- Establish a 20 year cycle major renovations program for the residence halls. (Martin)
- Develop a 10 year phased implementation plan to fund the baseline maintenance budget of 2.5% of current present value (CPV) of facilities and utility infrastructure. (Martin, Jones)
- Complete study of current and future needs for collaborative teaching, learning and research spaces that allow for innovation and an evolving learning environment. (Halleran, Martin)
- Develop automated planning documentation for custodial operations based on APPA Standards. (Martin)
- Develop a sustainable exterior maintenance plan. (Martin)

**FY 11 Metrics**

- Residence hall plan completed.
- Additional funding provided for baseline maintenance budget.
- Learning spaces study complete.
- Custodial planning document completed.
- Exterior maintenance plan completed.
- Feasibility work completed, site established and design begun on residence hall.

**FY 12-15**

- Continued progress toward baseline budget and funding to implement plans. (Jones, Martin)
- Revise Master Plan. (Martin)

**Challenge 5: Provide the administrative resources and infrastructure required for a university in the 21<sup>st</sup> Century**

**Goal 4: Provide a safe and secure environment**

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**FY 11**

- Install additional cell towers to improve coverage. (Martin, Carpenter)
- Complete risk management assessment policies and procedures and begin assessments. (Martin)
- Complete and update building emergency plans for individual academic and student life buildings. (Martin)

**FY 11 Metrics**

- Towers operational.
- Risk Management procedures adopted.
- 10 individual unit risk management assessments completed.
- BEP's completed for all buildings.

**FY 12-15**

- Establish and staff an emergency preparedness office. (Martin)
- Increase policing and legal resources. (Halleran, Martin, Jones)
- Increase support for monitoring and management of hazardous materials. (Martin)
- Develop central monitoring station for fire, security and maintenance emergencies. (Martin)

**Challenge 5: Provide the administrative resources and infrastructure required for a university in the 21<sup>st</sup> Century**

**Goal 5: Become a model of sustainable operations**

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**FY 11**

- Develop and disseminate a series of handbooks (print and electronic) on sustainable goals and practices. (Martin)
- Complete storm-water management plan. (Martin)
- Develop carbon-footprint reduction plan for 2011-2030. (Martin)
- Establish land-use principles and practices. (Martin)
- Create and expand community partnerships that advance sustainability goals and achieve economies of scale. (Martin)
- Broaden recycling program. (Martin)

**FY11 Metrics**

- Handbooks disseminated.
- Storm-water plan completed.
- Carbon-footprint reduction plan completed and approved with clear goals and resource requirements established.
- Establish one large, long-term community project for the campus.
- Verified increased amounts of recycled material and reduced amounts of waste material.

**FY 12-15**

- Implement carbon-footprint reduction plan. (Martin)
- Continued work on and funding for storm water, land use and energy conservation programs. (Martin)

Challenge 6: Explain and promote W&M through a more effective communications structure and strategy

Goal 1: Distill and promote a common identity

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#### FY11

- Complete an inventory of iconic images, logos and other marketing and visual representations of W&M and identify issues to be resolved. (Golden)
- Select committee of marketing and design professionals to reevaluate new logo and make recommendations through the Communications Council to the President for his approval. (Golden)
- Incorporate the new mascot into marketing as appropriate. (Driscoll)

#### FY11 Metrics

- Inventory of images complete.
- Logo committee established and recommendations presented to the President.
- New mascot reflected in marketing.

#### FY12-15 (framework for planning as funds permit)

- Recommend a guide to university style and standards. (Golden)
- Approve the university-wide style and standards. (Reveley)
- Recommend a systematic marketing research program as an on-going element of communications. (Golden)
- Implement the marketing research program as funds permit. (Golden)

Challenge 6: Explain and promote W&M through a more effective communications structure and strategy

Goal 2: Enhance W&M's position as one of the nation's leading universities

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#### **FY11**

- Increase coverage of research, scholarship and creative activities in targeted media.\* (Golden)
- Expand and promote to the press the university-wide web-based faculty “experts” list. (Golden)
- Construct a web-based inventory of academic research. (Halleran, Manos, Evans)
- Work with units as requested to create/update marketing plans and promotional materials. (Creative Services)

- Develop a communications training program for different units to increase overall coverage and attention to strategic themes and to expand the faculty roster of media stars. (Whitson)
- Formalize a system of liaisons between University Relations and other units. (Whitson)
- Create a new model for *ldeation* magazine incorporating print and digital media. (McClain)

\* **Continues into FY12-15**

#### **FY11 Metrics**

- Coverage of research, scholarship and creative activities in targeted media increased over calendar year 2009.
- Faculty experts list expanded.
- Research inventory on Web.
- Unit marketing plans in place. Assessment of level of support by Creative Services.
- Communications training program in place.
- Formal University Relations liaison program in place.
- New model for *ldeation* magazine in place.

#### **FY12-15 (framework for planning as funds permit)**

- Increase over five years coverage of research, scholarship and creative activities in targeted media by 50% from the calendar year 2009 base. (Golden)

Challenge 6: Explain and promote W&M through a more effective communications structure and strategy

Goal 3: Develop an integrated, appropriate communications capability

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#### **FY11**

- Using the structure developed in FY10, complete annual President's communication plan and the W&M communication plan by August 2010. (Golden)
- Refine the internal message map with major themes, proof points and images and disseminate to all W&M communicators. (Golden)
- Complete transition from the Office of Publications and the Web Team into the new Office of Creative Services, develop and implement a plan to market its services, complete inventory of related W&M outsourcing, and develop plans for in-sourcing as appropriate. (Golden)
- Explore collaborations between the Office of Creative Services and the counterpart at the Colonial Williamsburg Foundation, particularly in the areas of video production and web services. (Evans)
- Implement recommendations from the internal communications review group. (Golden)

#### **FY11 Metrics**

- Communication plan for President and for W&M in place by August 2010.
- Internal message map updated.
- Office of Creative Services outsourcing review completed.
- Systematic schedule of meetings with Colonial Williamsburg counterparts in place.
- Assessment of impact of communications changes underway. Completed review of internal communications.

#### **FY12-15 (framework for planning as funds permit)**

- Assess newly implemented structures/services and request resources as needed. (Golden)

COMMITTEE ON FINANCIAL AFFAIRS

April 16, 2010

8:30 - 9:30 a.m.

Board Room - Blow Memorial Hall

Charles A. Banks III, Chair

Robert E. Scott, Vice Chair

- I. Introductory Remarks - Mr. Banks
- II. Approval of Minutes - February 5, 2010
- III. Report from Vice President for Finance Samuel E. Jones
  - A. Final General Assembly 2010-12 Budget Actions. Enclosure L
  - B. FY 2011 Revenue and Expense Actions. Enclosure M
  - C. 2009-10 Operating Budget Summary. Enclosure N
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
  - A. Final General Assembly 2010-12 Budget Actions. Enclosure O
  - B. FY 2011 Revenue and Expense Actions. Enclosure P
  - C. 2009-10 Operating Budget Summary. Enclosure Q
- V. Closed Session (if necessary)
- VI. Open Session - Certification of Closed Session **Resolution**

Chair should review topic discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Chair or designee will conduct a roll call vote of the committee members for adoption. Upon passage, Chair should sign the resolution and direct that it be appended to the official minutes of this meeting.
- VII. Investment Portfolio Overview - Joseph W. Montgomery, Wells Fargo Advisors
  - A. Investment Portfolio Update as of February 28, 2010. Enclosure R
- VIII. Discussion
- IX. Adjourn

**COMMITTEE ON FINANCIAL AFFAIRS**

**MINUTES – FEBRUARY 5, 2010**

**MINUTES**  
**Committee on Financial Affairs**  
**February 5, 2010**  
**Board Room - Blow Memorial Hall**

Attendees: Committee members Charles A. Banks III, Chair; Colin G. Campbell; Timothy P. Dunn and John W. Gerdelman. Board members present: Rector Henry C. Wolf; Janet M. Brashear; Sarah I. Gore; Kathy Y. Hornsby; Anita O. Poston; John Charles Thomas; faculty representative Katherine Kulick; Richard Bland student representative D. Ryan Goodwin, and staff liaison Mary Molineux. Others in attendance: Assistant Attorney General Deborah Love; President W. Taylor Reveley; Provost Michael R. Halleran; Virginia M. Ambler; James R. Golden; Samuel E. Jones; Anna B Martin; Michael L. Stump; Michael J. Fox; Virginia Institute of Marine Science Dean and Director John T. Wells; other College and VIMS staff; Richard Bland College President James B. McNeer; and staff from Wells Fargo Advisors, the Board of Visitors' investment consultant.

Chair Charles Banks convened the Committee at 9:16 a.m. Recognizing that a quorum was present, Mr. Banks requested a motion to approve the minutes of the November 20, 2009 meeting. Motion was made by Mr. Gerdelman, seconded by Mr. Dunn and approved by voice vote of the Committee.

Mr. Banks asked Vice President for Finance Samuel Jones to provide an update on the current year operating budget and Governor Kaine's FY 2010-12 budget recommendations, as well as a review of the operating and capital amendments submitted to the General Assembly.

As highlighted by Mr. Jones, Governor Kaine's 2010-12 budget recommendations for higher education include:

- implementation of the previously announced 15% reduction by FY 2012
- rebalancing of State support and federal stimulus funds
- transferring interest earned on auxiliary balances and 5% of existing balances to the State general fund
- debt financing of capital projects and equipment
- measures affecting all State employees
  - no salary increases
  - required contribution toward retirement
  - one day furlough for FY 2010

Mr. Jones reviewed changes in the current FY 2009-10 budget. Federal stimulus funds for the College have been reduced from \$6.6 million to \$2.2 million, which has been offset by an increase in State funds, leaving a surplus of \$209,107. Additional budget savings of \$954,000 have been identified for FY 2011; however, by FY 2012 stimulus funds will have disappeared and the base reduction of State funding will be significant. Actions taken to date to offset reductions in State support include:

Committee on Financial Affairs  
MINUTES  
Page 2

- base budget reductions (\$7.1 million)
  - staffing reductions
  - elimination of December 2008 salary increase
  - law/business allocations
  - nonpersonnel operating expenses
- federal stimulus funds (\$2.2 million)
- tuition offset (2.9 million)

Mr. Jones reported that the following Operating and Capital Budget Amendments have been submitted to the 2010 General Assembly:

Operating:

Operating Funds: New Facilities	<u>FY 2010-11</u>	<u>FY 2011-12</u>
	\$761,139	\$888,147

Capital:

Cooling Plant/Utility Improvements, Phase 3	\$ 8,181,000 GF
Renovation: Tucker Hall	<u>\$ 9,999,000 NGF</u>
	\$18,180,000

Cooling Plant/Utility Improvements, Phase 2 Language

Vice President Jones then presented a budget update for the Virginia Institute of Marine Science, stating that by FY 2012, the Institute could be facing a shortfall of \$3.6 million in State funding. Actions taken to date to offset reductions in State support include:

- base budget reductions (\$3.9 million)
  - staffing reductions
  - replace general funds with non-general funds
  - earmarked research funds
  - nonpersonnel operating expense
- interest earnings (\$0.3 million)

VIMS has submitted one operating amendment to the 2010 General Assembly: Monitoring Toxics in the Chesapeake Bay and its Tributaries, \$450,000 GF, 3.0 FTE.

Mr. Banks then called on Joseph Montgomery and staff from Wells Fargo Advisors, the College's investment consultants, to report on investment performance. The Board of Visitors endowment recorded a 2.7% gain (net of fees) for the final quarter of calendar year 2009 and, as of December 31, 2009 is at \$48.6 million. Initiatives for 2010 include due diligence on current managers, expanded alternatives research, enhanced reporting, and increased focus on portfolio real returns.

There being no further business, the Committee adjourned at 10:07 a.m.

**COLLEGE OF WILLIAM AND MARY****FINAL GENERAL ASSEMBLY 2010-12 BUDGET ACTIONS**

<u>ITEM</u>	<u>FINAL GENERAL ASSEMBLY</u>	<u>HOUSE</u>	<u>SENATE</u>
Faculty/Staff Salaries	3% Bonus (2011) (If funds available)	3% bonus (2012)	3% bonus (2012)
Furlough	1 day (2010) (higher ed. may find savings In other ways)	None	1 day (2010) 3 days (2011) 3 days (2012)
VRS Contribution (Current employees)	No required employee contribution	No required employee contribution	No required employee contribution
Optional Retirement (Current employees)	No required employee contribution	No required employee contribution	No required employee contribution
VRS Contribution (New employees)	State contribution + 5% required employee contribution	Restores match over two years	Restores match Suspends match
Optional Retirement (New employees)	8.5% State contribution + 5% required employee contribution	No transfer	No transfer
Cash Match			
Auxiliary Fund Balances	No transfer		

**COLLEGE OF WILLIAM AND MARY****FINAL GENERAL ASSEMBLY 2010-12 BUDGET ACTIONS**

<u>ITEM</u>	<u>FINAL GENERAL ASSEMBLY</u>	<u>HOUSE</u>	<u>SENATE</u>
ARRA Funds (Federal stimulus)	W&M \$6.9 m (2011) VIMS \$3.1 m (2011) Report required	W&M \$6.9 m (2011) VIMS \$1.5 m (2011) Redistributes among institutions	W&M \$6.9 m (2011) VIMS \$3.1 m (2011) Redistributes among institutions
Base Funding Reduction	W&M -\$6.1 m (2012) VIMS -\$2.8 m (2012)	W&M -\$7.6 m (2012) VIMS -\$1.0 m (2012) Redistributes among institutions	W&M -\$6.1 m (2012) VIMS -\$2.8 m (2012)
Eminent Scholars	Continue FY 2010 reduction Additional 50% reduction (2011) W&M -\$458,320	Eliminate program W&M -797,078	Continue FY 2010 reduction W&M -\$119,562
Capital Fee (In-state students)	-none-	-none-	\$2.50 per credit hour
Capital Fee (out-of-state students)	Increase from \$10.00 to \$15 per credit hour	-none-	-none-
Equipment Trust Fund	\$56 million	\$56 million	\$50 million Reallocates and adds research
Tuition Policy	No restrictions	No restrictions	No restrictions
In-state/Out-of-State	No change in policy	No change in policy	No change in policy

**COLLEGE OF WILLIAM AND MARY****FINAL GENERAL ASSEMBLY 2010-12 BUDGET ACTIONS**

<u>ITEM</u>	<u>FINAL GENERAL ASSEMBLY</u>	<u>HOUSE</u>	<u>SENATE</u>
<i>Capital Projects</i>			
--Maintenance Reserve	\$50 million (2011) (Statewide; redistributed among institutions)	\$50 million/year (Statewide; redistributed among institutions)	\$50 million/year (Statewide)
--Utility Improvements	Scope change approved Nongeneral funds authorized	Scope change approved Nongeneral funds authorized	Scope change approved
--Tucker Hall Renovation	Bond savings (from 2008 authorization)	Bond package (from 2008 authorization)	New bond package
--Integrated Science Center	Planning & Construction Bond package Subject to available debt capacity	Planning \$2.0 GF Construction: none	Planning \$2.0 treasury loan Construction: Bond package
--Other projects	Dorm Renovations Construction: New Residence Hall Reconstruction: Ash Lawn Barn Improvements: Athletic Facilities		

Updated 03/23/10

**COLLEGE OF WILLIAM AND MARY****FY 2011 REVENUE AND EXPENSE ACTIONS****Educational and General Programs*****Incremental Reductions in Funding Support***

• <i>State Funding</i>	\$ 123,000
• <i>Eminent Scholars matching (state)</i>	458,000
• <i>Endowment Support (salaries)</i>	<u>123,000</u>
<i>Total Reduction</i>	\$ 704,000

*Offset by****College actions to reduce expenditures***

• <i>Limit hiring</i>	\$400,000
• <i>Annualize savings (prior position actions)</i>	282,000
• <i>Reorganization: Student Affairs</i>	39,400
• <i>Reorganization: Strategic Initiatives</i>	38,800
• <i>Reduce E&amp;G debt service</i>	208,100
• <i>Psy-D program phase-out</i>	22,000
• <i>Reduce off-site rental expense</i>	<u>19,000</u>
<i>Total Expenditure Reductions</i>	\$1,009,300
<i>Residual Savings</i>	\$ 305,300

**COLLEGE OF WILLIAM AND MARY**  
**FY 2011 REVENUE AND EXPENSE ACTIONS**

**Educational and General Programs**

*Incremental Base Expenditures:*

• <i>Health Insurance (+3%)</i>	\$ 189,000
• <i>Career Center staff/programs</i>	145,000 ( <i>ch.3 goal 1</i> )
• <i>School of Education IT</i>	70,000 ( <i>ch.5 goal 2</i> )
• <i>New facilities</i>	1,486,000 ( <i>ch.5 goal 3</i> )
• <i>Utility rate increase</i>	238,000
• <i>Fundraising/development</i>	800,000 ( <i>ch.4 goal 1</i> )
• <i>Finance/Administration</i>	210,000 ( <i>ch.5 goal 4</i> )
○ <i>Emergency management</i>	
○ <i>Compliance/reporting</i>	

*One-time Expenditure*

• <i>Faculty/Staff bonus (College share)</i>	<u>1,954,000</u> ( <i>ch.1, 4, &amp; 5</i> )
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***Total Incremental Expenditures***      ***\$5,092,000***

**Student Financial Assistance**

• <i>Graduate student support</i>	<i>\$500,000 (ch.1 goal 2)</i>
• <i>Undergraduate need-based aid</i>	<i>To be determined</i>

Board of Visitors

Enclosure M

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## COLLEGE OF WILLIAM AND MARY

### FY 2011 REVENUE AND EXPENSE ACTIONS

#### Summary of Budget Allocation for New Facilities Coming On-line

##### *Maintenance Staffing (salary and fringes)*

• 2 <i>HVAC technicians</i>	\$125,820
• 1 <i>Electrician</i>	57,240
• 1 <i>Plumber</i>	54,229
• 1 <i>Grounds</i>	<u>39,500</u>
	\$276,789

##### *Maintenance/Service Contracts*

• <i>School of Education</i>	\$294,593
• <i>Cohen Career Center</i>	37,912
• <i>Small Hall Expansion</i>	71,265
• <i>Power Plant</i>	<u>70,426</u>
	\$474,196

##### *Utilities*

• <i>School of Education</i>	\$335,873
• <i>Cohen Career Center</i>	23,082
• <i>Small Hall Expansion</i>	<u>33,660</u>
	\$392,615

##### *Housekeeping*

• <i>School of Education</i>	\$264,750
• <i>Cohen Career Center</i>	34,850
• <i>Small Hall Expansion</i>	<u>42,800</u>
	\$342,400

**GRAND TOTAL** **\$1,486,000**

**COLLEGE OF WILLIAM AND MARY****FY 2011 REVENUE AND EXPENSE ACTIONS**

***FY 2011 Federal Stimulus Funds (1-time)*** ***\$6,884,000***

*Less FY 2010 stimulus allocation* ***-2,188,000***

***Available Federal Stimulus Funds*** ***\$4,696,000***

***One-time Educational and General Expenditures:***

• <i>Instructional and Research Equipment</i>	<b><i>\$1,230,000</i></b>
• <i>Equipment upgrade: PBK</i>	<b><i>645,000 (ch.5 goal 3)</i></b>
• <i>Faculty start-up pool</i>	<b><i>800,000 (ch.1 goal 2)</i></b>
• <i>Grant match</i>	<b><i>325,000 (ch.4 goal 1)</i></b>
• <i>Efficiency/effectiveness pool</i>	<b><i>100,000 (ch.5 goal 1)</i></b>
• <i>Strategic planning studies</i>	<b><i>80,000 (ch.1-6)</i></b>
• <i>M&amp;O funds (3%)</i>	<b><i>715,000 (ch.1 goal 2)</i></b>
• <i>Contingency</i>	<b><u><i>801,000</i></u></b>

***Total One-time E&G Expenditures*** ***\$4,696,000***

Board of Visitors

Enclosure M

April 14-16, 2010

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## COLLEGE OF WILLIAM AND MARY

### FY 2011 REVENUE AND EXPENSE ACTIONS

*For FY 2012*

• <i>Lose Federal stimulus funds supporting base</i>	<b>\$2,188,000</b>
• <i>Additional base reduction in state support</i>	<b><u>4,636,000</u></b>
<i>Total FY 2012 Loss in Base Support</i>	<b>\$6,824,000</b>

Board of Visitors

Enclosure M

April 14-16, 2010

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**COLLEGE OF WILLIAM AND MARY**

**FY 2011 REVENUE AND EXPENSE ACTIONS**

**Budget Drivers: Auxiliary Enterprise Activities**

- *Faculty and Staff Salary Bonus (3%)*
- *Health Insurance (+3%)*
- *Debt Service*
  - *Residence Hall Renovations*
  - *Construction: Residence Hall*
  - *Utility Improvements (phase 3)*
- *Contractual Obligations*
- *Athletic Grants-in-aid*

*Updated 03/29/10*

## THE COLLEGE OF WILLIAM AND MARY

2009-2010 OPERATING BUDGET SUMMARY

	<u>2007-2008</u>	<u>2008-09</u>	<u>Original</u>	<u>Revised</u>	<u>Year to Date</u>		
						<u>2009-2010</u>	<u>Budget</u>
<b>REVENUE</b>							
Federal Stimulus Funds			\$ 3,815,722	\$ 2,188,188		\$ -0-	
General Funds							
Educational/General	\$ 47,794,501	\$ 45,103,410	40,977,444	39,414,908	31,227,977		
Student Aid	3,439,913	\$ 3,436,813	3,610,556	3,540,129	3,540,129		
Sponsored Programs	1,526,461	1,346,933	1,800,000	1,800,000	71,298		
Nongeneral Funds							
Educational/General	80,979,218	90,088,700	93,662,862	95,542,862	94,237,107		
Student Aid	4,374,091	6,009,169	7,901,470	8,496,729	8,496,729		
Auxiliary Enterprise	71,406,530	77,286,746	76,125,357	76,125,357	65,902,480		
Sponsored Programs	27,043,748	28,226,397	28,250,000	28,250,000	19,694,268		
Private Funds	11,316,402	10,687,975	11,025,031	10,432,231	6,233,642		
<b>Total Revenue</b>	<b>\$247,880,864</b>	<b>\$262,186,143</b>	<b>\$267,168,442</b>	<b>\$265,790,404</b>	<b>\$ 229,403,630</b>		
<b>EXPENDITURES</b>							
Instruction	\$ 75,425,894	\$ 77,574,494	\$ 79,634,660	\$ 79,009,641	\$ 66,555,233		
Research	2,231,194	1,549,551	1,840,201	1,489,699	1,336,189		
Public Service	13,355	22,732	15,689	15,689	13,145		
Academic Support	23,673,657	23,195,517	22,790,050	22,368,934	18,715,230		
Student Services	6,199,101	7,418,097	6,958,342	6,900,888	5,804,637		
Institutional Support	17,801,063	18,832,772	18,442,204	19,118,561	16,603,132		
Plant Operations	12,407,448	14,392,150	16,903,027	16,703,855	12,118,838		
Student Aid	10,750,932	12,760,832	14,642,212	15,167,044	15,163,551		
Auxiliary Enterprise	70,824,101	75,944,183	74,484,092	74,298,592	53,651,172		
Sponsored Programs	28,570,209	29,573,330	30,050,000	30,050,000	19,765,566		
<b>Total Expenditures</b>	<b>\$247,896,954</b>	<b>\$261,263,658</b>	<b>\$265,760,477</b>	<b>\$265,122,903</b>	<b>\$ 209,746,693</b>		

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The College of William and Mary  
Education and General  
**2009-2010 Operating Budget Summary**

	2007-2008 <u>Actual</u>	2008-2009 <u>Actual</u>	Original 2009-2010 <u>Budget</u>	Revised 2009-2010 <u>Budget</u>	Year to Date Through March 2010
<b>REVENUE:</b>					
Federal Stimulus Funds			\$3,815,722	\$2,188,188	\$0
General Funds	\$47,794,501	\$45,103,410	40,977,444	39,414,908	31,227,977
Nongeneral Funds	<u>80,979,218</u>	<u>90,088,700</u>	<u>93,662,862</u>	<u>95,542,862</u>	<u>94,237,107</u>
Total Revenue	\$128,773,719	\$135,192,110	\$138,456,028	\$137,145,958	\$125,465,084
<b>EXPENDITURES:</b>					
Instruction	\$73,209,431	\$75,747,735	\$77,345,245	\$77,124,226	\$66,039,024
Research	1,501,473	1,437,054	1,616,474	1,335,972	1,188,262
Public Service	8,356	8,062	8,021	8,021	8,639
Academic Support	22,958,541	22,529,818	21,951,726	21,626,695	18,053,852
Student Services	5,766,792	6,951,478	6,517,966	6,445,393	5,699,783
Institutional Support	12,966,982	14,193,492	14,222,640	14,000,867	11,789,002
Plant Operations	<u>12,362,118</u>	<u>14,324,470</u>	<u>16,793,956</u>	<u>16,604,784</u>	<u>11,953,411</u>
Total Expenditures	\$128,773,693	\$135,192,109	\$138,456,028	\$137,145,958	\$114,731,973

The College of William and Mary  
Student Financial Assistance\*  
**2009-2010 Operating Budget Summary**

	2007-2008 <u>Actual</u>	2008-2009 <u>Actual</u>	Original 2009-2010 <u>Budget</u>	Revised 2009-2010 <u>Budget</u>	Year to Date Through March 2010
<b>REVENUE:</b>					
General Funds	\$3,439,913	\$3,436,813	\$3,610,556	\$3,540,129	\$3,540,129
Nongeneral Funds	<u>4,374,091</u>	<u>6,009,169</u>	<u>7,901,470</u>	<u>8,496,729</u>	<u>8,496,729</u>
Total Revenue	<u>\$7,814,004</u>	<u>\$9,445,982</u>	<u>\$11,512,026</u>	<u>\$12,036,858</u>	<u>\$12,036,858</u>
<b>EXPENDITURES:</b>					
	\$7,813,678	\$9,445,982	\$11,512,026	\$12,036,858	\$12,036,858

\* Excludes student financial assistance support included in Board of Visitors private fund budget.

The College of William and Mary  
 Education and General  
2009-2010 Operating Budget Summary

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	2007-2008 <u>Actual</u>	2008-2009 <u>Actual</u>	Original 2009-2010 <u>Budget</u>	Revised 2009-2010 <u>Budget</u>	Year to Date Through March 2010
<b>REVENUE</b>					
Federal Stimulus Funds			\$3,815,722	\$2,188,188	\$0
General Funds	\$47,794,501	\$45,103,410	40,977,444	39,414,908	\$31,227,977
Nongeneral Funds	80,979,218	90,088,700	93,662,862	95,542,862	<u>94,237,107</u>
TOTAL REVENUE	\$128,773,719	\$135,192,110	\$138,456,028	\$137,145,958	\$125,465,084
<b>EXPENDITURES</b>					
<u>Instruction</u>					
Personal Services	\$67,064,825	\$69,515,042	\$71,545,749	\$71,422,730	\$60,603,579
Contractual Services	2,753,672	2,839,979	2,855,676	2,757,676	1,737,936
Supplies and Materials	786,497	669,007	743,096	743,096	449,114
Transfer Payments	1,005,129	1,432,448	684,728	684,728	159,116
Continuous Charges	543,693	434,156	540,970	540,970	<u>346,206</u>
Property & Improvements	76,841	55,327	75,000	75,000	461,097
Equipment	978,774	801,776	900,026	900,026	2,281,976
<u>TOTAL</u>	<b>\$73,209,431</b>	<b>\$75,747,735</b>	<b>\$77,345,245</b>	<b>\$77,124,226</b>	<b>\$66,039,024</b>
<u>Research</u>					
Personal Services	\$1,092,998	\$1,005,646	\$985,004	\$771,004	\$680,414

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		2007-2008 <u>Actual</u>	2008-2009 <u>Actual</u>	Original 2009-2010 <u>Budget</u>	Revised 2009-2010 <u>Budget</u>	Year to Date Through <u>March 2010</u>
Contractual Services	53,173	90,338		69,060	48,060	139,810
Supplies and Materials	8,850	8,007		162,452	162,452	10,135
Transfer Payments	344,381	327,026		253,873	208,371	291,123
Continuous Charges	6	643		300	300	658
Property & Improvements	7	261		0	0	52,710
Equipment	2,058	5,133		145,785	145,785	13,412
<b>TOTAL</b>	<b>\$1,501,473</b>	<b>\$1,437,054</b>		<b>\$1,616,474</b>	<b>\$1,335,972</b>	<b>\$1,188,262</b>
<b><u>Public Service</u></b>						
Personal Services	\$1,217	\$2,552		\$2,760	\$2,760	\$2,240
Contractual Services	6,174	4,496		4,784	4,784	4,757
Supplies and Materials	847	825		477	477	4
Continuous Charges	25	72		0	0	0
Equipment	93	117		0	0	1,638
<b>TOTAL</b>	<b>\$8,356</b>	<b>\$8,062</b>		<b>\$8,021</b>	<b>\$8,021</b>	<b>\$8,639</b>
<b><u>Academic Support</u></b>						
LIBRARIES:						
Personal Services	\$5,233,416	\$5,343,442		\$5,324,492	\$5,234,492	\$4,140,646
Contractual Services	727,074	833,686		443,399	443,399	419,726

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	<u>2007-2008 Actual</u>	<u>2008-2009 Actual</u>	<u>2009-2010 Approved Budget</u>	<u>Revised 2009-2010 Budget</u>	<u>Year to Date Through March 2010</u>
Supplies and Materials	54,810	52,816	38,658	38,658	85,919
Transfer Payments	0	0	0	0	0
Continuous Charges	1,224	2,042	93,422	93,422	1,505
Property & Improvements	0	0	0	0	0
Equipment	3,749,431	3,493,729	3,670,728	3,670,728	2,759,833
<b>TOTAL</b>	<b>\$9,765,955</b>	<b>\$9,725,715</b>	<b>\$9,570,699</b>	<b>\$9,480,699</b>	<b>\$7,407,629</b>
OTHER ACAD. SUPPORT					
Personal Services	\$9,728,076	\$10,176,749	\$9,816,195	\$9,718,395	\$8,600,932
Contractual Services	1,645,664	1,644,542	1,475,466	1,405,876	1,599,037
Supplies and Materials	135,764	72,087	137,001	137,001	(102,812)
Transfer Payments	102,194	103,351	97,207	74,566	70,114
Continuous Charges	294,153	182,484	295,761	295,761	42,025
Property & Improvements	23,855	2,730	0	0	1,211
Equipment	387,061	453,813	391,051	346,051	309,455
Obligations	875,819	168,347	168,346	168,346	126,261
<b>TOTAL</b>	<b>\$13,192,586</b>	<b>\$12,804,103</b>	<b>\$12,381,027</b>	<b>\$12,145,996</b>	<b>\$10,646,223</b>
<b>TOTAL ACADEMIC SUPPORT</b>	<b>\$22,958,541</b>	<b>\$22,529,818</b>	<b>\$21,951,726</b>	<b>\$21,626,695</b>	<b>\$18,053,852</b>

	2007-2008 Actual	2008-2009 Actual	Original 2009-2010 Budget	Revised 2009-2010 Budget	Year to Date Through March 2010
<b><u>Student Services</u></b>					
Personal Services	\$4,669,845	\$5,685,148	\$5,439,041	\$5,373,041	\$4,829,298
Contractual Services	857,225	902,343	814,376	814,376	638,818
Supplies and Materials	148,681	102,651	118,624	118,624	77,691
Transfer Payments	57,977	62,507	30,325	23,752	78,014
Continuous Charges	4,304	161,793	3,750	3,750	5,083
Property & Improvements	23	4,639	0	0	17
Equipment	28,737	32,397	111,850	111,850	70,862
<b>TOTAL</b>	<b>\$5,766,792</b>	<b>\$6,951,478</b>	<b>\$6,517,966</b>	<b>\$6,445,393</b>	<b>\$5,699,783</b>
<b><u>Institutional Support</u></b>					
Personal Services	\$9,918,592	\$11,463,323	\$10,834,082	\$10,619,082	\$9,373,771
Contractual Services	2,024,584	1,699,243	2,315,763	2,308,990	1,055,713
Supplies and Materials	182,121	173,619	168,216	168,216	465,317
Transfer Payments	28,904	83,920	94,454	94,454	48,539
Continuous Charges	306,873	525,129	531,870	531,870	708,154
Property & Improvements	1,312	436	0	0	1,537
Equipment	196,881	188,674	216,106	216,106	91,610

	<u>2007-2008 Actual</u>	<u>2008-2009 Actual</u>	<u>Original 2009-2010 Budget</u>	<u>Revised 2009-2010 Budget</u>	<u>Year to Date Through March 2010</u>
Obligations	307,715	59,148	62,149	62,149	44,361
<b>TOTAL</b>	<b>\$12,966,982</b>	<b>\$14,193,492</b>	<b>\$14,222,640</b>	<b>\$14,000,867</b>	<b>\$11,789,002</b>
<b>Plant Operations</b>					
Personal Services	\$3,599,388	\$3,722,080	\$4,535,447	\$4,535,447	\$3,428,250
Contractual Services	4,210,463	3,669,201	4,700,056	4,700,056	3,417,696
Supplies and Materials	1,705,928	2,202,890	2,012,954	2,012,954	1,327,023
Transfer Payments	1,430	1,705	0	0	0
Continuous Charges	2,678,807	4,647,737	5,116,344	4,927,172	3,688,603
Property & Improvements	1,177	222	144,575	144,575	10,038
Equipment	164,925	80,635	284,580	284,580	81,801
<b>TOTAL</b>	<b>\$12,362,118</b>	<b>\$14,324,470</b>	<b>\$16,793,956</b>	<b>\$16,604,784</b>	<b>\$11,953,411</b>
<b>E&amp;G PROGRAM TOTAL</b>	<b>\$128,773,693</b>	<b>\$135,192,109</b>	<b>\$138,456,028</b>	<b>\$137,145,958</b>	<b>\$114,731,973</b>

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The College of William and Mary

**Auxiliary Enterprise**  
**2009-2010 Operating Budget Summary**

	2007-2008 <u>Actual</u>	2008-2009 <u>Actual</u>	Original 2009-2010 <u>Budget</u>	Revised 2009-2010 <u>Budget</u>	Year to Date Through March 2010
<b>REVENUE</b>					
Residence Life	\$ 20,356,583	\$ 21,400,432	\$ 22,391,000	\$ 22,391,000	\$ 21,620,344
Food Service	12,278,763	13,047,792	13,905,375	13,905,375	12,360,514
Telecom/Network	3,582,279	3,656,613	3,449,398	3,449,398	3,221,809
Student Unions	2,592,575	2,729,087	2,709,000	2,709,000	2,754,132
W&M Hall	1,757,311	1,794,940	1,910,208	1,910,208	1,932,054
Athletics	15,316,444	17,327,164	16,946,051	16,946,051	11,376,946
Other	<u>15,522,575</u>	<u>17,330,718</u>	<u>14,814,325</u>	<u>14,814,325</u>	<u>12,636,681</u>
Total Revenue	\$ 71,406,530	\$ 77,286,746	\$ 76,125,357	\$ 76,125,357	\$ 65,902,480
<b>EXPENDITURES</b>					
Residence Life	\$ 21,214,647	\$ 21,145,273	\$ 22,391,000	\$ 22,299,800	\$ 14,642,192
Food Service	11,632,844	12,559,229	13,235,444	13,211,694	9,044,637
Telecom/Network	3,322,254	3,567,070	3,003,521	3,003,521	2,205,817
Student Unions	2,636,786	2,735,072	2,709,000	2,675,940	1,956,840
W&M Hall	1,650,237	1,893,450	2,046,611	2,023,371	1,256,825
Athletics	15,280,497	17,233,422	16,946,051	16,946,051	14,304,485
Other	<u>15,086,836</u>	<u>16,810,667</u>	<u>14,152,465</u>	<u>14,138,215</u>	<u>10,240,376</u>
Total Expenditures	\$ 70,824,101	\$ 75,944,183	\$ 74,484,092	\$ 74,298,592	\$ 53,651,172

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The College of William and Mary  
Sponsored Programs  
**2009-2010 Operating Budget Summary**

	<u>2007-2008 Actual</u>	<u>2008-2009 Actual</u>	<u>Original 2009-2010 Budget</u>	<u>Revised 2009-2010 Budget</u>	<u>Year to Date Through March 2010</u>
<b>REVENUE</b>					
General Fund	\$ 1,526,461	\$ 1,346,933	\$ 1,800,000	\$ 1,800,000	\$ 71,298
Nongeneral Fund	<u>27,043,748</u>	<u>28,226,397</u>	<u>28,250,000</u>	<u>28,250,000</u>	<u>19,694,268</u>
Total Revenue	\$ 28,570,209	\$ 29,573,330	\$ 30,050,000	\$ 30,050,000	\$ 19,765,566
<b>EXPENDITURES</b>					
	\$ 28,570,209	\$ 29,573,330	\$ 30,050,000	\$ 30,050,000	\$ 19,765,566

**THE COLLEGE OF WILLIAM & MARY**

**PRIVATE FUNDS**  
**2009-2010 OPERATING BUDGET SUMMARY**

	2007-2008 Actual	2008-2009 Actual	Original 2009-2010 Budget	Revised 2009-2010 Budget	Year to date Through March 2010
<b>REVENUE:</b>					
Distributed Endowment Income	\$1,797,132	\$2,057,700	\$2,005,031	\$2,005,031	\$1,001,986
Administrative Overhead Allocation	200,000	200,000	200,000	200,000	100,000
Transfers from Other Sources	485,214	275,841	500,000	400,000	305,222
Interest on Cash Balances	798,383	329,994	285,000	140,000	102,400
Annual Gifts	7,098,539	6,840,314	7,050,000	7,300,000	4,558,043
Distribution from External Trusts	51,773	37,604	35,000	16,200	4,989
Other Revenue	885,361	946,522	950,000	371,000	161,002
<b>Total Revenue</b>	<b>\$11,316,402</b>	<b>\$10,687,975</b>	<b>\$11,025,031</b>	<b>\$10,432,231</b>	<b>\$6,233,642</b>
<b>EXPENDITURES:</b>					
Instruction	\$2,216,463	\$1,826,759	\$2,289,415	\$1,885,415	\$516,209
Research/Sponsored Programs	729,721	112,497	223,727	153,727	147,927
Public Service	4,999	14,670	7,668	7,668	24,506
Academic Support	715,116	665,699	838,324	742,239	661,378
Student Services	432,309	466,619	440,376	455,495	104,854
Institutional Support	4,834,081	4,639,280	4,219,564	5,117,694	4,814,130
Plant: Operations & Capital Improvements	45,330	67,680	109,071	99,071	165,427
Student Aid	2,937,254	3,314,850	3,130,186	3,130,186	3,126,693
<b>Total Expenditures</b>	<b>\$11,915,273</b>	<b>\$11,108,054</b>	<b>\$11,258,331</b>	<b>\$11,591,495</b>	<b>\$9,561,124</b>

**VIRGINIA INSTITUTE OF MARINE SCIENCE****FINAL GENERAL ASSEMBLY 2010-12 BUDGET ACTIONS**

<u>ITEM</u>	<u>FINAL GENERAL ASSEMBLY</u>	<u>HOUSE</u>	<u>SENATE</u>
ARRA Funds (Federal stimulus)	VIMS \$3.1 m (2011)	VIMS \$1.5 m (2011)	VIMS \$3.1 m (2011)
Base Funding Reduction	VIMS -\$2.8 m (2012)	VIMS -\$1.0 m (2012)	VIMS -\$2.8 m (2012)
Equipment Trust Fund	\$56 million Reallocates and adds research	\$56 million Reallocates and adds research	\$50 million Reallocates and adds research
	VIMS Allocation (\$410,699)	VIMS Allocation (\$410,699)	VIMS Allocation (\$500,517)
Maintenance Reserve	\$50 million (2011) (Statewide; redistributed among institutions)	\$50 million/year (Statewide; redistributed among institutions)	\$50 million/year (Statewide)
	Bond package Subject to available debt capacity	Construction: none	Construction: Bond package
	VIMS Allocation (\$275,067)	VIMS Allocation (\$275,067)	VIMS Allocation (\$293,591)

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**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**FY 2011 REVENUE AND EXPENSE ACTIONS**

**Educational and General Programs**

*Incremental Base Expenditures:*

• <i>Operation costs for Seawater Lab</i>	<i>\$138,000</i>
• <i>New facilities</i>	<i>50,000</i>
• <i>Increase Utility budget</i>	<i>100,000</i>
• <i>Health Insurance (+3%)</i>	<i>10,000</i>

*One-time Expenditure:*

• <i>Faculty/Staff bonus (VIMS share)</i>	<i><u>40,000</u></i>
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<b><i>Total Incremental Expenditures</i></b>	<b><i>\$338,000</i></b>
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**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**FY 2011 REVENUE AND EXPENSE ACTIONS**

***FY 2011 Federal Stimulus Funds (one-time) \$3,076,000***

***One-time Educational and General Expenditures:***

- *Research Equipment Service Contracts* \$250,000
- *Graduate Financial Aid* 500,000
- *Library Materials* 75,000
- *Master Plan* 250,000
- *Infrastructure Projects* 250,000
- *Demolish Old Structures* 200,000
- *Furnishings for new buildings* 100,000
- *New Research Vessel(supplement)* 200,000
- *Vessel Travel Lift and Tractor* 100,000
- *IT Infrastructure Upgrades* 150,000
- *Departmental M&O Funds* 300,000
- *Equipment Trust Contingency* 400,000
- *Institutional Contingency* 301,000

***Total One-time E&G Expenditures \$3,076,000***

Board of Visitors

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April 14-16, 2010

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**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**FY 2011 REVENUE AND EXPENSE ACTIONS**

*For FY 2012*

• <i>Lose Federal stimulus funds</i>	<b>\$3,076,343</b>
• <i>Base reduction in state support</i>	<b><u>2,792,047*</u></b>
<i>Total FY 2012 Loss in Support</i>	<b>\$5,868,390</b>

*\* Permanent measures implemented in winter 2010 to offset base reductions*

**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**2009-2010 OPERATING BUDGET SUMMARY**

	<u>2007-2008 Actual</u>	<u>2008-2009 Actual</u>	<u>Original 2009-2010 Budget</u>	<u>Revised 2009-2010 Budget</u>	<u>Year-to-Date Through March 2010</u>
<b>REVENUE</b>					
General Fund	\$20,960,554	\$19,769,965	\$19,020,420	\$18,199,691	\$15,203,405
Nongeneral Funds					
Educational/General	1,590,860	1,774,991	1,901,460	1,894,248	1,443,468
Stimulus			660,246		
Sponsored Programs	<u>22,545,456</u>	<u>21,612,081</u>	<u>23,500,000</u>	<u>23,500,000</u>	<u>15,982,748</u>
Total Revenue	\$45,096,870	\$43,157,037	\$45,082,126	\$43,593,939	\$32,629,621
<b>EXPENDITURES</b>					
Instruction	\$1,842,464	\$1,664,510	\$1,849,809	\$1,840,762	\$1,139,653
Research and Advisory Services	9,519,248	9,202,634	8,665,525	8,428,714	7,448,337
Academic Support	4,569,640	4,296,351	4,132,490	3,818,389	3,394,852
Institutional Support	3,087,375	2,745,400	2,859,641	1,833,167	2,458,450
Plant Operations	3,294,160	3,361,281	3,836,134	3,764,207	2,762,248
Student Financial Assistance	83,527	237,422	238,527	238,527	178,895
Sponsored Programs	<u>22,545,456</u>	<u>21,612,081</u>	<u>23,500,000</u>	<u>23,500,000</u>	<u>15,982,748</u>
Total Expenditures	\$44,941,870	\$43,119,679	\$45,082,126	\$43,423,766	\$33,365,184



Investment Portfolio Overview  
Board of Visitors

February 28, 2010  
*Investment Portfolio Update*

Together we'll go far



Wells Fargo Advisors is the trade name under which Wells Fargo & Co. provides brokerage services through two registered broker/dealers: Wells Fargo Advisors, LLC, member NYSE/SIPC, and Wells Fargo Advisors Financial Network, Inc., member NASD/SIPC. Each broker/dealer is a separate non-bank affiliate of Wells Fargo & Co..

***Total BOV Endowment***  
***2010 Fiscal YTD Financial Reconciliation***

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**William & Mary**  
**BOV Endowment**  
**41,944,231**

**6/30/09 Market Value**

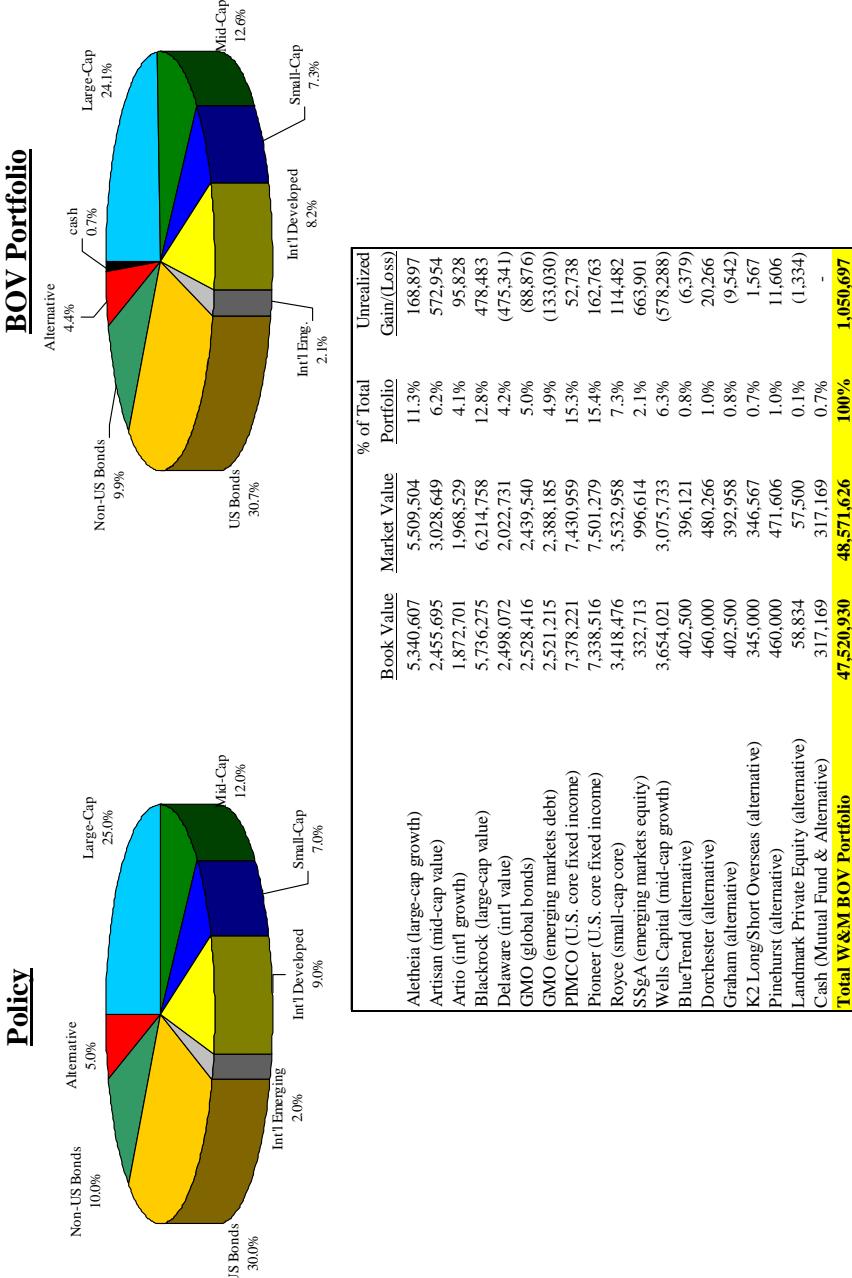
Net Additions/Withdrawals	(813,249)
Expenses	<u>(88,934)</u>
<i>Net Cash Flow</i>	<u>(902,183)</u>

Net Income	975,563
Net Realized Gain/(Loss)	111,468
Change Unrealized Gain/(Loss)	<u>6,442,547</u>
<i>Total Investment Gain/(Loss)</i>	<u>7,529,578</u>

**2/28/10 Market Value** **48,571,626**

These values should not be considered as a replacement for actual reported financials.

**Total BOV Endowment**  
**Portfolio Structure as of February 28, 2010**



Data Source: SunTrust; Wells Fargo Advisors (alternatives)

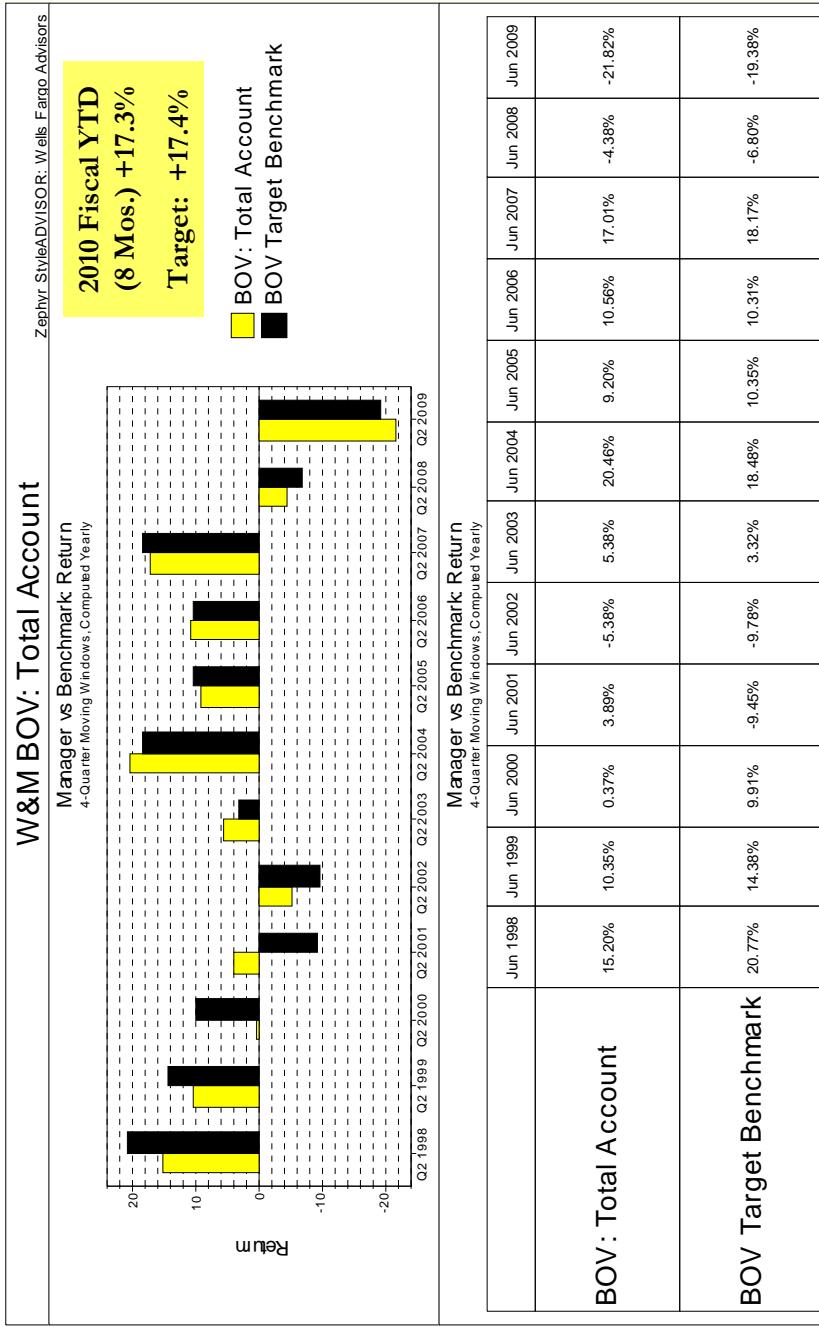
# Total BOV Endowment

## Fiscal Year Performance

THE  
**OPTIMAL**  
SERVICE GROUP  
of Wells Fargo Advisors

Board of Visitors  
April 14-16, 2010

Enclosure R  
Page 4 of 6



THE  
**OPTIMAL**  
SERVICE GROUP  
of Wells Fargo Advisors

## Disclaimers

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\* Wells Fargo Advisors, LLC is the trade name under which Wells Fargo & Co. provides brokerage services through two registered broker/dealers: Wells Fargo Advisors, LLC, member NYSE/SIPC, and Wells Fargo Advisors Financial Network, Inc., member NASD/SIPC. Each broker/dealer is a separate non-bank affiliate of Wells Fargo & Co..

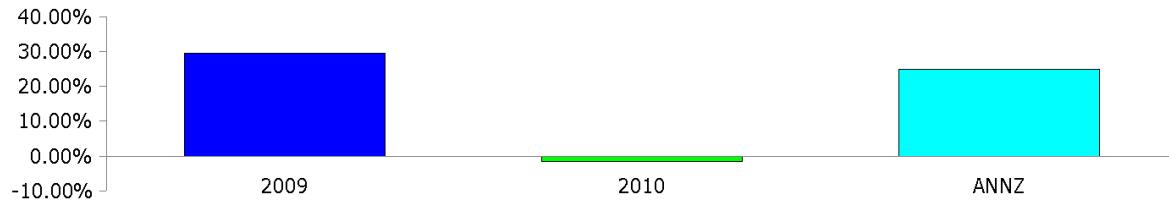
\* The information provided herein is obtained from sources believed to be reliable, but no representation or warranty is made as to its accuracy or completeness. These investments are not insured or otherwise protected by the U.S. Government, the Federal Deposit Insurance Corporation, the Federal Reserve Board, or any other government agency and involve risk, including the possibility of loss of principal.

\* Past performance is no guarantee of future results. Securities and insurance products are not FDIC insured, are not bank guaranteed and may lose value.

Time-Weighted Performance for 11893008

COLLEGE OF WILLIAM AND MARY- GREEN FUND

Gross Time-Weighted Rates of Return



Performance Summary

Performance Inception Date: Jan 23, 2009

Balances:

Beginning Market Value (January 1, 2010):	\$72,468
Contributions:	20,000
Withdrawals:	0
Appreciation/Depreciation:	-960
Ending Market Value (February 28, 2010):	\$91,508

Time-Weighted Returns:

Since Inception:	25.00 %
2010 YTD:	-1.46 %
<hr/>	
2009	29.67 %

Returns are calculated net of transaction costs and gross of advisory account program fees. If advisory account program fees were included, performance would be lower. Performance based on current market prices, as available.

Returns greater than one year are annualized.

Account data is on a trade date basis and accrued income is included in beginning and ending values. Performance is based on current market prices, as available.

Certain assets are excluded from Beginning and Ending Values and are not included in performance calculations. Annuities, certain types of direct investments, mutual funds held outside the firm, precious metals, coins, bullion, or any assets subject to tax-withholding (TEFRA) are among the assets not included in values or performance calculations.

Based on availability of historical performance information, Time-Weighted inception dates may differ from Money-Weighted inception dates.

Included within Appreciation/Depreciation is: Income \$57

Accrued Income is included within values: Beginning \$0 Ending \$0

One or more year(s) excluded (if applicable).

Wells Fargo Advisors is the trade name under which Wells Fargo & Company provides brokerage services through two registered broker-dealers: Wells Fargo Advisors, LLC, member NYSE/SIPC, and Wells Fargo Advisors Financial Network, LLC, member FINRA/SIPC. Each broker-dealer is a separate non-bank affiliate of Wells Fargo & Company.

Securities and Insurance Products:

NOT INSURED BY FDIC OR ANY  
FEDERAL GOVERNMENT AGENCY

MAY  
LOSE VALUE

NOT A DEPOSIT OF OR GUARANTEED  
BY A BANK OR ANY BANK AFFILIATE

This presentation is not complete unless accompanied by the detailed explanation included in the Glossary of Terms. Your Client Statement is the official record of your account. This report has been prepared to assist you with investment planning and is for informational purposes only. This presentation is intended for one on one use only. Past performance is no guarantee of future results.

This information is provided to complement but not replace your account-specific advisory performance report.

## CLOSED MEETINGS

The Board of Visitors may consider in closed session certain matters, including those listed below. The Code is very specific as to how these matters will be described in public session and in closing the meeting the motion must be specific as to the matters to be considered in closed session. There may be no discussion in closed session of matters not identified in the original motion.

I move that the \_\_\_\_\_ Committee convene in Closed Session for the purpose of discussing \_\_\_\_\_, as provided for in Section 2.2-3711.A., \_\_\_\_\_.

<u>Code Section</u>	<u>Topic</u>
2.2-3711.A.1.	Personnel matters involving identifiable college employees (i.e., appointments, performance evaluations, leaves, etc.) or discussion of candidates for employment.
2.2-3711.A.2.	Matters concerning any identifiable student
2.2-3711.A.3.	Acquisition of real property for a public purpose or disposition of publicly held real property
2.2-3711.A.4.	Protection of individual privacy in personal matters not related to public business
2.2-3711.A.6.	Investment of public funds where bargaining or competition is involved
2.2-3711.A.7.	Consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation or consultation with legal counsel regarding specific legal matters requiring legal advice
2.2-3711.A.8.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.10.	Honorary degrees
2.2-3711.A.19.	Reports or plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure
2.2-3711.A.29.	Public contracts involving the expenditure of public funds

§2.2-3712.D. - At the conclusion of any closed meeting, the Board of Visitors shall immediately reconvene in open meeting and shall take a roll call or other recorded vote to be included in the minutes, certifying that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Any member of the public body who believes that there was a departure from the requirements of subdivisions (i) and (ii), shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place. The statement shall be recorded in the minutes.

THE COLLEGE OF WILLIAM AND MARY  
BOARD OF VISITORS  
OFFICERS AND COMMITTEES

2009-2010

**OFFICERS**

Henry C. Wolf, Rector of the College  
John W. Gerdelman, Vice Rector of the College  
Janet M. Brashear, Secretary of the Board

**EXECUTIVE COMMITTEE**

Henry C. Wolf, Chair  
John W. Gerdelman, Vice Chair  
Janet M. Brashear, Secretary  
Charles A. Banks III  
R. Philip Herget III  
Anita O. Poston  
Jeffrey B. Trammell

**Committee on Administration**

John W. Gerdelman, Chair  
R. Philip Herget III, Vice Chair  
Dennis H. Liberson  
Robert E. Scott  
John Charles Thomas  
Jeffrey B. Trammell  
*Michael R. Halleran*  
*Anna B. Martin*

**Committee on Audit**

Thomas E. Capps, Chair  
Colin G. Campbell, Vice Chair  
Timothy P. Dunn  
John Charles Thomas  
*Michael L. Stump*

**Committee on Financial Affairs**

Charles A. Banks III, Chair  
Robert E. Scott, Vice Chair  
Colin G. Campbell  
Thomas E. Capps  
Timothy P. Dunn  
John W. Gerdelman  
R. Philip Herget III  
*Michael R. Halleran*  
*Samuel E. Jones*

**Committee on Buildings and Grounds**

Janet M. Brashear, Chair  
Suzann W. Matthews, Vice Chair  
Kathy Y. Hornsby  
Anita O. Poston  
Michael Tang  
John Charles Thomas  
*Anna B. Martin*

**Richard Bland College Committee**

Kathy Y. Hornsby, Chair  
Sarah I. Gore, Vice Chair  
Dennis H. Liberson  
Anita O. Poston  
Jeffrey B. Trammell  
*James B. McNeer*  
*Vernon R. Lindquist*

**Committees of the Whole:**

**Committee on Athletics**

Sarah I. Gore, Chair  
John W. Gerdelman, Vice Chair  
*Edward C. Driscoll, Jr.*

**Committee on Strategic Initiatives**

Jeffrey B. Trammell, Chair  
Janet M. Brashear, Vice Chair  
*James R. Golden*

**Committee on Student Affairs**

John Charles Thomas, Chair  
Suzann W. Matthews, Vice Chair  
*Virginia M. Ambler*

**Committee on Development and Alumni Affairs**

R. Philip Herget III, Chair  
Timothy P. Dunn, Vice Chair  
Charles A. Banks III  
Janet M. Brashear  
Suzann W. Matthews  
Michael Tang  
*Sean M. Pieri*  
*Karen R. Cottrell*

**2009-2010 Student & Faculty Representatives**

**W&M**

Sarah D. Rojas, student  
Katherine M. Kulick, faculty

**RBC**

D. Ryan Goodwin, student  
Alexandra Duckworth, faculty

**Staff Liaison:** Mary S. Molineux, PPFA President

BOARD OF VISITORS  
OF THE COLLEGE  
OF WILLIAM AND MARY  
IN VIRGINIA

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WILLIAM  
& MARY

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ANNUAL BOARD MEETING

*Board Room - Blow Memorial Hall*

April 16, 2010

## ANNUAL MEETING AGENDA

Board of Visitors  
The College of William and Mary

April 16, 2010 - 9:45 a.m. - 12:00 noon  
Board Room - Blow Memorial Hall

I.	Welcome and call to order	Rector Henry C. Wolf
II.	Approval of Minutes – February 3-5, 2010	Mr. Wolf
III.	Opening Remarks	Mr. Wolf
IV.	Closed Session (if necessary)	Mr. Wolf
V.	Open Session - Certification of Closed Session <b>Resolution</b>	Mr. Wolf

Rector should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Rector or designee will conduct roll call vote of the Board members for adoption. Upon passage, Rector should sign the resolution and direct that it be appended to the official minutes of this meeting.

VI.	Reports of Standing Committee chairs	
A.	Committee on Audit	Thomas E. Capps
B.	Richard Bland College Committee	Sarah I. Gore
1.	<b>Resolution 1:</b> Faculty Promotion – Alenka Hlousek-Radojcic	tab #1
2.	<b>Resolution 2:</b> Faculty Promotion – LeJeanna M. Raymond	tab #2
3.	<b>Resolution 3:</b> Retirement of Vernon R. Lindquist, Provost and Dean of Faculty	tab #3
4.	<b>Resolution 4:</b> Retirement of Carole E. Summerville, Division of Science and Quantitative Methods	tab #4
5.	<b>Resolution 5:</b> Revised Organizational Structure	tab #5
6.	<b>Resolution 6:</b> Administrative Appointments	tab #6
7.	<b>Resolution 7:</b> Funding for Recreation Complex	tab #7
8.	<b>Resolution 8:</b> Adoption of the Emergency Operations Plan	tab #8
C.	Committee on Development and Alumni Affairs	R. Philip Herget III
D.	Committee on Administration	John W. Gerdelman
1.	<b>Resolution 9:</b> Staff Assembly Constitution and By-Laws	tab #9

Board of Visitors  
ANNUAL MEETING AGENDA  
April 16, 2010

E. Committee on Buildings and Grounds	Janet M. Brashear
F. Committee on Financial Affairs	Charles A. Banks III
G. Committee on Academic Affairs	Anita O. Poston
1. <b>Resolution 10:</b> Appointments to Fill Vacancies in the Instructional Faculty	tab #10
2. <b>Resolution 11:</b> Appointments to Fill Vacancies in the Professional Faculty	tab #11
3. <b>Resolution 12:</b> Faculty Promotions	tab #12
4. <b>Resolution 13:</b> Term Distinguished Professorships for Associate Professors	tab #13
5. <b>Resolution 14:</b> Faculty Leaves of Absence	tab #14
7. <b>Resolution 16:</b> Retirement of Joseph Galano Department of Psychology	tab #16
8. <b>Resolution 17:</b> Retirement of George W. Harris Department of Philosophy	tab #17
9. <b>Resolution 18:</b> Retirement of David L. Holmes, Jr. Department of Religious Studies	tab #18
10. <b>Resolution 19:</b> Retirement of Stephen R. Knudson Department of Chemistry	tab #19
11. <b>Resolution 20:</b> Retirement of John F. Kottas Mason School of Business	tab #20
12. <b>Resolution 21:</b> Retirement of Constance M. McCarthy Earl Gregg Swem Library	tab #21
13. <b>Resolution 22:</b> Retirement of Robert A. Orwoll Department of Chemistry	tab #22
14. <b>Resolution 23:</b> Retirement of James M. Patton School of Education	tab #23
15. <b>Resolution 24:</b> Retirement of Ronald R. St. Onge Department of Modern Languages and Literatures	tab #24
16. <b>Resolution 25:</b> Retirement of Dennis L. Taylor School of Marine Science	tab #25
H. Executive Committee	Mr. Wolf
VII. Old Business	Mr. Wolf
VIII. New Business	Mr. Wolf

Board of Visitors  
ANNUAL MEETING AGENDA  
April 16, 2010

IX. Executive Session (if necessary) Mr. Wolf

X. Open Session - Certification of Closed Session **Resolution** Mr. Wolf

Rector should review topics discussed during closed session for benefit of observers, then move adoption of **Resolution** certifying closed session was held in compliance with Freedom of Information Act. Motion will be seconded and Rector or designee will conduct roll call vote of the Board members for adoption. Upon passage, Rector should sign the resolution and direct that it be appended to the official minutes of this meeting.

XI. Closing remarks

XII. Adjournment Mr. Wolf

**BLOW MEMORIAL HALL FRONT STEPS:**

12:00 noon Annual photograph

**BOARD DINING ROOM:**

12:15 p.m. Lunch

**FULL BOARD OF VISITORS MEETING**  
**MINUTES – FEBRUARY 3-5, 2010**

## MINUTES

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

February 3-5, 2010

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg on Wednesday, Thursday and Friday, February 3-5, 2010.

On Wednesday, February 3, the full Board convened at 7:00 p.m. for dinner in Plumeri House at 119 Chandler Court.

Those present were:

Janet M. Brashear  
Colin G. Campbell  
Timothy P. Dunn  
John W. Gerdelman  
Sarah I. Gore

Kathy Y. Hornsby  
Suzann W. Matthews  
John Charles Thomas  
Jeffrey B. Trammell  
Henry C. Wolf, Rector

Absent: Charles A. Banks III  
Thomas E. Capps  
R. Philip Herget III  
Dennis H. Liberson

Anita O. Poston  
Robert E. Scott  
Michael Tang

Also present was William and Mary President W. Taylor Reveley III.

At 7:15 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 specific college employees. Motion was seconded by Ms. Brashear and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 7:15 p.m.

The Board reconvened in open session at 9:15 p.m. Mr. Wolf reviewed the topic 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. Brashear and approved by roll call vote of the Committee members conducted by Secretary of the Board Janet Brashear. (Certification **Resolution** is appended).

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

On Thursday, February 4, the Richard Bland College Committee, the Committee on Administration, the Committee on Athletics, the Committee on Development and Alumni Affairs, the Committee on Buildings and Grounds, the Committee on Student Affairs and the Executive Committee met in the Board Room, while the Committee on Academic Affairs and the Committee on Audit met in the Board Conference Room.

Board of Visitors  
MINUTES  
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Those present on Thursday were:

Charles A. Banks III  
Janet M. Brashear  
Colin G. Campbell  
Thomas E. Capps  
Timothy P. Dunn  
John W. Gerdelman  
Sarah I. Gore  
R. Philip Herget III  
Kathy Y. Hornsby

Absent: Dennis H. Liberson  
Robert E. Scott  
Michael Tang

Suzann W. Matthews  
Anita O. Poston  
John Charles Thomas  
Jeffrey B. Trammell  
Henry C. Wolf, Rector  
Faculty representatives: Katherine Kulick  
Alexandra Duckworth  
Student representatives: Sarah D. Rojas  
D. Ryan Goodwin

Others present were:

W. Taylor Reveley III  
Michael R. Halleran  
Virginia M. Ambler  
James R. Golden  
Samuel E. Jones  
Anna B. Martin  
Sean M. Pieri  
Kiersten L. Boyce  
Michael J. Connolly

Karen R. Cottrell  
John E. Donaldson  
Edward C. Driscoll, Jr.  
Michael J. Fox  
W. Fanchon Glover  
Jennifer Latour  
Michael L. Stump  
Brian W. Whitson  
Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Mary Molineux; Dean Virginia L. McLaughlin, Dean Carl Strikwerda, Dean/Director John T. Wells, Richard Bland College President James B. McNeer, Provost Vernon R. Lindquist, Director of Institutional Advancement LeAnn Binger, Dean of Administration and Finance Russell E. Whitaker, Jr., and members of the William and Mary Faculty and Student Liaison Committees.

At 11:04 a.m., the Board convened as a committee of the whole. Vice Chair John Gerdelman called the **Committee on Athletics** to order, until Chair Sarah Gore could join the meeting and preside. Director of Athletics Terry Driscoll reported on the teams for the winter/spring season, discussed the student-athlete admission profile and provided an update on the athletic mascot selection process. Mr. Driscoll introduced special guests R.J. Archer, Rob Varno and David Caldwell, co-captains of the football team. Mr. Driscoll and the student-athletes briefly discussed with the Board members the success of the football team. Mr. Driscoll then presented a short quiz on athletic facts. There being no further business, the Committee adjourned at 11:35 a.m.

At 2:00 p.m. the Board reconvened as a committee of the whole for the Provost Report and Faculty Presentation. Ms. Poston called on Provost Halleran, who advised the Board that a snapshot of the results from the recently completed Faculty Survey would be provided at this meeting followed by a full report at the April meeting. The Provost advised that the members of

Board of Visitors  
MINUTES  
Page 3

the Committee on Academic Affairs had asked to be more involved in the study of the survey results and noted that each Committee member would work directly with a Faculty Assembly subcommittee. The Provost thanked Professor Katherine Kulick and graduate student intern Jeremy Martin for their work in analyzing the survey results.

Mr. Halleran also reported on the two liberal arts conversations held since the last Board meeting – on December 2 the conversation focused on the role of research, and on January 25 the focus was on the role of the professional schools. The fourth conversation, scheduled for Friday, February 5, will be led by Martha Nussbaum, Ernst Freund Distinguished Service Professor of Law and Ethics from The University of Chicago Law School, on the topic of liberal arts education and global citizenship. A brief discussion ensued.

Faculty Assembly Vice President and chair of the Faculty Liaison Committee Professor Kate Slevin advised that the full Faculty Survey results were posted on the Faculty Assembly web page and noted that Professor Kulick had done an incredible job analyzing the results, providing comparable and national data where available; she discussed the broad flavor of the survey as a preview to the presentation in April, providing a few examples to demonstrate how rich the data are and how well it will help to plan for the future.

Ms. Poston reviewed the process the Committee on Academic Affairs would follow to explore the survey data in more depth, noting that the Faculty Assembly will divide the survey into four areas assigned to the four Faculty Assembly subcommittees. A member of the Committee will join each of the subcommittees in exploring each area in depth, culminating in the presentation at the April meeting of the summary of the findings and issues that will energize a dialogue and connect to the strategic plan. A brief discussion ensued.

At 3:00 p.m., the Rector introduced Staff Liaison Mary Molineux, President of the Professionals and Professional Faculty Assembly (PPFA) and Hourly and Classified Employees Association (HACE) President Deloris Thomas to present the Staff Liaison Report.

Ms. Molineux reported on the origins of the Professionals and Professional Faculty Assembly, known as the PPFA, as well as its organization and purpose, following the first year of its existence. Ms. Molineux highlighted the goals and objectives of the group and thanked the Board for approving it.

Ms. Thomas then reported on the proposal to merge the current Hourly and Classified Employees Association, known as HACE, into a Staff Assembly modeled on the PPFA. The proposed Assembly would serve as an organization representing all operational, classified and hourly employees. She provided brief background on the development of the current HACE association and outlined the need for a professional organization formally recognized by the College to represent the operational staff. Ms. Thomas advised that a Constitution and Bylaws would be ready for review at the April Board meeting. Vice President for Anna Martin will serve as the administrative liaison with the new Staff Assembly. The Rector advised that he had met in the fall with members of the steering committee and discussed their proposal, which will represent a significant group of people. A brief discussion ensued.

Board of Visitors  
MINUTES  
Page 4

Following a short break, the **Committee on Student Affairs** convened at 3:30 p.m. Mr. Thomas presided as chair and called on Vice President for Student Affairs Virginia Ambler. Ms. Ambler updated the Board on the ways in which the Student Affairs division supports and promotes student academic success. Ms. Ambler introduced Dean of Students Patricia Volp, whose office is primarily responsible for assisting freshmen with the transition to William and Mary.

Student Liaisons Sravya Yeleswarapu and Nataniel Montoya introduced three students who discussed the creation of a new service group, under the guidance of Director of Student Engagement Drew Stelljes, to unite efforts on campus and raise funds for students at the University of Fondwa in Haiti. The mission statement for the new "William & Mary Supports Haiti" service group is to "serve as an umbrella for individuals and organizations on campus who are interested in disaster relief for those affected by the earthquake in Haiti." Graduate student Landon Yarrington discussed his experience in Haiti during the earthquake and presented background information on Fondwa, a small liberal arts university started in 2004, which was completely leveled by the earthquake. Lamar Shambley '10 and Mohammad Torabinejad '10, two members of the steering committee, discussed the fundraising efforts undertaken so far.

Ms. Yeleswarapu discussed plans to increase student interest in Charter Day with Tribe Pride Friday and the inaugural Charter Day "Birthday Bash" planned for the Wren Yard on Saturday evening. She noted the good turnout for the Road to Richmond lobbying effort. Mr. Montoya commented on the mascot selection, which was generating a lot of student interest. He noted that the different strategies being used to increase diversity of applicants seems to be paying off. Following brief discussion and there being no further business, the Committee adjourned at 4:10 p.m.

The Executive Committee met from 4:10 to 5:35 p.m.

At 5:35 p.m. the Board recessed until Friday morning.

On Friday, February 5, the Rector reconvened the Board at 8:00 a.m.

Those present were:

Charles A. Banks III  
Janet M. Brashear  
Colin G. Campbell  
Timothy P. Dunn  
John W. Gerdelman  
Sarah I. Gore

Kathy Y. Hornsby  
Anita O. Poston  
John Charles Thomas  
Henry C. Wolf, Rector  
Faculty representatives: Katherine Kulick  
Student representatives: D. Ryan Goodwin

Absent: Thomas E. Capps  
R. Philip Herget III  
Dennis H. Liberson  
Suzann W. Matthews

Robert E. Scott  
Michael Tang  
Jeffrey B. Trammell

Board of Visitors  
MINUTES  
Page 5

Others present were:

W. Taylor Reveley III  
Michael R. Halleran  
Virginia M. Ambler  
Michael J. Connolly  
Karen Cottrell  
Edward C. Driscoll, Jr.  
Michael J. Fox  
W. Fanchon Glover

James R. Golden  
Samuel E. Jones  
Jennifer Latour  
Anna B. Martin  
Michael L. Stump  
Brian W. Whitson  
Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Mary Molineux; Dean Connie K. McCarthy, Dean/Director John T. Wells, and members of the William and Mary Faculty Liaison Committees.

In the absence of Chair Jeffrey Trammell, Vice Chair Janet Brashear presided over the **Committee on Strategic Initiatives**, and briefly reviewed the meeting agenda.

Vice President for Strategic Initiatives James Golden provided an update on the strategic planning process and the development of the dashboard, then Ms. Brashear led the discussion as Provost Michael Halleran and Mr. Golden reviewed the preliminary draft dashboard, as detailed in Enclosure H. A brief discussion regarding dashboard targets ensued.

Provost Halleran and Mr. Golden reviewed progress on the implementation steps, noting the continuing development of Swem Library as a central hub for collaborative activities, the development of a digital campus map, expanding campus diversity, progress on the "William and Mary for a Lifetime" campaign and sustainability efforts. The Provost reviewed the emerging themes for the revisions to the plan in April and a general discussion ensued.

Mr. Golden reviewed the communications study and provided an update on recent actions, including the development of a list of faculty and staff experts who were available to the press. He announced that the Office of Creative Services had successfully merged the Publications Office and the web team, and introduced the new Director of Creative Services Susan Evans, who explained how the new office would work to integrate all different forms and message media and noted the Colonial Williamsburg creative media team has been very helpful.

Associate Vice President for Government Relations Fran Bradford provided a Government Relations update, focusing on work with General Assembly legislators, noting that Student Assembly President Sarah Rojas would be speaking to the Education Subcommittee next week on behalf of William and Mary and all students.

There being no further business, the Committee adjourned at 9:05 a.m.

The Committee on Financial Affairs met from 9:15 to 10:05 a.m.

Following a short break, the Rector convened the full Board meeting at 10:20 a.m.

Board of Visitors  
MINUTES  
Page 6

Those present were:

Charles A. Banks III  
Janet M. Brashear  
Colin G. Campbell  
Timothy P. Dunn  
John W. Gerdelman  
Sarah I. Gore  
Kathy Y. Hornsby

Absent: Thomas E. Capps  
R. Philip Herget III  
Dennis H. Liberson  
Suzann W. Matthews

Others present were:

W. Taylor Reveley III  
James B. McNeer  
Michael R. Halleran  
Vernon R. Lindquist  
Virginia M. Ambler  
Kiersten L. Boyce  
Michael J. Connolly  
Edward C. Driscoll, Jr.  
Michael J. Fox

Anita O. Poston  
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Faculty representatives: Katherine Kulick  
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Robert E. Scott  
Michael Tang  
Jeffrey B. Trammell

W. Fanchon Glover  
James R. Golden  
Samuel E. Jones  
Jennifer Latour  
Anna B. Martin  
Michael L. Stump  
Russell E. Whitaker, Jr.  
Brian W. Whitson  
Sandra J. Wilms

Also in attendance were Assistant Attorney General Deborah Love, Staff Liaison Mary Molineux; Dean Connie K. McCarthy, Dean/Director John T. Wells, and members of the William and Mary Faculty Liaison Committees.

Taking note of the severe weather warnings, the Rector advised that the administration was still discussing the need for possible changes in the schedule of Charter Day events on Saturday.

The President commented briefly on the budget and the need to continue work on development of a new financial model. In spite of the budget problems, William and Mary is making significant progress and will keep moving forward strongly. The Rector noted that both he and Vice Rector Gerdelman had commented on how they have seen a dramatic improvement in a number of areas across the College over their tenure on the Board. A lot of positive things are happening through the efforts of the people of William and Mary.

Recognizing that a quorum was present, the Rector asked for a motion to approve the minutes of the meeting of November 18-20, 2009. Motion was made by Ms. Poston, 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 and/or approving personnel actions involving the evaluation, appointment, promotion,

Board of Visitors  
MINUTES  
Page 7

tenure and leaves of specific college employees; discussing matters relating to the acquisition and development of real property in the City of Williamsburg for the benefit of the College; to hear a briefing from the Office of the Attorney General involving lawsuits; discussing specific recommendations related to future fundraising strategies as well as current development activities; and discussing matters pertaining to the consideration of honorary degrees, as provided for in Section 2.2-3711.A.1., 3., 7., 8., and 10. of the Code of Virginia. Motion was seconded by Ms. Poston and approved by voice vote. The Board went into closed session at 10:25 a.m.

The Board reconvened in open session at 10:53 a.m. 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. Gerdelman and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Ms. Hornsby reported for the **Richard Bland College Committee**. President McNeer briefly reviewed the report given to the Committee, noting that the budget was impacting class size, courses offered and library hours, and commended faculty and staff for their continuing efforts to work with individual students under difficult conditions. The President also reported on economic development efforts with William and Mary in Petersburg and advised that Project Phoenix would be on campus again in the summer. The new Science and Technology building is on schedule for opening in the fall and the capital campaign is within \$100,000 of reaching its goal. Ms. Hornsby noted that discussions with Southside Regional Medical Center continue in anticipation of receiving a donation to renovate the old science building and bring their program to campus. Ms. Hornsby thanked members of the Board for contributing to the Richard Bland College Foundation in support of the campaign, and encouraged those who have not yet done so to send in their contributions using the self-addressed, postage paid envelope provided. Noting one of the upcoming fund raising events planned was the wine event, Mr. Dunn suggested that members of the Board become one of the sponsors and Ms. Hornsby advised that more information would be forwarded to the members of the Board.

Ms. Hornsby asked for a motion to adopt **Resolution 1**, Investment Portfolio Manager, and **Resolution 2**, Mutual Aid Agreements. Motion was made by Mr. Wolf, seconded by Mr. Gerdelman and approved by voice vote.

Mr. Gerdelman reported for the **Committee on Administration**, noting that the major focus of the meeting was a report on the activities of the Office of Information Technology from Associate Vice Provost for Information Technology Courtney Carpenter. There were no action items.

In the absence of Mr. Herget, Mr. Dunn reported for the **Committee on Development and Alumni Affairs**, noting that the Committee had discussed ongoing efforts to improve communications and cooperation among the campus leadership boards. There were no action items.

In the absence of Mr. Capps, Mr. Campbell reported for the **Committee on Audit**, and asked Director of Internal Audit Michael Stump to summarize the discussion. Mr. Stump reported that Mr. Capps had met with the State Auditors. The audit is progressing and the Committee hopes

Board of Visitors  
MINUTES  
Page 8

to have it in April. The Committee is looking at the security of decentralized information technology operations and will report in the future. There were no action items.

Ms. Brashear reported for the **Committee on Buildings and Grounds**, noting that in addition to the regular updates, the Committee had heard an in-depth report on how facilities are faring overall. While on average, the academic facilities condition ranking has improved from very poor to fair, this masks a wide range of issues, and while there is no measure yet for ranking dorm facilities condition, we suspect that they would rank in the very poor category, inasmuch as the maintenance budget is .6% of capital asset value where it ought to be 2.5% to 4%.

Ms. Brashear asked for a motion to adopt **Resolution 11**, Transfer of Thiemes House Property. Motion was made by Ms. Thomas, seconded by Ms. Gore and approved by voice vote.

Mr. Banks reported for the **Committee on Financial Affairs**. Vice President for Finance Sam Jones outlined the volatility and uncertainty of the budget process. The Committee discussed changes to the current budget, reviewed recommendations and possible changes in the operating and capital projects for both William and Mary and the Virginia Institute of Marine Science. The Committee heard a report from Wells Fargo Advisors on the status of the endowment with no major changes anticipated. The investment subcommittee – composed of Mr. Banks, Mr. Dunn and Mr. Gerdelman – will plan to meet prior to the April meeting if necessary. There were no action items.

Ms. Poston reported for the **Committee on Academic Affairs**, and advised that the Committee had heard a brief report from the faculty on the Faculty Survey. In April the data will be presented to the Board as a more useful planning and policy making tool. The Committee heard a report on the tenure granting procedure and process and reviewed appointment resolutions.

Ms. Poston moved adoption as a block of **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 4**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 5**, Award of Academic Tenure; **Resolution 6**, Faculty Promotions; **Resolution 7**, Designated Professorships; **Resolution 8**, Term Distinguished Professorships for Associate Professors; **Resolution 9**, Faculty Leaves of Absence; and **Resolution 10**, Retirement of Kathryn R. Urbonya, Marshall-Wythe School of Law. Motion was seconded by Mr. Campbell and approved by voice vote.

In the absence of Mr. Trammell, Ms. Brashear reported for the **Committee on Strategic Initiatives**, and summarized the discussions. There were no action items.

Mr. Wolf reported for the **Executive Committee**, and moved the adoption of the report of the Committee given in Closed Session pertaining to the conferral of honorary degrees; namely, to award the following degrees at Charter Day:

Robert F. McDonnell - Doctor of Laws  
Martha Nussbaum - Doctor of Humane Letters  
R. Wayne Kernodle - Doctor of Humane Letters

Motion was seconded by Mr. Thomas and approved by voice vote.

Board of Visitors  
MINUTES  
Page 9

There was no old business.

There was no new business.

The Rector announced that the members of the Cypher Society had been invited to lunch following the meeting. Former Rector of the College Ed Brickell now serves as the new chair of the Society, following the death of Harriet Storm in September.

The Rector moved that the Board of Visitors convene in Executive Session for the purpose of discussing the performance of specific executive employees of William and Mary and Richard Bland, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Gerdelman and approved by voice vote. The Board went into closed session at 11:22 a.m.

The Board reconvened in open session at 11:52 a.m. 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. Gerdelman 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 11:54 a.m. for lunch with the Cypher Society.

Board of Visitors

February 3, 2010

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;

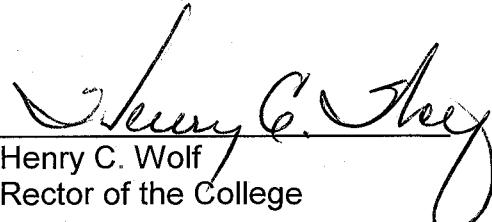
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 10

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Henry C. Wolf  
Rector of the College

Board of Visitors

February 5, 2010

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;

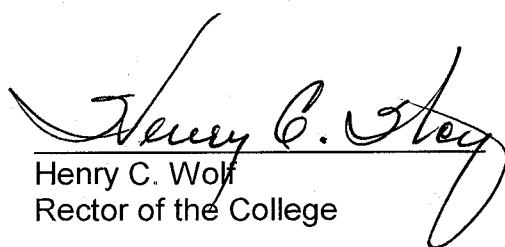
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VOTE

AYES: 10

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Henry C. Wolf  
Rector of the College

Board of Visitors

February 5, 2010

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;

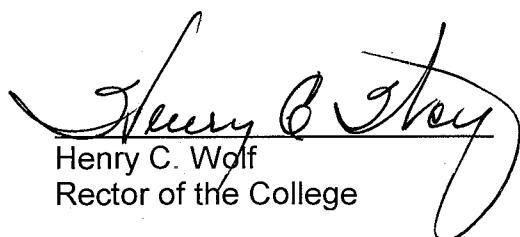
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 10

NAYS: 0

ABSENT DURING CLOSED SESSION:



Henry C. Wolf  
Rector of the College

AGENDA ITEMS  
Board of Visitors Annual Meeting  
The College of William and Mary in Virginia

April 14-16, 2010  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, <i>tab #1</i>	Faculty Promotion – Alenka Hlousek-Radojcic
Resolution 2, <i>tab #2</i>	Faculty Promotion – LeJeanna M. Raymond
Resolution 3, <i>tab #3</i>	Retirement of Vernon R. Lindquist Provost and Dean of Faculty
Resolution 4, <i>tab #4</i>	Retirement of Carole E. Summerville Division of Science and Quantitative Methods
Resolution 5, <i>tab #5</i>	Revised Organizational Structure
Resolution 6, <i>tab #6</i>	Administrative Appointments
Resolution 7, <i>tab #7</i>	Funding for Recreation Complex
Resolution 8, <i>tab #8</i>	Adoption of the Emergency Operations Plan

COLLEGE OF WILLIAM AND MARY

Resolution 9, <i>tab #9</i>	Staff Assembly Constitution and By-Laws
Resolution 10, <i>tab #10</i>	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 11, <i>tab #11</i>	Appointments to Fill Vacancies in the Professional Faculty
Resolution 12, <i>tab #12</i>	Faculty Promotions
Resolution 13, <i>tab #13</i>	Term Distinguished Professorships for Associate Professors
Resolution 14, <i>tab #14</i>	Faculty Leaves of Absence

Board of Visitors  
AGENDA ITEMS  
April 14-16, 2010

Resolution 16, *tab #16*

Retirement of Joseph Galano  
Department of Psychology

Resolution 17, *tab #17*

Retirement of George W. Harris  
Department of Philosophy

Resolution 18, *tab #18*

Retirement of David L. Holmes, Jr.  
Department of Religious Studies

Resolution 19, *tab #19*

Retirement of Stephen K. Knudson  
Department of Chemistry

Resolution 20, *tab #20*

Retirement of John F. Kottas  
Mason School of Business

Resolution 21, *tab #21*

Retirement of Constance M. McCarthy  
Earl Gregg Swem Library

Resolution 22, *tab #22*

Retirement of Robert A. Orwoll  
Department of Chemistry

Resolution 23, *tab #23*

Retirement of James M. Patton  
School of Education

Resolution 24, *tab #24*

Retirement of Ronald R. St. Onge  
Department of Modern Languages and  
Literatures

Resolution 25, *tab #25*

Retirement of Dennis L. Taylor  
School of Marine Science

Board of Visitors

Resolution 1

April 14-16, 2010

Page 1 of 1

**RICHARD BLAND COLLEGE  
FACULTY PROMOTION**

The following member of the instructional faculty of Richard Bland College has been recommended for promotion in rank by the Peer Review Committee and the Provost.

**BE IT RESOLVED**, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member.

Associate Professor of Biology to Professor of Biology

ALENKA HLOUSEK-RADOJCIC, effective August 10, 2010

A member of the Richard Bland College faculty since 1997, Dr. Hlousek-Radojcic holds a B.S. (1983) and M.S. (1986) from University of Zagreb, Zagreb, Croatia. She earned a Ph.D. from Michigan State University (1992). In 2008, she received a Fulbright Lecturer grant to teach and study in Nepal.

Board of Visitors

Resolution 2

April 14-16, 2010

Page 1 of 1

**RICHARD BLAND COLLEGE  
FACULTY PROMOTION**

The following member of the instructional faculty of Richard Bland College has been recommended for promotion in rank by the Peer Review Committee and the Provost.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotion of the following faculty member.

Assistant Professor of English to Associate Professor of English

LEJEANNA M. RAYMOND effective August 10, 2010

A member of the Richard Bland College faculty since 2007, Mrs. LeJeanna Raymond holds a B.A. (1993) from Presbyterian College, Clinton, South Carolina, and M.S.D. (1998) from Baptist Theological Seminary, Richmond, Virginia, and a M.A. (2005) from University of North Carolina at Greensboro.

**RICHARD BLAND COLLEGE  
RETIREMENT OF VERNON R. LINDQUIST  
PROVOST AND DEAN OF FACULTY**

Vernon R. Lindquist joined the administration of Richard Bland College in 2004 as Provost and Dean of Faculty. Provost Lindquist received his B.S. (1966), M.A. (1968), and M.S.L.S. (1974) from the University of Maine. He earned the Ph.D. in English from the University of New Brunswick, Canada, in 1979.

During his six years at Richard Bland, Provost Lindquist brought to the students, faculty, and fellow administrators an appreciation for learning. He has always been available to those who wish to discuss either topics related to educational policy or to express individual concerns.

As chief academic officer, Provost Lindquist took the lead in organizing and eventually preparing the College's successful response to the SACS' ten-year reaccreditation process. His relationship with the faculty in this endeavor was a remarkable combination of tact, firmness, and collegiality.

The success of the College's dual enrollment program with area secondary schools, the Middle College project with Petersburg High School, and the expanded joint venture with Southside Regional Medical Center in nursing, radiology and sonography, are clear examples of Provost Lindquist's versatility. Under his guidance, the foundation has been laid for further expansion of health related fields of study at the College.

Always concerned with quality of instruction, Provost Lindquist served wisely as a mentor to numerous faculty search committees. His advice and counsel led to the successful employment of many young and industrious faculty members. Additionally, his advising and counseling of many of the College's Presidential Merit Scholars has enabled them to make wise career choices as well as select the four-year college or university best suited for their major.

As the College prepared for its first Capital Campaign, Provost Lindquist developed the proposal which was accepted by the Cameron Foundation. This resulted in the selection of a reputable consultant who guided the College throughout the successful campaign period.

**BE IT RESOLVED**, That the Board of Visitors acknowledges the retirement of Vernon R. Lindquist and expresses its appreciation and deep gratitude to him for the many contributions he has made to Richard Bland College as Provost and Dean of Faculty; and

**BE IT FURTHER RESOLVED**, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Vernon R. Lindquist with best wishes for continuing and creative work in the years ahead.

**RICHARD BLAND COLLEGE  
RETIREMENT OF CAROLE E. SUMMERVILLE  
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

Associate Professor of Mathematics Carole Summerville joined the faculty at Richard Bland College in August of 1980 as Assistant Professor of Mathematics. She was promoted to Associate Professor in 1984.

Professor Summerville completed the Bachelors (1963) at Clarion State College, Clarion, Pennsylvania, and Masters (1970) at Syracuse University, New York. She received a Certificate of Advanced Graduate Study in Higher Education (1983) and additional graduate work from the College of William and Mary in Williamsburg, Virginia.

Before coming to Richard Bland College, Professor Summerville taught mathematics at schools and colleges in Pennsylvania, Missouri, New York and Georgia. Wherever she has been, including at Richard Bland College, she has served on and often led efforts of numerous committees, and twice at Richard Bland has served as the college-wide Chair of the SACS Reaffirmation Self-Study Committee (1998 and 2008). She has given of her personal time as a Friend of the RBC Library and the campus Young Republicans. Professor Summerville is an outstanding teacher.

It is remarkable that thirty years after leaving Armstrong State College in Savannah, the words of those who supported her application for the position at Richard Bland College still apply to our situation today: The President of Armstrong, her Department Head and a colleague said, "I hate to see Mrs. Summerville leaving," Armstrong is "losing the best of its teachers" of mathematics; "My only regret is that we are losing her." Professor Summerville's Richard Bland colleagues can only echo those sentiments.

**BE IT RESOLVED**, That the Board of Visitors of the College of William and Mary acknowledges the retirement of Carole E. Summerville and expresses its appreciation to her for the many contributions she has made to Richard Bland College, and approves with deep gratitude for her thirty years of devoted service to the College, a change in status from Associate Professor of Mathematics to Associate Professor of Mathematics, *Emerita*.

**BE IT FURTHER RESOLVED**, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Associate Professor Carole E. Summerville with best wishes for continuing and creative work in the years ahead.

Board of Visitors

Resolution 5

April 14-16, 2010

Page 1 of 2

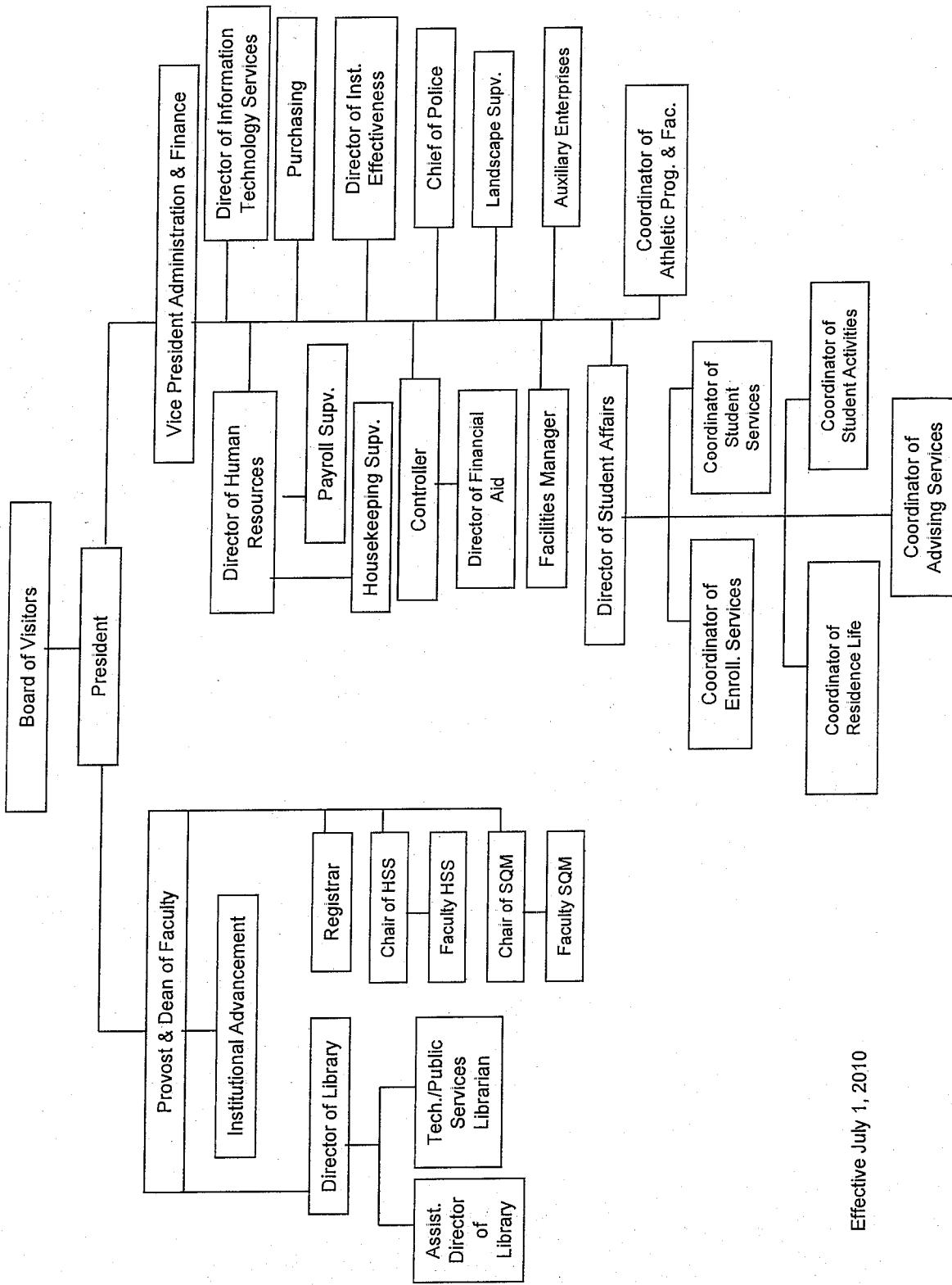
**RICHARD BLAND COLLEGE**

**REVISED ORGANIZATIONAL STRUCTURE**

The President of Richard Bland College is implementing an administrative reorganization effective July 1, 2010. This reorganization reflects the elimination of one senior administrative position with responsibilities transferred to the Provost/Dean of Faculty and Vice President of Administration and Finance (formerly Dean of Administration and Finance). These changes are in response to state funding reductions and the need to address additional administrative requirements, and will be reflected in the next revision of the Board of Visitors *Bylaws*.

**RESOLVED**, That upon the recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the revised organizational structure reflected in the attached Organizational Chart, dated April 2010.

Richard Bland College Organizational Chart (updated April, 2010)



Board of Visitors  
April 14-16, 2010

Resolution 5  
Page 2 of 2

Effective July 1, 2010

**RICHARD BLAND COLLEGE**  
**ADMINISTRATIVE APPOINTMENTS**

Administrative reorganization and retirement have resulted in title changes and increased responsibilities for current staff members. The Provost appointment will also require a salary adjustment in excess of twenty percent.

RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia hereby approves the following appointments, and the salary adjustment for the Provost position.

LEANN S BINGER, Provost and Dean of Faculty, effective July 1, 2010

Central State Hospital - Mental Health Worker, 1973-1976

Richard Bland College

Instructor, 1980-1983

Assistant Professor of Psychology, 1983-1987

Associate Professor of Psychology, 1987-1993

Professor of Psychology, 1993-2007

Director of Advancement, 2007-2010

A. A., Richard Bland College, 1972

B. A., Westhampton College, University of Richmond, 1974

M. S., Virginia State University, 1977

Ed. D. College of William and Mary, 1986

RUSSELL E. WHITAKER, JR., Vice President of Administration and Finance, effective July 1, 2010.

E.I. Dupont - Electrician, 1961-1965

Petersburg Public Schools - Supervisor of Adult and Apprenticeship Education, 1969-1974

Richard Bland College

Director of Continuing Education, 1974-1976

Assistant Fiscal Officer, 1976-1977

Chief Fiscal Officer, 1977-1987

Dean of Administration and Finance, 1987-2010

A. A., Richard Bland College, 1967

B. S., Virginia Commonwealth University, 1969

M.Ed., Virginia State University, 1974

Ed. D., College of William and Mary, 1986

**RICHARD BLAND COLLEGE**

**FUNDING FOR RECREATION COMPLEX**

The College is in the process of planning a recreation complex for a seven acre tract located between Statesman Hall (Gym) and the Residential Village. The complex will consist of a softball field, three tennis courts, a combination basketball court/volleyball court, a sand volleyball court and a small picnic pavilion. Estimated cost for the complex is \$900,000.

The Richard Bland College Foundation is providing \$700,000 in funds for the project. The administration is recommending and requesting approval to spend up to \$200,000 from Auxiliary Enterprise balances to complete funding for this project.

**RESOLVED**, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the expenditure of up to \$200,000 from Auxiliary Enterprise funds for the construction of the Richard Bland College Recreation Complex.

**RICHARD BLAND COLLEGE**

**ADOPTION OF THE  
EMERGENCY OPERATIONS PLAN**

**WHEREAS**, the Board of Visitors of The College of William and Mary in Virginia is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency services be available to them; and, the President of Richard Bland College is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency services be available to them; and

**WHEREAS**, the Code of Virginia, Chapter 1 of Title 23 and Title 44 provides *that* any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by Richard Bland College staff in coordination with the Virginia Department of Emergency Management with input from Richard Bland College departments and the Counties of Dinwiddie and Prince George Emergency Management;

**NOW, THEREFORE, BE IT RESOLVED**, That the Board of Visitors of The College of William and Mary in Virginia does hereby officially adopt the Richard Bland College Emergency Operations Plan (*see separate booklet*) to include plans and procedures for both peace time and war-caused disasters.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2010.

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Henry C. Wolf, Rector  
The College of William and Mary in Virginia

**RICHARD BLAND COLLEGE  
EMERGENCY OPERATIONS PLAN  
EXECUTIVE SUMMARY**

**INTRODUCTION**

Disasters or emergencies can happen suddenly, creating a situation in which the normal staff support services for the College can become overwhelmed. During crises, the College requires special procedures to address the needs of emergency response operations and recovery management. To address such emergencies, Richard Bland College has established an Emergency Operations Plan (EOP), which provides a guideline for the management of the immediate action and operations required to respond to an emergency or disaster.

The Plan complies with Code of Virginia Title 23 and Title 44 and is consistent with the National Incident Management System as implemented in the National Response Framework adopted January 2008.

**PURPOSE**

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

**SITUATION**

Richard Bland College is co-located in the Counties of Dinwiddie and Prince George, Virginia, which is immediately south of the City of Petersburg by two miles. Richard Bland College of The College of William and Mary in Virginia was founded in 1960. It is The Junior College of the Commonwealth of Virginia. Richard Bland College has a full time, professional Police Department, which is trained in responding to numerous types of emergencies. Mutual-aid agreements exist with numerous public-safety agencies in the region which can be implemented in the event of an emergency.

**CONCEPT OF OPERATIONS**

The President of Richard Bland College is ultimately responsible for emergency management activities within its boundaries. The Police Chief/Coordinator of Emergency Management is responsible for maintaining college emergency services in

a constant state of readiness. The Emergency Planner/Emergency Coordination Officer is responsible for implementing and updating the Emergency Operations Plan (EOP).

The EOP is based on the concept that the emergency functions assigned to the various groups, organizations, and individuals involved in this plan will parallel their normal day-to-day functions as closely as possible. The same personnel and material resources will be employed as much as possible in both normal and emergency functions. Those day-to-day functions that do not contribute directly to the emergency operations may be suspended for the duration of the emergency.

### **OPERATIONAL TIME FRAMES**

Richard Bland College has established four times to assist in the implementation of the EOP.

Mitigation - A period of time during which activities are undertaken by individuals/departments to improve their capabilities to respond to a potential emergency and fulfill assigned responsibilities. The purpose of mitigation is to identify potential hazards to engineer structures to minimize the potential for damage.

Preparedness - A period of time during which activities are undertaken by individuals/departments to increase their readiness posture during periods of heightened risk.

Response - A period of time during which activities are undertaken by individuals/departments to respond to an occurrence that threatens or harms faculty, staff, students and/or property.

Recovery - A period of time during which activities are undertaken by individuals/departments to provide for the welfare of the faculty, staff and students following a disaster and/or emergency.

### **ORGANIZATION**

The Emergency Operations Plan is organized into a Basic Plan, Emergency Support Functions (ESF's) and Incident Annexes. Each ESF addresses a specific functional area and outlines in a more detailed manner the responsibilities and operation of that function. Incident Annexes provide procedures for specific emergencies.

**PLAN DEVELOPMENT AND MAINTENANCE**

An annual review of the plan is conducted by the Emergency Planner in conjunction with the Emergency Management Committee, campus departments and organizations assigned responsibility for implementation of the plan. An exercise will be conducted annually. These exercises provide practical controlled operations experience to those individuals who would have responsibilities in the emergency operations center should a real-life emergency occur. In addition, these exercises help facilitate the review of the emergency operation plan and its components.

**COLLEGE OF WILLIAM AND MARY  
STAFF ASSEMBLY  
CONSTITUTION AND BYLAWS**

The operational, classified and hourly wage employees of the College have proposed the establishment of an Assembly which shall advise the President and the Vice President for Administration on matters affecting the operational, classified and hourly wage employees.

The proposed Assembly shall be named the Staff Assembly and shall be governed by the attached Constitution and Bylaws. The proposed Assembly shall provide a forum for the operational, classified and hourly wage employees to provide input on discussions of the general welfare of the university and to formalize the advisory role of the operational, classified and hourly wage employees in college governance and planning.

The proposed Assembly shall be composed of members representing all operational, classified and hourly wage employees throughout the university and will create, for the first time, a forum in which operational, classified and hourly wage employees from different units can discuss issues of common concern.

**THEREFORE, BE IT RESOLVED**, That upon recommendation of the President and the Vice President for Administration, the Board of Visitors hereby approves the establishment of a Staff Assembly; and

**BE IT FURTHER RESOLVED**, That the Board of Visitors approves the Constitution and Bylaws for a Staff Assembly of the College of William and Mary, effective 1 May 2010.

COLLEGE OF WILLIAM AND MARY  
STAFF ASSEMBLY  
CONSTITUTION AND BYLAWS

**CONSTITUTION**

Article I. Name

Article II. Purpose

Article III. Authority

Article IV. Membership

Article V. Amendments to the Constitution

Article VI. Dissolution of the Assembly

**Article I. Name**

The name of this organization is the Staff Assembly of The College of William and Mary.

In this document the term “The College of William and Mary” or “the College” includes departments, divisions, and schools of The College of William and Mary, including the Virginia Institute of Marine Science.

The term “Staff” includes all operational and classified employees and non-student hourly wage employees of The College of William and Mary.

**Article II. Purpose**

The Staff Assembly will serve as a forum to facilitate communication among all Staff. The Staff Assembly will support a diverse, multi-campus university in accordance with College policy and the Statement of Rights and Responsibilities.

The Staff Assembly will function in an advisory capacity to the administration, promoting Staff interests in College governance by encouraging actions that address the current and future needs of the entire College community. The Assembly does not have an advisory role with respect to the Board of Visitors.

The Staff Assembly will promote honest and open communication between the administration and Staff and refer Staff concerns to the appropriate College officials.

The Staff Assembly will not serve as a substitute for the formal grievance procedures of the College.

The Staff Assembly will work with the administration, faculty, and students in all efforts to attain the goals of the College, while fostering a spirit of respect, dignity, unity and cooperation among the Staff. The Staff Assembly will recommend Staff representatives to College committees, as appropriate and permitted.

April 14-16, 2010

Page 3 of 10

### **Article III. Authority**

This Constitution has been approved by the Board of Visitors of The College of William and Mary on April 16, 2010. The Staff Assembly has only such authority as conveyed by this Constitution and permitted by the College administration and State law.

Existence of the Staff Assembly does not preclude the right of a Staff member to belong to any other organization.

The Executive Board of the Staff Assembly derives its authority from the Staff Assembly.

### **Article IV. Membership**

- A. The Staff Assembly consists of 24 members elected by the Staff (an approximate ratio of one voting member per 50 members of the staff). All 24 Assembly members represent The College of William and Mary as a whole; Members do not represent departments, units, or other staff constituencies. Elections will be conducted in accordance with the Bylaws and any procedures established by the Elections and Nominations Committee.
- B. Each Assembly member's term will begin May 1 and last for two years. Initially, twelve members will be elected at random as having a one-year (rather than two-year) term, such that terms will be staggered to permit election of approximately one-half of the Staff Assembly each year.
- C. The Executive Board by a majority vote may remove a member following three consecutive unexcused absences from regular Staff Assembly meetings during any calendar year.
- D. Members may be re-elected but may not serve more than two consecutive elected terms. An appointed term does not count as an elected term.
- E. In the event of mid-term vacancies, the Staff Assembly must hold elections when the number of participating members falls to 20; otherwise, vacancies will be filled during the normal election period.

### **Article V. Amendments**

The approval process for amendments to the Constitution is as follows:

- A. A proposal for an amendment must be submitted to the Executive Board for review and clarification.
- B. A written notice that an amendment is proposed must be given by the Executive Board to all members of the Staff Assembly at least thirty days before the meeting when the amendment will be proposed. The notice shall contain the proposed amendment in context or general nature of the matter. The proposed amendment may be discussed at the regular meeting at which the amendment is proposed.

- C. Proposed amendments shall not be voted on until at least one regular meeting after the introduction.
- D. Amendments to the Constitution will be deemed approved by the Staff Assembly upon approval by a simple majority vote of the Staff Assembly members present.
- E. No amendment to Article II or III of the Constitution shall be effective unless approved by the Board of Visitors. All other amendments shall become effective upon Staff Assembly approval as provided under (D) above.

#### **Article VI. Dissolution of the Assembly**

The Staff Assembly may be dissolved by approval of two-thirds of Staff Assembly members casting or returning ballots, with at least forty percent of Staff voting.

**BYLAWS**

Article I. Assembly Executive Board, Including Officers

Article II. Committees

Article III. Conducting Business

Article IV. Election Procedures

Article V. Amendments to the Bylaws

Article VI. Authorization and Parliamentary Authority

**Article I. Assembly Executive Board, Including Officers**

A. Staff Assembly Executive Board

The Staff Assembly Executive Board, hereafter referred to as the Executive Board, shall act on behalf of the Staff Assembly between regular meetings. All such actions shall be reported at the next Staff Assembly meeting. The Executive Board shall consist of the Officers of the Assembly and Chairs of the Standing Committees. The retiring President of the Staff Assembly shall serve as an advisor to the Executive Board for one year. If his/her elected term as a representative expires during that one-year advisory period, he/she shall serve as a non-voting member of the Executive Board for the remainder of the period.

1. The Executive Board shall meet at least once per month at a time to be determined by the Executive Board at its first meeting following annual elections. Other meetings of the Executive Board may be called by the Staff Assembly.
2. The Executive Board approves by majority vote the initial composition of each Standing Committee, except for the Committee Chairs. The Executive Board approves changes and additions to the membership of each Standing Committee as recommended by the appropriate Chair. All Executive Board meetings shall be open to the public.
3. The Executive Board screens proposals from Staff for consideration and implements the rules and regulations of the Staff Assembly.
4. The Executive Board assists in interpreting the intent of the Staff Assembly Constitution and Bylaws.
5. The Executive Board determines if a member's absence from a regular meeting is excused.
6. The Executive Board assists the Staff Assembly President in preparing the budget.

**B. The Officers**

The Staff Assembly Officers are elected from and by the 24 members. Officers are elected for a term of no more than one year. Officers shall be eligible for re-election but may not serve more than two consecutive terms of the same office.

The Officers shall be:

1. President. The President shall preside over the Executive Board and meetings of the Staff Assembly; prepare the agenda; with assistance of the Executive Board, prepare the budget and submit to Staff Assembly at the regular meeting for approval; authorize disbursement of funds consistent with the approved budget; perform such other duties associated with this office.
2. Vice-President. The Vice-President shall preside in absence of the President; serve as assistant to the President; complete term vacated by President; review minutes of committees prior to meetings of the Staff Assembly; perform such other duties associated with this office.
3. Recording Secretary/Treasurer. The Recording Secretary/Treasurer shall prepare and distribute the minutes; distribute the agenda for regular meetings at least seven days prior to next meeting; maintain records of the Staff Assembly including mailing lists and prepare a report in an appropriate publication to the Staff of the business conducted at each meeting; maintain fiscal records; make authorized disbursements of funds; submit monthly financial reports of expenses to the Executive Board; perform such other duties associated with this office.
4. Membership Secretary. The Membership Secretary shall maintain a membership roster including term of office; conduct a roll call of members and record attendance; advise the President whether a quorum is present at the beginning of each meeting; perform such other duties associated with this office.

**Article II. Committees****A. General guidelines for standing committees**

1. The Chair of each Standing Committee shall be appointed by the Staff Assembly President.
2. The Chair of each Standing Committee must be a member of the Staff Assembly. Each Committee Chair shall appoint a Vice-Chair.
3. Members of a Standing Committee shall be appointed by the Chair and approved by a majority vote of the Executive Board. These members may be any Staff member.
4. A member of the Staff Assembly may not chair more than one Standing Committee.

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5. Unless requested, membership on a Standing Committee shall not change during a member's term of office. Members do not have to serve on the same committee for both years of his/her term or on the same committee for multiple terms of office.
6. Each member shall serve on at least one Standing Committee.
7. Minutes shall be kept for each Standing Committee meeting. Each Standing Committee will also submit an annual report of its activities and any pending matters to the Executive Board at the June Executive Board meeting.
8. Standing Committees shall establish goals, objectives, and priorities. They have authority to carry out activities necessary to perform their charges, prepare reports, offer recommendations, and make parliamentary motions to the Staff Assembly.
9. Standing Committees or the Executive Board may establish subcommittees to address specific issues as needed. Chairs of subcommittees shall be appointed by Standing Committee Chairs or the President. The Standing Committees or the Executive Board may dissolve subcommittees upon completion of subcommittee's assignment.
10. The Standing Committee Chairs shall convene their first committee meeting within 30 days after appointment and as needed thereafter or as requested by the Executive Board.
11. Each Committee shall consist of at least four members.
12. At the end of each term, each Committee Chair shall provide to the respective incoming Chair appropriate information to facilitate continuity (e.g., responsibilities, goals, unfinished business, and past and pending parliamentary motions).

## B. Committees

1. Policies and Issues Committee - Primary Responsibilities
  - a. Serves as a liaison between the Staff Assembly and the President, the Vice President for Administration, the Office of Human Resources, other College administrators, and the Faculty/Professionals and Professional Faculty/Student Assemblies on staff-related matters.
  - b. Serves as a resource to Staff in obtaining information on matters of Staff concern.
  - c. Serves as a link in obtaining information from the Virginia Governmental Employees Association.
  - d. Brings to the Staff Assembly's attention changes in policies and procedures that may affect the Staff and advises the Staff Assembly on these issues. This includes monitoring the actions of the Board of Visitors and any College Committees that may deal with issues of Staff concern.
2. Constitution and By-Laws Committee – Primary Responsibilities
  - a. Evaluate proposed amendments to the Constitution and Bylaws of the Staff Assembly.
  - b. Interpret the Constitution and Bylaws and make recommendations as needed to the Staff Assembly.

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- c. Revise and update the Constitution and Bylaws upon requisite approval.

3. Communications Committee - Primary Responsibilities

- a. As authorized by the Executive Board, disseminates information about the Staff Assembly to the College community in print and/or electronic form to include the Staff Assembly website and Staff listserv.
- b. Fulfils communication needs of the Staff Assembly as requested by any Committee Chair, the Assembly President, or Executive Board.
- c. Interfaces with the College and non-university media sources to provide information on Staff Assembly activities when appropriate.
- d. Plans and coordinates all information session activities.
- e. Communicates with other Standing Committees to ensure that information distributed at information and orientation sessions is correct.
- f. Serves as historian and archivist.

4. Elections and Nominations Committee - Primary Responsibilities

- a. Coordinates the Staff Assembly election process. This Committee is responsible for establishing election procedures and ensuring that these procedures and the Staff Assembly Constitution and By-laws are followed when electing Staff Assembly members and officers.
- b. Compiles ballots for all Staff Assembly elections.
- c. Makes recommendations to the Staff Assembly President for appointment of members and chairs to Staff Assembly and College committees, as needed.
- d. Monitors elections and oversees voting on proposed amendments to the Constitution and Bylaws of the Staff Assembly.
- e. Receives requests from individual Staff Assembly members of a member's desire to serve on a committee. Staff Assembly members with expertise in specific fields are encouraged to volunteer for membership on appropriate committees.

5. Staff and Community Relations Committee - Primary Responsibilities

Plans and coordinates outreach activities (Employee Assistance Fund), need- based fund drives (Holiday Food Drives), and awards (Employee of the Month).

6. Activities and Events Committee - Primary Responsibilities

Coordinates guest speakers/lectures, fundraisers for Staff activities, social activities.

### **Article III. Conducting Business**

- A. The Staff Assembly shall hold a General Meeting once per semester designed for attendance by all available Staff.
- B. Staff Assembly will meet no less than 10 times a year. These meetings will be open.
- C. Meeting dates shall be published in advance in all appropriate College publications.
- D. Items may be placed on the agenda for Assembly meetings by any of the following:
  - 1. The President, the Executive Board, or any committee of the Assembly.
  - 2. Any two Staff Assembly members
  - 3. Any ten Staff members, provided that submission must be in writing.
  - 4. The College President or the Vice President for Administration.
- E. Items to be placed on the agenda must be submitted to the Recording Secretary at least 15 days prior to the next meeting.
- F. The agendas for the Executive Board and Staff Assembly meetings shall be distributed to the Staff, the College President and the Vice President for Administration at least five days prior to the relevant meeting. Electronic distribution via email, list serves or web page is acceptable. All agendas shall be posted on the Staff Assembly website.
- G. A quorum for Staff Assembly is fifty percent of all filled positions. All Assembly measures and actions, except for amendments to the Constitution, shall pass by a simple majority of the Assembly members present and voting. Voting on motions shall normally be *viva voce*, by show of hands or by email. Five members may require a roll call vote upon any motion.

### **Article IV. Elections**

- A. Election of Assembly Members
  - 1. Elections shall take place no later than March 31. Information concerning the election process will be distributed to all Staff by February 15.
  - 2. Elections shall be held by secret ballot.
- B. Election of Officers
  - 1. Officers are elected by the 24 member Assembly, except where provided otherwise herein.
  - 2. Elections of Officers will occur at the first meeting of the Staff Assembly after general elections are held.
  - 3. An office may be filled by special election if an officer is unable to complete their term.
  - 4. Elections shall be held by secret ballot.

**Article V. Amendments to the Bylaws**

Notice of any proposal to amend the Bylaws shall be given in the agenda in accordance with the requirements set out in Article III, above. An affirmative vote of the majority of the Assembly members is required for adoption. The amended Bylaws shall be presented, when approved, to the College Board of Visitors.

**Article VI. Parliamentary Authority**

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Assembly to the extent they apply.

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of the College of William and Mary have resulted because of resignations, terminations and the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the 2010-2011 academic year.

JAMES PATRICK BARBER, Assistant Professor of Education

B.A., Grand Valley State University, 1995  
M.A., Bowling Green State University, 1997  
Ph.D., University of Michigan, 2009

University of Michigan  
Assistant for Programs and Research, Center for Research on Teaching and Learning, 2009-2010

JAMEL DONNOR, Assistant Professor of Education

B.A., Washington State University, 1997  
M.A., The Ohio State University, 1999  
Ph.D., University of Wisconsin-Madison, 2005

California State University-Fullerton  
Assistant Professor, 2007-2010

Washington University  
Post-Doctoral Research Fellow, 2005-2007

CHRISTOPHER FREIMAN, Instructor of Philosophy

B.A., Duke University, 2004  
Ph.D. (Candidate), University of Arizona

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

NANETTE S. FRITSCHMANN, Assistant Professor of Education

B.S. (1992); M.B.A. (1996), Woodbury University  
M.S., California State University, Fullerton, 2002  
Ph.D., University of Kansas, 2006

Lehigh University  
Assistant Professor, 2006-2010

SHANTÁ DENISE HINTON, Assistant Professor of Biology

B.A., University of North Carolina at Chapel Hill, 1996  
Ph.D., Howard University, 2002

Hampton University  
Assistant Professor, 2007-2010

Cold Spring Harbor Laboratory  
Postdoctoral Research Fellow, 2002-2007

ALLISON ORR LARSEN, Assistant Professor of Law

B.A., College of William and Mary, 1999  
J.D., University of Virginia School of Law, 2004

Catholic University, Columbus School of Law  
Visiting Assistant Professor/Scholar in Residence, 2009-2010

O'Melveny and Myers, LLP, Washington, DC  
Associate, 2007-2009

University of Virginia School of Law  
Research Fellow, 2006

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

NANCY LEONG, Assistant Professor of Law

B.A., Northwestern University, 2001  
J.D., Stanford Law School, 2006

Superior Court, Washington, DC  
Law Clerk, The Honorable Frederick Weisberg, 2009-2010

Georgetown University Law Center  
Visiting Scholar, 2008-2009

Americans United for Separation of Church and State  
Fellow, 2007-2008

JOHN LOMBARDINI, Assistant Professor of Government

B.A., Rutgers University, 2003  
M.A. (2005); Ph.D. (2009), Princeton University

Columbia University  
Andrew W. Mellon Foundation Research Fellow, Society of Fellows  
in the Humanities, 2009-2010  
Lecturer, 2009-2010

ROBERT D. MCKEOWN, Governor's Distinguished Professor of  
Physics with Tenure

B.A., SUNY-Stony Brook, 1974  
Ph.D., Princeton University, 1979

California Institute of Technology  
Professor, 1992-2010  
Associate Professor, 1986-1992  
Assistant Professor, 1981-1986

Argonne National Laboratory  
Assistant Physicist, 1979-1980

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
INSTRUCTIONAL FACULTY

JEREMY POPE, Instructor of History

B.A., University of Virginia, 1998  
M.A. (2002); Ph.D. (Candidate), Johns Hopkins University

JASON M. SOLOMON, Associate Professor of Law with Tenure

B.A., Harvard College, 1993  
J.D., Columbia Law School, 2001

University of Georgia School of Law  
Assistant Professor, 2005-2010

Harvard University  
Chief of Staff and Counselor to the President, 2003-2005

U.S. Court of Appeals for the Second Circuit, New York  
Law Clerk, The Honorable Chester J. Straub, 2002-200

U.S. District Court for the Eastern District of New York  
Law Clerk, The Honorable John Gleeson, 2001-2002

KRISTIN L. WUSTHOLZ, Assistant Professor of Chemistry

B.A.S., Muhlenberg College, 2002  
M.S. (2004); Ph.D. (2007), University of Washington

Northwestern University  
Postdoctoral Fellow, 2008-2010

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
PROFESSIONAL FACULTY

Vacancies in the Professional Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves these appointments of the following individuals to fill these positions effective with the dates listed below:

ROBERT J. AVALLE, JR., Director, Operations and Maintenance,  
effective 10 May 2010

B.S., United States Military Academy, 1981  
M.S., University of Michigan, 1991

University of California - Merced  
Director of Campus Services, Facilities Management, 2005-2010

Westminster College  
Dean of Student Life, 2002-2005

University of Missouri - Columbia  
Chairman, Department of Military Science, 1999-2002

KAYREN M. COUVILLION, Finance Manager, Reves Center for  
International Studies, effective 10 February 2010

B.S., Louisiana Tech University, 1988

Williamsburg Community Health Foundation  
Director, Accounting and Operations, 2004-2010

Zentox Corporation  
Director of Operations/Accountant, 1999-2002

Troy State University-Kaiserslautern, Germany  
Accountant, 1993-1996

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
PROFESSIONAL FACULTY

JENNIFER DAHNKE, Associate Director for the Undergraduate Program, Mason School of Business, effective 25 February 2010

B.A., The College of Wooster, 2002  
M.Ed., College of William and Mary, 2008

College of William and Mary  
Assistant Director for the Undergraduate Program, Mason School of Business, 2005-2010  
Coordinator of Global Education Programs and Services, Reves Center for International Studies, 2004-2005  
International Programs Assistant and Global Education Services  
Reves Center for International Studies, 2002-2004

STEPHEN W. MOUNT, Major Gifts Officer for Arts and Sciences, University Development, effective 10 May 2010

Cornell University  
Senior Individual Giving Associate, Department of Principal Gifts, 2008-2010  
Individual Giving Associate, Department of Major Gifts, 2007-2008

SUNY Tompkins Cortland Community College  
Director of Major Gifts, 2004-2006

Historic Ithaca, Inc.  
Fundraising and Campaign Associate, 2003-2004

Ithacare Center Service Company, Inc.  
Director of Development and Community Relations, 2001-2003

COLLEGE OF WILLIAM AND MARY  
APPOINTMENTS TO FILL VACANCIES IN THE  
PROFESSIONAL FACULTY

DANIEL PATTERSON, Associate Director of Utilities,  
effective 10 March 2010

B.S., University of Delaware, 1974

College of William and Mary  
Energy Manager, 2005-2010

Environmental Resources Management  
Senior Project Manager, 2002-2004

Warner-Lambert  
Director, Energy and Environmental Compliance, 1991-2002  
Manager, Energy and Utilities, 1986-1991  
Senior Energy Engineer, 1980-1986

LAUREN P. SENEY, Access/Technical Services Librarian, The Wolf Law  
Library, effective 1 March 2010

B.A., Christopher Newport University, 2004  
M.S., University of Tennessee, 2008

College of William and Mary, The Wolf Law Library  
Assistant Circulation and Reserve Supervisor, 2004-2010

JONATHAN W. SMALL, Director of Football Operations, Athletics  
Department, effective 5 April 2010

B.A., Charleston Southern University, 2006  
M.S., Georgia State University, 2009

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JOHN WALLACE, Director of Development Communications, University Development, effective 10 March 2010

B.A., Christopher Newport University, 1999

College of William and Mary  
Associate Director of Development Communications, University Development, 2006-2010

William and Mary Alumni Association  
Associate Director of Alumni Communications, 2004-2005  
Assistant Director of Alumni Communications, 2002-2004  
Editorial Assistant, 2001-2002

COLLEGE OF WILLIAM AND MARY  
FACULTY PROMOTIONS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for promotion in rank by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the promotions of the following members of the Faculty of the College, effective with the beginning of the 2010-2011 academic year:

Associate Professor to Professor

TODD D. AVERETT, Department of Physics

ARNAB K. BASU, Department of Economics

VLADIMIR BOLOTNIKOV, Department of Mathematics

CHARLES F. GRESSARD, School of Education

PAMELA S. HUNT, Department of Psychology

CHARLES R. McADAMS, School of Education

JENNIFER M. MELLOR, Department of Economics

JOHN NOELL MOORE, School of Education

GRAHAM C. OUSEY, Department of Sociology

JOHN C. POUTSMA, Department of Chemistry

SARAH L. STAFFORD, Department of Economics

ANN MARIE STOCK, Department of Modern Languages and Literatures

JOHN P. SWADDLE, Department of Biology

JANICE L. ZEMAN, Department of Psychology

COLLEGE OF WILLIAM AND MARY  
TERM DISTINGUISHED PROFESSORSHIPS  
FOR ASSOCIATE PROFESSORS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for term distinguished professorships for tenured associate professors which recognize outstanding mid-career faculty members.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorships for the following members of the Faculty of the College, for a three-year term, effective with the 2010-2011 academic year:

FREDERICK C. CORNEY, Class of 1964 Term Distinguished Associate Professor of History

TIMOTHY M. COSTELLOE, Class of 1952 Term Distinguished Associate Professor of Philosophy

ROWAN LOCKWOOD, Alfred Ritter Term Distinguished Associate Professor of Geology

JEFFREY K. NELSON, Cornelia B. Talbot Term Distinguished Associate Professor of Physics

CHRISTINE L. NEMACHECK, Alumni Memorial Term Distinguished Associate Professor of Government

CHARLES J. PALERMO, Alumni Memorial Term Distinguished Associate Professor of Art and Art History

REGINA ROOT, Class of 1963 Term Distinguished Associate Professor of Modern Languages and Literatures

KAM W. TANG, Robert F. and Sara M. Boyd Term Distinguished Associate Professor of Marine Science

PATTY ZWOLLO, Vera W. Barkley Term Distinguished Associate Professor of Biology

COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested leaves of absence without pay or partial pay during the 2010-2011 academic year for the reasons given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary hereby approves these leaves of absence:

EVELYN G. HALL, Associate Professor of Kinesiology, to continue research.

RANI D. MULLEN, Assistant Professor of Government, as a Visiting Fellow with the Center for Policy Research in New Delhi, India to pursue research on governance and democracy in India and South Asia.

NEAL A. TOGNAZZINI, Assistant Professor of Philosophy to accept a Doctoral Recipients Fellowship from the American Council of Learned Societies to further my research.

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COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF JOSEPH GALANO  
DEPARTMENT OF BIOLOGY

Professor Joseph Galano received his B.A. in psychology from St. Francis College in New York in 1970. As a first generation American, he made his family very proud when he completed his Ph.D. in clinical psychology at Bowling Green University in 1977 and his clinical/community psychology internship a year later at the CMDNJ Rutgers Medical School. He joined the Department of Psychology at the College in 1977, and a year later, he was a founding faculty member of the Virginia Consortium Program of Professional Psychology. It is impossible to separate out Professor Galano's service, teaching, and research from each other. For more than three decades, they have been thoroughly intertwined. Professor Galano has embodied William & Mary's 2010 goals of teaching with research and teaching for public service since 1977.

Professor Galano's community service is unparalleled. He has worked tirelessly to give hope to underprivileged children, to educate new parents, to reduce adolescent pregnancy, and to find ways to diminish drug abuse. Because of his efforts, he has received countless awards. These include, but are not limited to, the "Shining Star" award given by the Williamsburg/James City County Community Action Agency, two Virginia gubernatorial awards, and multiple national recognitions. Professor Galano was awarded Fellow status in the American Psychological Association, Society for Community Research and Action. Most impressive in recognition of his career accomplishments, the American Psychological Association honored him with the 1996 Distinguished Contribution to Practice in Community Psychology award.

Professor Galano's research has been continuously funded for over 20 years. He has tirelessly studied preventive interventions and published his findings in the top journals in his field. From 1988 to 1992, he served as editor of the journal *Community Psychology*. In 2007, he edited both a book and a special issue of the *Journal of Prevention and Intervention in the Community*. The title of the book – *The Healthy Families America Initiative: Integrating Research, Theory, and Practice* – encapsulates his approach to psychology.

Clearly, one of Professor Galano's passions is prevention – preventing psychological and social problems before they harm lives. His other passions include horse racing, Tribe football and basketball, and engaging students. He doesn't just teach students; he inspires them. He has changed the course of numerous students' lives for the better. His teaching methods and curricula truly have had a transformative, long-lasting impact on his students' academic and personal lives. They have chosen

careers in public health that they would not have chosen except they have known him. Just as importantly, Professor Galano has mentored, encouraged, and collaborated with many junior faculty. Joe Galano's enthusiasm and dedication are infectious to all he meets.

During his entire career Professor Galano has focused on educating decision makers at all levels of government about the importance of health promotion and illness prevention. He has given countless workshops and speeches, including testimony to various state and national legislative bodies. He did this not to improve his personal, professional reputation; rather, he did this to educate – to teach people who make decisions how to make better decisions. Throughout his career at William and Mary, Professor Galano's greatest professional satisfaction has been to help prepare the next generation of prevention scientists.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Joseph Galano; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-three years of devoted service to the University, a change in status from Professor of Psychology to Professor of Psychology, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Joseph Galano with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF GEORGE W. HARRIS  
DEPARTMENT OF PHILOSOPHY

During his twenty-nine years at the College of William and Mary (1981 to 2010), George W. Harris has achieved excellence in all three areas of service: the pursuit of new knowledge, the dissemination of knowledge, collegiality and governance that enhance the pursuit and dissemination of knowledge. His career-long contributions in all three areas, often in the face of institutional forces that diminish excellence, are truly exceptional.

The Pursuit of New Knowledge: Professor Harris devotes himself to intellectual problems of human existence. He frames his inquiries in light of knowledge drawn from diverse disciplines and is impervious to fads in the profession. He is at his creative best when framing his inquiries in ways that are innovative and true to current forms of knowledge, and in developing our cultural conceptual scheme within that framework. He has addressed several substantial problems in this way, especially the ethical and tragic dimensions of life, and he continues to do so in his current work on life in a pluralistic, liberal democracy.

*Reason's Grief* is Professor Harris's most recent book. In it, he describes the unavoidably tragic nature of all human life, the pernicious effects of denying our tragic nature, and the prospects for the continued existence and well-being of our species. His previous books, *Agent-Centered Morality* and *Dignity and Vulnerability*, trace the sources of what we take to be our moral values, and defend the claim that our deepest values are correctly understood in terms of what is known about our biology and psychology, not in terms of our theological ancestry.

Professor Harris has made original and important contributions in media other than books. He has published a long list of papers on a variety of important problems, including the interests of fathers in deliberations about abortion, the correct interpretation of a crucial Platonic dialogue, the correct theory of practical reasoning, and more. Professor Harris also has presented his work in conferences all over the world, at venues across the United States, in Europe and the British Isles, and in New Zealand and China.

The Dissemination of Knowledge: Professor Harris is a serious thinker who disseminates knowledge by publishing and presenting, and also by being a rigorous, demanding, and stimulating teacher. His teaching is a natural extension of his scholarly work. He aims to show serious young thinkers how to approach genuine intellectual problems with productive methods and relentless determination – how to identify real intellectual problems, how to frame them in terms of what is currently known, how to test competing solutions to problems, and how to effectively communicate those solutions in oral and written media.

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The range of courses and materials that Professor Harris has taught is staggering. In addition to survey courses in ethical theory, political theory, feminism, and sexual ethics, he has taught advanced seminars on abortion, ethics, social and political philosophy, philosophy of mind, philosophy of literature, philosophy of law, philosophy of history, and the philosophy of Immanuel Kant.

Collegiality and Governance: Professor Harris's contributions to governance in the department and the College are also of the highest rank. He has served on numerous college committees, including Arts and Sciences Affirmative Action Committee, Faculty Research Committee, Dean's Advisory Committee, and more. His record of service in the Philosophy Department is even more distinguished. He has served on all the major departmental committees and played a major role in countless job searches.

Professor Harris' greatest contribution to governance may be his willingness to openly challenge and criticize other members of the College. Professor Harris has demonstrated an unfailing concern for excellence over the course of a twenty-nine year career at the College with criticisms that are timely, informed, rigorous, and constructive.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor George W. Harris; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his twenty-nine years of devoted service to the university, a change in status from Chancellor Professor of Philosophy to Chancellor Professor of Philosophy, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and that a copy of the same be delivered to Professor George W. Harris with best wishes for continuing creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF DAVID L. HOLMES, JR.  
DEPARTMENT OF RELIGIOUS STUDIES

The son of a legendary Midwestern coach who regularly produced national champions out of a nineteenth-century gymnasium, David L. Holmes, Jr. has always wanted William and Mary graduates to compete with the best in the nation. In forty-five years at the College, he has achieved a distinguished record. He has viewed teaching as a calling, and he has given his enduring support to America's second oldest college.

David Holmes received a B.A. in English from Michigan State University, an M.A. in English from Columbia University, and a M.A. and Ph.D. in Religion from Princeton University. He also studied for two-and-a-half years at Duke University Divinity School. During service in the United States Army, he rose from draftee to lieutenant. Joining William and Mary's English Department in 1965, he transferred in 1968 to the newly-established Department of Religion. He has also taught at Carnegie-Mellon University and at the University of Virginia.

A significant feature of his years at William and Mary has been his impressive record as a teacher and mentor. Every semester Professor Holmes has spent extraordinary time both in and out of the classroom advising students, counseling them on academic and vocational matters, writing recommendations that have opened doors, and keeping in touch with alumni.

Professor Holmes's students have sensed his deep interest in them. His skills as a teacher are acknowledged by his receipt of the Society of the Alumni Teaching Award twice, the Graves Award for Sustained Excellence in Teaching, the Outstanding Faculty Award of the Commonwealth of Virginia, the Outstanding Freshman/Sophomore Advisor Award, the Alumni Service Award, and – most recently – the College's highest honor, the Thomas Jefferson Award. Two liberal-arts colleges have awarded him honorary degrees.

But Professor Holmes' service to the College extends far beyond the classroom. He has served on a wide variety of departmental and College-wide committees. He has initiated and guided several student clubs, including the Bishop Madison Society. He has given generously of his time to the Admissions and Alumni offices. In his anonymous role as "the Wizard" on the College's Virtual Visits, he advised undecided students about whether to choose William and Mary or another option. During those years, he gained a following among high school seniors for his humor and for his remarkable knowledge of other colleges.

Professor Holmes has done all of this while engaging actively in scholarship. He has held offices and editorships in professional societies. When he has delivered papers at sessions of the American Society of Church History, attendance has picked up. He has published over fifty scholarly articles and chapters in books. Of the six books he has written or edited, his highly regarded A Brief History of the Episcopal Church has educated thousands in seminaries and churches across the country. His The Faiths of the Founding Fathers, published by Oxford University Press, became an academic best-seller. He has just completed a sequel entitled Religious, But Not Too Religious. It focuses on the faiths of the post-World War II American Presidents.

In short, David Holmes has been – in the words of a William and Mary alumna and staff member – “a gift to this institution.”

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of David L. Holmes, Jr.; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty-five years of service, a change from Walter G. Mason Professor of Religious Studies to Walter G. Mason Professor of Religious Studies, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor David L. Holmes, Jr. with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF STEPHEN K. KNUDSON  
DEPARTMENT OF CHEMISTRY

Professor Stephen K. Knudson earned the B.S. in Chemistry from the University of Michigan in 1964 and a Ph.D. from Massachusetts Institute of Technology in 1969. He followed this with post-doctoral work at the University of California at Santa Barbara and at Queens University in Kingston, Ontario. In 1972 Professor Knudson joined the Chemistry faculty at the University of Central Florida in Orlando where he rose to the rank of Associate Professor. For the 1979-80 academic year Professor Knudson came to William and Mary as a Visiting Scholar. In 1981 he then came to William and Mary as an Associate Professor of Chemistry. In 1987, he was promoted to the rank of Professor.

During his career at William and Mary, Professor Knudson's research interests expanded from semi-empirical computational chemistry to embrace other computational chemistry venues, including semi-classical interpretations of chemical bonding, semi-classical treatment of highly excited atoms in external fields, and theoretical treatments of polymers. His most recent work informs the quantum description of chemical bonding with classical concepts. He has been a principal investigator for more than \$270,000 in external funding at William and Mary. He was published 34 scholarly articles in peer-reviewed journals. Professor Knudson has also been keenly interested in the use of computers to improve classroom and laboratory instruction and has published four articles in the prestigious Journal of Chemical Education. He has developed computer software implementing his pedagogical activities.

In his formal teaching responsibilities at William and Mary, Professor Knudson has taught at all levels of the Chemistry curriculum, from first-year chemistry to graduate-level physical chemistry, both lecture and laboratory. His work in introducing computers and computational methods into the general chemistry and physical chemistry laboratory programs is especially noteworthy. Professor Knudson was also responsible for introducing into the Chemistry curriculum a Chemical Physics track as approved by the American Chemical Society.

Professor Knudson's dedication to William and Mary is reflected in the service he has given on Chemistry Department, Faculty of Arts and Sciences, and College-wide committees. The list of standing committees, *ad hoc* committees and search committees is long and varied, including the Nominations and Elections Committee, the Honors and Interdisciplinary Committee, and the Educational Policy Committee. Professor Knudson served as Chair of the Department of Chemistry from 1992-95.

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BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Stephen K. Knudson; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty years of service, a change from Professor of Chemistry to Professor of Chemistry, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Stephen K. Knudson with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF JOHN F. KOTTAS  
MASON SCHOOL OF BUSINESS

John F. Kottas joined the faculty of the now Mason School of Business at the College of William and Mary in 1979 as the J. Edward Zollinger Professor of Business Administration. Prior to coming to William and Mary he had been Associate Professor and head of the Management Science and Information Systems area at the University of Missouri-St. Louis. Before that, he was a member of the business school faculty at the University of North Carolina-Chapel Hill. Professor Kottas earned his Ph.D. in Industrial Engineering and Management Sciences at Northwestern University and his B.S. from Purdue University.

A prodigious researcher, Professor Kottas has published dozens of articles in top journals in management science, production, and decision analysis. As a testament to the range of his scholarly contributions and their quality, we note that he has published more articles in The Accounting Review, the top journal in accounting, than any other member of our faculty. His addition to the faculty of William and Mary's business school was a significant milestone in the young school's development and dramatically increased the profile and stature of the school in top-quality research.

Professor Kottas has been as serious about his teaching throughout his career as he has about his research. He combines rigor and high standards with an obvious affection for his students and concern for their progress and intellectual development. His teaching has focused in the areas of management science, production, quantitative methods, and statistics. Professor Kottas has always been willing to take on a new challenge in the classroom and he never did anything half way. When it was decided that the business school needed a course in computer literacy, not only did Professor Kottas volunteer to design and teach the course, he also decided to research, write, and publish a manual for students on Microsoft Excel.

Professor Kottas has served his colleagues and the business school with distinction on committees and in other leadership positions. A man of wide-ranging interests and many talents, John has even teamed up recently with his wife Betty to suggest refinements to the architects' designs for the new business school building. After three decades of positive influence on the business school's programs, students, and faculty, Professor Kottas now adds the distinction of having left his mark as well on the business school's new home, Alan B. Miller Hall.

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BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of John F. Kottas, Jr.; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his thirty-one years of service, a change from J. Edward Zollinger Professor of Business to J. Edward Zollinger Professor of Business, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Kottas with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF CONNIE KEARNS McCARTHY  
EARL GREGG SWEM LIBRARY

Connie Kearns McCarthy received her B.A. from Dominican University and her M.S.L.S. from Catholic University. She came to William and Mary in 1997 as Dean of University Libraries, following ten years at Duke University, where her last position was as Associate University Librarian. Earlier she had served in various positions at George Washington University, including the last as Assistant University Librarian for Collections.

Dean McCarthy's role as a nationally known leader in the library profession is well recognized. She served as President of the Association of Southern Research Libraries (ASERL), was elected to the Board of Directors of the Southeastern Library Network (SOLINET), and was Chair of the Steering Committee of the Virtual Library of Virginia (VIVA). She also served on the Library Advisory Committee of the State Council of Higher Education in Virginia (SCHEV).

During Dean McCarthy's tenure at William and Mary, the Earl Gregg Swem Library flourished under her outstanding and very capable leadership, despite the recent handcuffs of a bad economy. One of her major contributions was overseeing the renovation of the library and the new addition which increased library space by nearly 60%. Another was the creation of the Media Center. With her help and encouragement, private giving to the library increased 36% since June of 1998, and endowment funds have increased by over 50% in the last five years. These fine accomplishments and the quality of her service have made an indelible mark on the College of William and Mary.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Connie K. McCarthy; expresses its great appreciation to her for the many contributions she has made to the Earl Gregg Swem Library; and approves, with deep gratitude for her thirteen years of devoted service to the university, a change in status from Dean of University Libraries to Dean of University Libraries, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Dean Connie K. McCarthy with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF ROBERT A. ORWOLL  
DEPARTMENT OF CHEMISTRY

Professor Robert A. Orwoll joined the faculty of the Department of Chemistry in 1969 as an Assistant Professor. He earned a B.A. from Saint Olaf College in 1962 and a Ph.D. from Stanford University in 1966 where he worked with the Nobel Laureate, Paul Flory. He did postdoctoral work in the Department of Chemistry at Dartmouth College and the Institute of Materials Science at the University of Connecticut before coming to William and Mary. In 1982, he was promoted to the rank of Professor.

Professor Orwoll has pursued a successful research program in polymer chemistry throughout his career at William and Mary. Most recently, he has developed materials designed to shield humans from the effects of cosmic rays encountered in travel to the moon and beyond. Over the course of his career he was the author or co-author of successful research proposals totaling over 3 million dollars. He has involved students at all levels in his research. The large number of his undergraduate research students was enhanced by students at the Master's level in Chemistry and Ph.D. students through the Applied Science Department. He has published a number of papers with these students as coauthors. In addition, he has published a number of chapters in reference books such as *Polymer Handbook* and *Physical Properties of Polymers*. He has also been an active reviewer of manuscripts submitted for publication.

Teaching has always been one of Professor Orwoll's strongest endeavors. He is respected by both students and colleagues as an excellent teacher who is truly interested in his students. He has taught the introductory level course and advanced courses in physical and polymer chemistry. His ability to remember students from years ago is amazing, and he still corresponds with many of them.

Professor Orwoll's dedication to William and Mary is reflected in the service he has given on Chemistry department, Faculty of Arts and Sciences, and College-wide committees. The list of standing committees, *ad hoc* committees and search committees is long and varied. He was a member of the Group to Revitalize the Applied Science Program and was a major contributor to its success. He then served for two years as the Interim Director of the fledgling program followed by two years as Director. During this time, he successfully launched the Applied Science Program which today is the Department of Applied Science. Later, he served as chair of the Chemistry Department. Throughout his tenure at William and Mary, Professor Orwoll served as an advisor, being named Outstanding Freshman-Sophomore Academic

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Advisor in 1992. Outside of the College, he has presented many chemistry magic shows to children in the local schools.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Robert A. Orwoll; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty-one years of service, a change from Professor of Chemistry to Professor of Chemistry, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Robert A. Orwoll with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF JAMES M. PATTON  
SCHOOL OF EDUCATION

James M. Patton joined the faculty of the School of Education in 1987 as Director of Teacher Education and Associate Professor of Education. With a baccalaureate degree in social psychology from Kentucky State University, a master's in special education from the University of Louisville, and a doctorate of education in higher education from Indiana University, Professor Patton has devoted more than forty years to the education profession. He began his career as a special education teacher and quickly moved into higher education, initially as a faculty member at Hampton University and then as a faculty member, department chair, interim dean, and assistant to the vice president for academic affairs at Virginia State University. Prior to his appointment at William and Mary, Professor Patton served for three years as Director of Teacher Education at the Virginia Department of Education.

Professor Patton has taught baccalaureate, master's and doctoral courses in both the Curriculum and Instruction and the Educational Policy Planning and Leadership Areas. By teaching the introductory social foundation course and also supervising the culminating student teaching experience, Professor Patton has had a unique impact on hundreds of William and Mary teachers. The graduate course on cultural competence that he developed as an elective quickly became not only a requirement but a hallmark of the school leadership program. In course evaluations, students frequently described his seminar as a life-changing experience. Professor Patton served on many dissertation committees. Across programs and degree levels, students sought his support as an advisor and mentor.

As a scholar, Professor Patton has focused on policies and practices for educating diverse learners. His numerous publications and presentations have addressed issues of disproportionality—the over-representation of African-American students in special education and their under-representation in gifted education. His depiction of the “warring souls” of African-American males in high school has advanced understanding of the critical needs of these students. Professor Patton co-authored and directed several large grants to design and evaluate more inclusive programs in gifted education, as well as multicultural curriculum for educators. A powerful keynote speaker, Professor Patton has inspired professionals, parents, and policy makers alike.

Within the College, state, and nation, Professor Patton has been a force for change in educational programs across K-12 and higher education. As Associate Dean of the School of Education from 1991-1999, he led several major curriculum restructuring efforts and accreditation reviews. Professor Patton's numerous committee

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responsibilities as a faculty member included recent terms on the President's Committee on Diversity and the School of Education Diversity Committee where he helped William and Mary to become a more inclusive community. Within the Commonwealth, Professor Patton received several gubernatorial appointments including an appointment to the Virginia Board for People with Disabilities. He also served on the Fordice Commission from 1997-1999 to study the Impact of Certain Court Decisions on the Commonwealth Institutions of Higher Education. On governing boards for Richmond Community School and An Achievable Dream, Professor Patton contributed to innovative and effective K-12 schools. For the Council for Exceptional Children and other national professional associations, Professor Patton has been a hard-working and accomplished leader.

Professor Patton has received numerous awards for his leadership contributions. In 1984, he received the Presidential Citation of the National Association for Equal Opportunity in Higher Education, and he has been recognized as a Distinguished Alumnus by both his baccalaureate and master's institutions. In 1992, Professor Patton was honored by the Virginia Urban League for Outstanding Contributions to Education. From 1996-2004, Professor Patton was a Senior Scholar with the prestigious national think tank, the Shaklee Institute for Improving Special Education.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of James M. Patton; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his twenty-three years of devoted service to the university, a change in status from Professor of Education to Professor of Education, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor James M. Patton with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF RONALD R. ST. ONGE  
DEPARTMENT OF MODERN LANGUAGES AND LITERATURES

Professor Ronald R. St. Onge joined the faculty of the Department of Modern Languages and Literatures in 1970 as an Assistant Professor of French and was promoted to the rank of Professor in 1985. His M.A. in French and Ph.D. degrees in French were granted by Vanderbilt University in 1968 and 1970 respectively, with a doctoral dissertation entitled "Reflections of the Political World in the Works of Apollinaire".

During his career at William and Mary, Professor St. Onge taught a remarkable range of courses in French Language and French Literature and Culture at all levels. Most notably within his specialty he created courses on The French Novel in the 20<sup>th</sup> century, Surrealism, French Poetry from the 19<sup>th</sup> and 20<sup>th</sup> centuries, French Civilization and recently on cultures of French-speaking communities in the United States. Over the years, Professor St. Onge has served on college wide committees, such as the Faculty Assembly, RPT, EPC, the Graduate Studies Committee, the International Studies Committee, the Faculty Research Committee and also as a Faculty Marshal. He worked as Acting Associate Director of the Reves Center for International Studies for one year, directed the French program for three years and chaired the Department of Modern Languages and Literatures for ten years. Under his leadership this department grew from a department composed of five language areas to one of the largest departments at William and Mary composed of eight different sections, with an international and internationally recognized faculty, teaching and doing research no longer solely in Modern Languages and Literatures, but also in Cultural Studies.

Trained as a specialist in Modern French Poetry, Professor St. Onge has published numerous articles and textbooks on French language (*Interaction*, 8<sup>th</sup> Edition in 2010), French culture (*Interculture: Lectures et activités*, 2<sup>nd</sup> Edition, 1987, *Intersections: Lectures littéraires et culturelles*, 2<sup>nd</sup> Edition 1991, *La Civilisation française en évolution*, Volumes 1 and 2, 1996-7), and the craft of writing (*Alinéas: L'Art d'écrire*, 1990). More recently he co-authored a book published by Yale University Press (2010) on French-speaking communities in the United States (*Héritages Francophones. Enquêtes Interculturelles*). All his books are highly regarded and have been used in major colleges and universities around the United States and Canada. His contributions to the field of French Studies and enviable list of publications have been further recognized through several honors such as the presidency of the American Association of Teachers in French in Virginia (1990-1994). In 1995 he was awarded the prestigious French Honor "Knight of the Order of Academic Palms" by the Prime Minister of France "for his outstanding contributions to the spread of French language and culture in the

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world." He is the Invited Speaker at the annual conference of International Council of Francophone Studies (C.I.E.F.) this summer in Montreal, Canada.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Ronald R. St. Onge; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his forty years of devoted service, a change of status from Professor of Modern Languages and Literatures to Professor of Modern Languages and Literatures, Emeritus.

BE IT FURTHER REVOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Ronald St. Onge with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF DENNIS L. TAYLOR  
SCHOOL OF MARINE SCIENCE

Dr. Dennis L. Taylor joined the faculty of the College of William and Mary in 1991 as Dean and Director of the School of Marine Science (SMS) and Virginia Institute of Marine Science, (VIMS), and as the first Marshall Acuff Professor of Marine Science.

Professor Taylor received his A.B. in Biology in 1964 from the University of Pennsylvania, and his PhD in Ocean Science in 1967 from the University of Wales, U.K. From 1967 to 1968 he was one of 20 NATO Post-Doctoral Fellows, and studied at the Marine Biological Association of the United Kingdom in Plymouth, England. During that same period he held a Royal Society Table at the Stazione de Zoologica in Naples, Italy. Between 1968 and 1969 he was a Post-Doctoral Fellow with the Haskins Laboratories in New York.

As Dean and Director of SMS/VIMS (1991-1995) he restructured the Graduate Program in Marine Science, improving the curriculum and raising the overall quality of the student body. He was also particularly effective in advancing the role of women in science at SMS/VIMS. His strong support for the women faculty present when he arrived at SMS/VIMS, and his recruitment of new women faculty from the then emerging generation of women graduates in marine science, made SMS/VIMS a national example. Many have gone on to receive the most prestigious awards given by the College and the Commonwealth and have become elected officers of prestigious professional societies. All are internationally recognized in their respective disciplines. For this, in 1997, Professor Taylor received the VIMS Award for the Advancement of Women in Science.

Professor Taylor is known internationally for his research on the taxonomy and physiology of symbiotic and toxic marine dinoflagellates. In his later years, his work focused principally on the biology and ecology of coral reefs, leading to demonstrations of the connections between algal symbiont primary production and the deposition of the carbonate skeletons of reef corals, and the calcareous algae. He was one of the pioneers of underwater research diving, using deep diving technologies, submarines and habitats in his work. He is the recipient of numerous Federally supported research grants and contracts, the editor of two volumes on coral reefs and one on toxic algae, and the author of numerous other publications, both popular and professional. Before coming to the College, he served as the Director of the University of Maryland's Horn Point Laboratory, and as the Director and CEO of the Bigelow Laboratory for Ocean Science in Boothbay Harbor, Maine. He is currently Co-Director of the President's W&M Committee on Sustainability. His students are dispersed globally.

Since arriving in 1991, Professor Taylor has devoted himself to building interdisciplinary bridges in research and teaching between and within the School of Marine Science and the College. He has encouraged the involvement of VIMS faculty with undergraduates, drawing the two campuses closer. He has been a constant and innovative instructor of Freshman seminars in diverse topics relating to the environment that range from science and policy, to literature, philosophy and the structure of knowledge and the origins of scientific revolutions. His courses routinely bring together students from Arts and Sciences and the graduate and professional schools in an intellectually stimulating interdisciplinary setting. For several years, he has taught in the Sharpe Community Scholars Program, exploring the connections of community, the environment and the individual's conceptualization of nature. In 2008, he received the President's Award for Service to the Community for this work.

Throughout his distinguished career, Professor Taylor has fully devoted himself to research, teaching and service and has clearly demonstrated the valuable and varied qualities of a William and Mary faculty member. He is recognized and highly respected by students from across the university, fellow faculty members, administrators, and the community within which he has served.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Dennis L. Taylor; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his nineteen years of devoted service to the University, a change in status from Professor of Marine Science to Professor of Marine Science, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Professor Dennis L. Taylor with best wishes for continuing and creative work in the years ahead.

## **BOARD OF VISITORS MEETING DATES**

### **2010**

February 3-5 (Charter Day 2/6)

April 14-16 (Commencement weekend 5/14-16)

September 29-October 1

December 1-3 (December 2 at Richard Bland College)

**MARCH 2010**

**COLLEGE OF WILLIAM & MARY  
CASH MANAGEMENT INVESTMENT POLICY**

The Cash Management Investment Policy applies to the investment of operating funds belonging to the College of William & Mary and under the control of the College's appointed Board of Visitors. These operating funds consist of tuition and fee revenue, expendable gift monies, endowment income, interest on short and intermediate term investment, rental income from owned properties, income received from external trusts, interest and dividends received on gifted securities, cash balances that reside in local auxiliary accounts and agency accounts, and generally any revenue received by the College of William & Mary that is deemed not to be state money and therefore subject to other mandatory depository restrictions of the State of Virginia. These institutionally owned operating funds are the basis of working capital from which the annual private fund and local auxiliary budgets are constructed and they remain invested in short and intermediate term investments until such time as expenditures are drawn.

The Board of Visitors last reviewed its policy on cash management at its meeting on September 14-15, 2006. It is the practice of the College to review at least every three years its operational policies and guidelines to ensure that the authorizations contained therein are in keeping with the current thinking of the Board of Visitors.

All short term and intermediate term investments as disclosed in this policy are actively managed by StableRiver Capital Management LLC, a liquidity management subsidiary of SunTrust Bank, the depository institution and custodian used by the College. If the College were to use different service providers for cash management, these same investment guidelines would apply.

**RESOLVED**, That the Board of Visitors of the College of William & Mary in Virginia approves the amended guidelines as the Cash Management Investment Policy for institutional funds belonging to the College of William & Mary, superseding any existing policy under the same name.

The Board of Visitors of  
The College of William & Mary

Cash Management Investment Policy

Statement of Objectives

- To ensure the safety of funds held in the investment portfolio.
- To maximize investment return within the constraints of safety of principal and of adequate liquidity.

Approved Investments

- U.S. Treasury Bills
- U.S. Treasury Notes and Bonds
- U.S. Federal Agency Obligations (including mortgage backed securities)
- Money market funds which invest in U.S. Treasury Bills, Notes, Bonds and Federal Money market funds which invest in U.S. Treasury Bills, Notes, Bonds and Federal Agency Obligations, and high quality Corporate Obligations
- Bond Money market mutual funds, commingled investment funds, and bank common trust funds which invest in high grade government and corporate obligations with intermediate maturities no longer than 5 years.
- Bankers' Acceptances and Certificates of Deposit of banks rated A-1 by Standard & Poor's or P-1 by Moody's Investors Service.
- Commercial paper rated A-1 by Standard & Poor's or P-1 by Moody's Investors Service.
- Corporate Obligations rated Aa and AA or better by Moody's Investors Service and Standard & Poor's.
- ~~Mutual funds, commingled investment funds, and bank common trust funds which invest in government and high grade corporate obligations with average maturities not to exceed five years.~~
- Investment in overnight repurchase agreements.

Diversification of Approved Investments

The maximum percentage of the portfolio permitted in each single asset category is as follows:

- U.S. Government securities and its agencies	100%
- Overnight Repurchase Agreements with Required Collateral	100%
- Money Market Mutual Funds	100%
- Commingled Investment Funds or Bank Common Trust Funds	50%
- Bond Mutual Funds	50%
- Commercial Paper (A1 P1)	35%
- Corporate Debt (Aa AA)	50%
- BAs and CDs	50%

Prohibited Investments

Without the expressed consent of the Board of Trustees, evidenced by signatory authorization from the Treasurer, the following investments are prohibited:

- Floating rate notes with maturities under two years that have any embedded leverage or option ability (e.g., caps, floors, multiple reset features, etc.), however, U.S. Agency adjustable rate mortgage backed securities (ARMs) are permitted investments.
- Floating rate notes with maturities over two years
- Structured notes
- Swaps
- Other derivatives
- High Yield and Distressed Debt

Where written consent is given for investment in any of these categories, the Board of Trustees will require the investment manager to adhere to specific safeguards.

Investment Limits

No more than 5% of the portfolio shall be invested in specifically held securities of any single issuer, with the exception of the United States Government and its Agencies which will have no limit. A single issuer shall incorporate all debt issued by parent, subsidiary, and affiliated companies, thereby limiting investment exposure to any one holding company. There will be no more than \$15 million invested in a Core Balance Strategy, separate from that of cash required for the College's immediate operating needs.

Foreign Securities

The direct purchase of discrete foreign securities that are not denominated in U.S. dollars will be prohibited in any College account set up under these guidelines for short and intermediate term investment. U.S. dollar denominated sovereign and supranational bonds (Yankee bonds) with one year or less of maturity will be permitted for investment. Should a company whose security is held in a short or intermediate term investment account be acquired by a foreign company, the security may remain in the portfolio as long as it is determined by the portfolio manager that it is in the best economic interest of the College to hold the security for the short term. Exempt from this prohibition on foreign securities are high quality money market and commingled funds which may have foreign securities as a small component of the fund.

Required Collateral

When investments are made in overnight repurchase agreements, the College will require that its investments be 102% collateralized by U.S. Treasury and Agency obligations, and that this collateral be delivered to the College's custodian bank and identified on the custodian's books as property belonging to the College of William & Mary.

Qualified Counterparties

Repurchase agreements must be executed only with Qualified Counterparties defined as member banks of the Federal Reserve System having total assets of more than \$1 billion and that are among the 100 largest commercial banks in the U.S., or, non-bank dealers who are designated by the Federal Reserve Bank of New York as primary dealers in government securities. In both cases, Qualified Counterparties must satisfy the College's credit standards as otherwise defined.

Liquidity Constraints

Without the prior approval of the Vice President of Finance of the College, no investments in specific securities shall be made where maturities exceed three years. Weighted average life will be used as a proxy for maturity date for mortgage backed securities. The portfolio shall maintain adequate liquidity to ensure the College's ability to meet its operating requirements.

Authorized Personnel

The Vice President for Finance of the College or such person(s) he/she designates in writing is (are) authorized to make investment decisions under this policy for the College of William & Mary, including the selection of professional investment firms that would adhere to the guidelines presented herein and that of In addition, funds must be invested within the constraints of these guidelines and in accordance with generally accepted prudent fiduciary practices.

COLLEGE OF WILLIAM AND MARY  
TERM DISTINGUISHED PROFESSORSHIPS  
FOR ASSOCIATE PROFESSORS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for term distinguished professorships for tenured associate professors which recognize outstanding mid-career faculty members.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorships for the following members of the Faculty of the College, for a three-year term, effective with the 2010-2011 academic year:

TIMOTHY M. COSTELLOE, Class of 1952 Term Distinguished Associate Professor of Philosophy

ROWAN LOCKWOOD, Alfred Ritter Term Distinguished Associate Professor of Geology

JEFFREY K. NELSON, Cornelia B. Talbot Term Distinguished Associate Professor of Physics

CHRISTINE L. NEMACHECK, Alumni Memorial Term Distinguished Associate Professor of Government

CHARLES J. PALERMO, Alumni Memorial Term Distinguished Associate Professor of Art and Art History

REGINA ROOT, Class of 1963 Term Distinguished Associate Professor of Modern Languages and Literatures

KAM W. TANG, Robert F. and Sara M. Boyd Term Distinguished Associate Professor of Marine Science

PATTY ZWOLLO, Vera W. Barkley Term Distinguished Associate Professor of Biology