

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

April 17-19, 2013

The Board of Visitors of The College of William and Mary in Virginia met on the William and Mary campus in Williamsburg on Wednesday, Thursday and Friday, April 17-19, 2013.

On Wednesday, April 17, the Investments Subcommittee met from 3:15 to 3:50 p.m. in the Board Conference Room and the Executive Committee met from 4:30 to 6:00 p.m. in the Rector's Office. That evening the full Board convened for dinner at Plumeri House at 119 Chandler Court.

Those present on Wednesday were:

Kendrick F. Ashton, Jr.	Leigh A. Pence
Ann Green Baise	L. Clifford Schroeder, Sr.
Charles A. Banks III	Robert E. Scott
Edward L. Flippen	Peter A. Snyder
Thomas R. Frantz	Todd A. Stottlemyer
Sue H. Gerdelman	Michael Tang
Dennis H. Liberson	John C. Thomas
John E. Littel	Jeffrey B. Trammell, Rector

Absent: Keith S. Fimian

Also present was William and Mary President W. Taylor Reveley III and Vice President for Finance Samuel E. Jones.

At 8:00 p.m. the Rector convened the full Board at Plumeri House, and asked for a motion that, pursuant to Section 2.2-3711.A.1., of the Code of Virginia, the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluation of specific executive employees. Motion was made by Mr. Liberson, seconded by Mr. Flippen and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:00 p.m.

The Board reconvened in open session at 9:30 p.m. Mr. Trammell 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 Mr. Liberson and approved by roll call vote of the Committee members conducted by Secretary of the Board Dennis Liberson. (Certification **Resolution** will be appended in final minutes.)

There being no further business, the Board adjourned at 9:30 p.m.

On Thursday, April 18, the Committee on Audit and Compliance, the Richard Bland College Committee and the Committee on Nominations met in the Board Conference Room while the Committee on Athletics, Committee on Academic Affairs, Committee on Administration, Buildings and Grounds, Committee on Alumni Relations, Committee on Student Affairs and Committee on Development met in the Board Room.

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Those present on Thursday were:

Kendrick F. Ashton, Jr.	L. Clifford Schroeder, Sr.
Ann Green Baise	Robert E. Scott
Charles A. Banks III	Peter A. Snyder
Edward L. Flippen	Todd A. Stottlemeyer
Thomas R. Frantz	Michael Tang
Sue H. Gerdelman	John C. Thomas
Dennis H. Liberson	Jeffrey B. Trammell, Rector
John E. Littel	Faculty representative: William J. Hausman
Leigh A. Pence	Student representative: Curtis A. Mills

Absent: Keith S. Fimian

Others present were:

W. Taylor Reveley III	Kiersten L. Boyce
Michael R. Halleran	Karen R. Cottrell
Virginia M. Ambler	Michael J. Fox
Edward C. Driscoll, Jr.	Fanchon Glover
James R. Golden	Earl T. Granger III
Samuel E. Jones	Michael L. Stump
Matthew T. Lambert	Brian W. Whitson
Anna B. Martin	Sandra J. Wilms

Also in attendance were University Counsel Deborah Love, Staff Liaison Lydia C. Whitaker, Dean Katharine Conley, Dean Davison Douglas, Dean Virginia L. McLaughlin, Dean John T. Wells, members of the William and Mary Faculty and Student Liaison Committees, and other William and Mary staff.

The Committee on Audit and Compliance met from 8:00 to 9:30 a.m.; the Committee on Athletics met from 8:30 to 9:15 a.m.; the Richard Bland College Committee met from 9:30 to 11:00 a.m.; the Committee on Academic Affairs met from 9:45 to 10:45 a.m.; and the Committee on Administration, Buildings and Grounds met from 10:55 to 11:55 a.m.

At 11:55 p.m. the Board convened as a committee of the whole for the **Committee on Alumni Relations**. Kendrick Ashton presided as chair, introduced incoming Alumni President Barbara Joynes and offered congratulations on her election. Commenting on the committee structure, Mr. Ashton stated that he would like it to become a standing committee and he encouraged Board members to be more engaged. Executive Vice President Karen Cottrell provided an update on spring alumni activities, including the New York Auction, the combined 50th Reunion and Young Guard weekend, and the joint regional event in Washington, DC. Assistant Vice President for Operations John Kane reported on alumni data integrity, and reviewed the methodology, background and scope of the matter. Following a brief discussion, and there being no further business, the Committee adjourned at 12:20 p.m.

The Committee on Nominations met from 12:30 to 1:30 p.m.

At 1:45 p.m. the Board convened as a committee of the whole for the Provost Report and Faculty Presentation. Mr. Scott introduced Provost Michael Halleran and Faculty Assembly President Professor Rick Gressard.

Provost Halleran provided an update and progress report on several initiatives, including the curriculum review and recent creative adaptation awards; he reported on the development of new NTE policies by all five schools and advised that the Arts & Sciences review of their merit system is underway. The Provost also commented on the admission process and registration success, as well as two important new administration hires – the new Dean of the School of Education and the new Director of the Omohundro Institute for Early American History and Culture.

Faculty Assembly President Rick Gressard reported on the 2013 Faculty Survey, and discussed the response rate, teaching activities, scholarship activities, invisible teaching activities, the importance of technologies for teaching, barriers to increasing use of technology, overall faculty satisfaction comparisons, and faculty priorities. A general discussion ensued.

Following a short break, the Board convened as a committee of the whole for the **Committee on Student Affairs**. Leigh Pence presided as chair, briefly reviewed the agenda, and called on Vice President for Student Affairs Ginger Ambler. In her report, Ms. Ambler provided a general update on the Division of Student Affairs, noting the conclusion of the search for a new Dean of Students has resulted in the hiring of Marjorie Thomas and the search is just concluding for the Assistant/Associate Vice President for Health & Wellness. On the housing front, Vice President Ambler commented on the positive changes for campus living including the purchase of the Hospitality House and provided an update on the fraternity housing project. She noted that career development continues to be an area of strategic focus and reviewed highlights from the recent Association of American Colleges and Universities study. Ms. Ambler also discussed hazing prevention and education at William and Mary and its link with risk assessment and management, noting that the College had received the 2013 ZTA Award for Innovation in Campus Hazing Prevention & Education which carries a \$10,000 grant. A brief discussion ensued.

Student Assembly President Curt Mills introduced student liaisons Kylee Ponder and T.J. O'Sullivan; and the incoming Student Assembly team of Chase Koontz and Mel Alim, incoming President and Vice President, and Brian Focarino and Erin Spencer, incoming student liaisons.

Ms. Ponder reported on the student elections; plans for the I am WM Week/Month, which celebrates diversity; and student concerns regarding the City of Williamsburg's ordinances relating to the 2013 Comprehensive Plan. Mr. Koontz reported on his April 11 inauguration, reviewed plans for his administration as well as several initiatives currently underway. Mr. O'Sullivan discussed the honor system reform, providing brief background and status report; and noted that the proposal was currently out for community review. A brief discussion ensued.

Ms. Pence thanked the students for all their hard work this year and wished them well on their graduation. There being no further business, the Committee adjourned at 3:34 p.m.

Following a short break the Committee on Development met from 3:43 to 4:34 p.m. There being no further business, the Board recessed at 4:35 p.m.

On Friday, April 19, at 8:30 a.m., the Rector convened the Board as a committee of the whole.

Those present were:

Kendrick F. Ashton, Jr.	L. Clifford Schroeder, Sr.
Ann Green Baise	Robert E. Scott
Charles A. Banks III	Peter A. Snyder
Edward L. Flippen	Todd A. Stottlemeyer
Thomas R. Frantz	Michael Tang
Sue H. Gerdelman	John C. Thomas
Dennis H. Liberson	Jeffrey B. Trammell, Rector
John E. Littel	Faculty representative: William J. Hausman
Leigh A. Pence	

Absent: Keith S. Fimian

Others present were:

W. Taylor Reveley III	Karen R. Cottrell
Michael R. Halleran	Michael J. Fox
Virginia M. Ambler	Fanchon Glover
Edward C. Driscoll, Jr.	Earl T. Granger III
James R. Golden	Michael L. Stump
Samuel E. Jones	Brian W. Whitson
Matthew T. Lambert	Sandra J. Wilms
Anna B. Martin	

Also in attendance were University Counsel Deborah Love, Staff Liaison Lydia C. Whitaker, Dean Katharine Conley, Dean Lawrence W. Pulley, Dean John T. Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

Michael Tang presided as chair of the **Committee on Strategic Initiatives and New Ventures**, noting that one of the primary responsibilities of the Board is to set strategic policy and direction. Mr. Tang encouraged members to provide input into the document and submit any comments to the Vice President for Strategic Initiatives Jim Golden.

Mr. Golden briefly reviewed the agenda. Provost Michael Halleran and Mr. Golden presented a PowerPoint presentation and led a general discussion on the Strategic Plan for 2014-2018, with an update on the University Dashboard. Vice Provost for International Affairs Steve Hanson focused his presentation on the key challenge area of William & Mary as a leading global liberal arts university and reviewed strategic goals for the Reves Center for International Studies, which will celebrate its 25th anniversary in 2014. Under new ventures, Provost Halleran provided a brief status report on the EVMS proposal and advised that faculty from EVMS and W&M were continuing to discuss and explore opportunities for research collaborations across the institutions. Following a brief discussion and there being no further business, the Committee adjourned at 9:37 a.m.

Following a short break, Rector convened the annual meeting of the full Board at 9:48 a.m.

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Those present were:

Kendrick F. Ashton, Jr.	Robert E. Scott
Ann Green Baise	Peter A. Snyder
Charles A. Banks III	Todd A. Stottlemeyer
Keith S. Fimian	Michael Tang
Edward L. Flippen	John C. Thomas
Thomas R. Frantz	Jeffrey B. Trammell, Rector
Sue H. Gerdeman	Faculty representatives: William J. Hausman
Dennis H. Liberson	Barbara Morgan
Leigh A. Pence	Student representatives: Curtis A. Mills
L. Clifford Schroeder, Sr.	Jessica Salazar

Others present were:

W. Taylor Reveley III	Kiersten L. Boyce
Michael R. Halleran	Karen R. Cottrell
Virginia M. Ambler	Michael J. Fox
Edward C. Driscoll, Jr.	Fanchon Glover
James R. Golden	Earl T. Granger, III
Samuel E. Jones	Michael L. Stump
Matthew T. Lambert	Brian W. Whitson
Anna B. Martin	Sandra J. Wilms

Also in attendance were University Counsel Deborah Love, Staff Liaison Lydia C. Whitaker, Richard Bland President Debbie L. Sydow and Interim Chief Operating Officer Annette Smith Parker; Dean Katharine Conley, Dean Davison Douglas, Dean Lawrence W. Pulley, Dean John T. Wells, members of the William and Mary Faculty and Student Liaison Committees, and other William and Mary and Richard Bland staff.

Recognizing that a quorum was present, Mr. Trammell asked for a motion to approve the minutes of the meeting of February 7-8, 2013. Motion was made by Mr. Stottlemeyer; seconded by Mr. Banks; and approved by voice vote.

In his opening remarks, Mr. Trammell advised that the Committee on Financial Affairs would meet as a committee of the whole during the first part of the full Board meeting to discuss the implementation of a new operating model for enhancing and sustaining quality, affordability and access to William and Mary.

President Reveley was recognized and offered remarks as to why the Board must act now to sustain the College and rebuild the financial foundation to reflect the new financial realities.

The Rector called on Mr. Stottlemeyer and Mr. Jones for the PowerPoint presentation on The William & Mary Promise. The Committee on Financial Affairs met from 9:48 to 11:18 a.m. (the minutes of the meeting are appended.)

Mr. Trammell then moved that the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing personnel matters involving identifiable college

employees and/or approving personnel actions pertaining to the appointment, promotion, tenure and leaves of specific executive, instructional and professional faculty; consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel; discussing specific recommendations related to fundraising initiatives, priorities and strategies as well as current development activities, gifts and bequests; and discussion of matters pertaining to the consideration of honorary degrees for Commencement 2013; as provided for in Section 2.2-3711.A.1., 7., 8., and 10., of the Code of Virginia. Motion was seconded by Mr. Banks and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 11:19 a.m.

The Board reconvened in open session at 11:24 a.m. Mr. Trammell reviewed the topics discussed during closed session, 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. Baise and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector called for the reports of the standing committee chairs.

Mr. Thomas reported for the **Committee on Audit and Compliance**, and briefly reviewed the agenda. There were no action items.

Mr. Snyder reported for the **Committee on Athletics**, and briefly reviewed the agenda. There were no action items.

Mr. Liberson reported for the **Richard Bland College Committee**, and briefly reviewed the agenda.

Mr. Liberson reported that on his recent visit to the Richard Bland campus he had participated in a campus forum and noted that morale is improving and the campus community is very supportive. Faculty representative Barbara Morgan commented on faculty appreciation for the implementation of the shared governance model. President Sydow thanked the Committee for their support of and input to the Strategic Plan and briefly reviewed the key performance indicators to be measured over the next five years.

Mr. Liberson moved adoption as a block **Resolution 1**, Resolution to Approve Richard Bland College's 2014-2019 Strategic Plan; **Resolution 2(R)**, Faculty Promotion; **Resolution 4**, Retirement of Dorothy P. Edwards, Director of Information Technology Services; **Resolution 5**, Retirement of Chalmer L. Pritchard, Jr., Division of Science and Quantitative Methods; **Resolution 6**, Retirement of Margaret J. Sommer, Division of Science and Quantitative Methods; **Resolution 7**, Retirement of Jacqueline W. Davis, Enrollment Services Specialist; and **HANDOUT Resolution 38** regarding the health services fee, noting that in accordance with the *Bylaws*, Resolution 38 was presented at the request of the Rector. Motion was seconded by Mr. Flippen and approved by voice vote. (**Resolution 2(R)** and **Resolution 38** are appended.)

Mr. Liberson moved adoption as a block **Resolution 3**, Award of Academic Tenure; **Resolution 8**, FY 2013-2014 Tuition and Fees; and **Resolution 9**, 2013-2014 Operating Budget Proposal. Motion was seconded by Ms. Baise and approved by voice vote, with Mr. Snyder voting no.

Mr. Banks reported for the **Committee on Administration, Buildings and Grounds**, and briefly reviewed the agenda.

Mr. Banks moved adoption as a block of **Resolution 21**, Virginia Institute of Marine Science Resolution to Approve 2014-2020 Capital Outlay Plan; **Resolution 22**, College of William and Mary Resolution to Approve 2014-2020 Capital Outlay Plan; **Resolution 23**, Resolution to Approve Property Acquisition: 415 Richmond Road; and **Resolution 24**, Resolution to Approve Renaming the Old Fraternity Complex: "Green & Gold Village." Motion was seconded by Ms. Gerdelman and approved by voice vote.

Mr. Banks moved adoption of **Resolution 34**, Resolution to Approve Renaming the Hospitality House: "One Tribe Place", noting that it was distributed during the Committee meeting at the request of the President, in accordance with the *Bylaws*. Motion was seconded by Mr. Littel and approved by voice vote. (**Resolution 34** is appended.)

Mr. Scott reported for the **Committee on Academic Affairs**, and briefly reviewed the agenda.

Mr. Scott moved adoption of **Resolution 10**: Appointment to Fill Vacancy in the Executive Faculty. Motion was seconded by Mr. Schroeder and approved by voice vote.

Mr. Scott moved adoption of **Resolution 11**: Appointments to Fill Vacancies in the Instructional Faculty. Motion was seconded by Mr. Banks and approved by voice vote, with Mr. Snyder voting no.

Mr. Scott moved adoption as a block the remaining resolutions – **Resolution 12**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 13(R)**, Faculty Promotions; **Resolution 14**, Designated Professorships; **Resolution 15**, Faculty Leaves of Absence; **Resolution 16**, Retirement of Gary C. DeFotis, Department of Chemistry; **Resolution 17**, Retirement of Dorothy E. Finnegan, School of Education; **Resolution 18**, Retirement of I. Trotter Hardy, William and Mary School of Law; **Resolution 19**, Retirement of Ronald Hoffman, Department of History; **Resolution 20**, Retirement of Jacquelyn Y. McLendon, Department of English; **HANDOUT Resolution 35**, William and Mary Student Professorship; **HANDOUT Resolution 36**, Distinguished Professorships for Associate Professors; and **HANDOUT Resolution 37**, Business School Bylaws Revision – noting that the handout resolutions were distributed during the Committee meeting at the request of the President, in accordance with the *Bylaws*: Motion was seconded by Mr. Littel and approved by voice vote. (**Resolution 13(R)**, **Resolution 35**, **Resolution 36**, and **Resolution 37** are appended.)

Under Old Business, Mr. Trammell moved that the Board of Visitors hereby confer the following honorary degrees on the individuals noted at Commencement 2013:

Warren W. Buck – **Doctor of Science**
Colin G. Campbell – **Doctor of Humane Letters**
Robert S. Mueller III – **Doctor of Public Service**

Motion was seconded by Mr. Scott and approved by voice vote.

Mr. Trammell commented on his continuing efforts to encourage former members of the Board of Visitors to continue to be engaged and active on behalf of the College and noted he was also be exploring best practices at other institutions.

Under New Business, Mr. Trammell moved that Anita Poston be reappointed for a two-year term, beginning July 1, 2013, representing the Board of Visitors on the Real Estate Foundation Board. Motion was seconded by Mr. Scott and approved by voice vote.

Ms. Gerdelman reported that the **Committee on Nominations** had met and recommended the following individuals to serve in the offices noted for the term of July 1, 2013, through June 30, 2015:

Rector – Todd A. Stottlemeyer
Vice Rector – Robert E. Scott
Secretary – Thomas R. Frantz

Ms. Gerdelman placed all three names in nomination then asked for any nominations from the floor. Hearing none, Ms. Gerdelman moved that nominations be closed. Motion was seconded by Mr. Flippen and approved by voice vote.

Ms. Gerdelman then moved adoption of the slate of officers as presented. Motion was seconded by Mr. Littel and approved by voice vote. A round of applause was offered by the Board and the Rector thanked Ms. Gerdelman for chairing the Committee.

President Reveley commented on the very able and effective leadership of all three outgoing officers – Rector Jeff Trammell, Vice Rector Charlie Banks and Secretary Dennis Liberson. A standing ovation and round of applause was offered by the Board and the audience.

Mr. Trammell thanked the Board for the opportunity to serve as Rector.

The Rector recognized those attending their last meeting: student representatives Curt Mills and Jessica Salazar; and staff liaison Lydia Whitaker.

The Rector offered congratulations to Chase Koontz, incoming Student Assembly President, and Melissa Alim, incoming Student Assembly Vice President, noting that Chase will join the Board as the William and Mary student representative after Commencement.

The Rector thanked Will Hausman and Barbara Morgan for serving as the faculty representatives from William and Mary and Richard Bland.

Mr. Trammell moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to performance evaluations of specific executive and professional employees, and discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.1., and 8., of the Code of Virginia. Motion was seconded by Mr. Littel, and approved by voice vote. The observers, with the exception of those who had been asked to remain, were asked to leave the room and the Board went into Executive Session at 12:05 p.m.

The Board reconvened in open session at 12:33 p.m. Mr. Trammell reviewed the topics discussed during closed session, 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 Mr. Littel and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector moved the adoption of **Resolution 39** distributed during the Executive Session to formally approve the FY2013-2014 salary for President Debbie Sydow, in accordance with the Employment Contract. Motion was seconded by Mr. Littel and approved by voice vote. (**Resolution 39** is appended.)

In his closing remarks, the Rector reminded the Board that the Richard Bland College Committee will meet on the Petersburg campus on Thursday, April 25, at 10:00 a.m. All Board members are invited to attend.

There being no further business, the Board adjourned at 12:36 p.m.

Board of Visitors

April 17, 2013

CERTIFICATION OF CLOSED SESSION

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

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

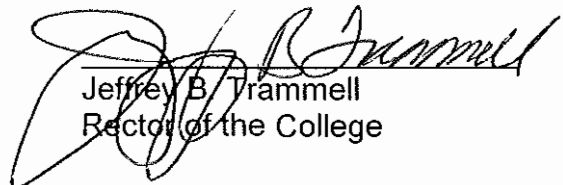
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:



Jeffrey B. Trammell
Rector of the College

Board of Visitors

April 19, 2013

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;

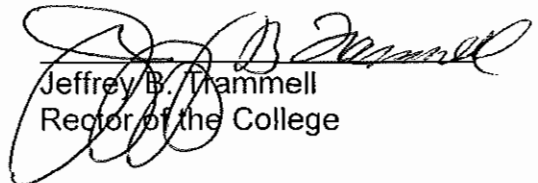
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Rector of the College

**RICHARD BLAND COLLEGE
FACULTY PROMOTION**

The following members of the instructional faculty of Richard Bland College have been recommended for promotion in rank by the Peer Review Committee and the Chief Academic Officer.

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 members, effective with the beginning of the 2013-2014 academic year:

KEVIN J. PETERS, Assistant Professor of Biology to Associate Professor of Biology,

Dr. Kevin Peters joined the Richard Bland College faculty in 2009 as Assistant Professor of Biology. He served as a graduate teaching assistant in the Department of Biology and holds a B.S., M.S., and Ph.D. in biology from the University of Alabama at Birmingham.

ELIZABETH D. RESCHER, Associate Professor of English to Professor of English,

Dr. Elizabeth Rescher has been a member of the faculty at Richard Bland College since 2000. She holds a B.A. in English from the University of Rochester (1981), a M.A. in English from the University of North Carolina (1986), and a Ph.D. from the University of Toronto (1999).

DANIEL F. ZELINSKI, Associate Professor of Philosophy and Religion to Professor of Philosophy and Religion,

Dr. Daniel Zelinski has been a member of the faculty at Richard Bland College since 2000. He holds a B.S. (1988), M.A. (1991), and Ph.D. (1997) from the University of California, Irvine.

RESOLUTION 38

WHEREAS, in 2008 Richard Bland College began offering a residential experience for students with the opening of two dormitories and associated services; and

WHEREAS, the Board of Visitors authorized the imposition of a fee for health services in order to accommodate the needs of both residential and non-residential students in health and wellness matters; and

WHEREAS, the Board of Visitors did not specify particular targets for use of the funds generated by the health services fee; and

WHEREAS, the College administration has responded to student feedback and changing needs by adjusting the deployment of such funds, but not the goal toward which such funds are to be aimed, to-wit: health services;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia confirms that the management decisions of the College administration regarding the expenditure of funds generated by the health services fee have been within the authority and direction conferred by the Board.

**COLLEGE OF WILLIAM AND MARY
RESOLUTION TO APPROVE
RENAMING THE HOSPITALITY HOUSE:
“ONE TRIBE PLACE”**

WHEREAS, from time to time, the Board of Visitors and the College of William and Mary have the opportunity to re-purpose and rename an existing building or complex of buildings; and

WHEREAS, the College will open in Fall 2013 the soon-to-be-purchased Hospitality House, a hotel with over 318 rooms, 294 parking spaces, located at 415 Richmond Road, across from Zable Stadium; and

WHEREAS, the Hospitality House was in the undergraduate student housing lottery held this Spring 2013; and will open for student occupancy in Fall 2013; and

WHEREAS, the hotel requires renaming to reflect its new identity as a student housing facility on the main campus, with the understanding that the name may be changed again at any time by Board action; and

WHEREAS, the College administration recommends for Board approval renaming the 1974 structure: “One Tribe Place;”

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia hereby approves the renaming of the Hospitality House as “One Tribe Place” as recommended.

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 academic 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 academic promotions of the following members of the Faculty of the College, effective with the beginning of the 2013-2014 academic year:

Assistant Professor to Associate Professor

ALLISON O. LARSEN, School of Law

Associate Professor to Professor

PAMELA L. EDDY, School of Education

LAURA W. EKSTROM, Department of Philosophy

ROBERT J. LATOUR, School of Marine Science

THOMAS B. PAYNE, Department of Music

DIANE C. SHAKES, Department of Biology

GREGORY D. SMITH, Department of Applied Science

KAM W. TANG, School of Marine Science

KARIN WULF, Department of History

COLLEGE OF WILLIAM AND MARY
WILLIAM AND MARY STUDENT PROFESSORSHIP

The students of the College of William and Mary have created the William and Mary Student Professorships to be funded by an annual student fee as a tangible expression of their high regard for the faculty of the College. It is the intent of the students that the annual awarding of the William and Mary Student Professorships will assist in retaining William and Mary's best faculty.

The following member of the Instructional Faculty of the College of William and Mary has been recommended for a designated professorship.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorship of the following member of the Faculty of the College for a three-year term, effective with the 2013-2014 academic year.

LAURA W. EKSTROM, Class of 2016 Associate Professor of
Philosophy

COLLEGE OF WILLIAM AND MARY
DISTINGUISHED PROFESSORSHIPS
FOR ASSOCIATE PROFESSORS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for 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, effective with the 2013-2014 academic year:

DOROTHEA LACHON ABRAHAM, David D. and Carolyn B. Wakefield
Term Distinguished Associate Professor of Business for a three-year term.

ERIC J. HILTON, Cornelia Brackenridge Talbot Term Distinguished
Associate Professor of Marine Science for a three-year term.

COLLEGE OF WILLIAM AND MARY
AMENDMENTS TO THE BYLAWS
OF THE MASON SCHOOL OF BUSINESS

Article III, Section 2 "Faculties" of the Board of Visitors Bylaws states that changes to any school's "bylaws may be amended by the Board on its own motion or by Board approval of amendments suggested by the respective faculties and recommended by the appropriate President."

Responsive to the changes in the *Faculty Handbook* concerning non-tenure-eligible faculty (NTEs) approved by the Board of Visitors at its April 27, 2012, the faculty of the Mason School of Business has modified its Bylaws in regard to NTE faculty. Per the procedures in the *Faculty Handbook*, these proposed changes have been reviewed and approved by both the Procedural Review Committee (PRC) and the Personnel Policy Committee (PPC).

BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors approves the revisions to the Mason School of Business Bylaws, changes indicated in the highlighted sections of the attached copy of the School's Bylaws.

BY-LAWS OF THE
FACULTY OF THE SCHOOL OF BUSINESS ADMINISTRATION
OF THE COLLEGE OF WILLIAM AND MARY

(Adopted March 22, 1989)
(Revised November 1, 1989)
(Revised December 6, 1991)
(Revised April 30, 1992)
(Revised April 29, 1994)
(Revised February 11, 2000)
(Revised September 14, 2001)
(Revised August 15, 2005)
(Revised January 26, 2007)
(Revised January 28, 2011)
(Revised April 27, 2012)

ARTICLE I - Definition of the Faculty

Section 1. For the purpose of these By-Laws, the term "Faculty" is defined as consisting of, and limited to:

- (1) the President of the College,
- (2) the Provost,
- (3) the Dean of the School,
- (4) Professors, Associate Professors, and Assistant Professors, who hold an appointment to a tenured or tenure-eligible faculty position,
- (5) Clinical Professors, Associate Professors, and Assistant Professors who hold an appointment to a continuing non-tenure eligible faculty position and teach a full-time standard teaching load (see section 3),
- (6) Clinical Professors, Associate Professors, and Assistant Professors who hold an appointment to a continuing non-tenure eligible faculty position and do not teach a full-time standard teaching load (see section 3),
- (7) Instructors, and Lecturers who hold an appointment to a specified-term non-tenure eligible position,
- (8) Visiting Professors, Associate Professors, Assistant Professors, and Visiting Clinical Professors who hold an appointment to a specified-term non-tenure eligible position.
- (9) Adjunct Professors who are paid by course or for specific contracted services, and
- (10) Emeritus Professors

Section 2. The term "Voting Faculty" is defined as consisting of the first four categories listed above, and only these faculty members have full voting privileges. Clinical Faculty members in category (5) above have limited voting privileges and may vote on: 1) curriculum proposals brought to the faculty for vote; 2) the Business Medallion Award, and general school proposals not including research proposals, memberships on committees, changes to the teaching load document, or proposals to changes in the operating rules of the school.

Section 3. Policies and procedures for Tenured or Tenure-eligible Faculty members in category (4) and Clinical Faculty members in category (5) above are described in the Teaching Load

Policy Guidelines and the Statement of Criteria and Review Procedures for Faculty Evaluations. Clinical Faculty members in category (6) above do not teach the standard teaching load as defined in the Teaching Load Policy Guidelines but are subject to the policies in the Statement of Criteria and Review Procedures for Faculty Evaluations. Faculty in categories (7), (8), and (9) are reviewed periodically in accordance with the Statement of Criteria and Review Procedures for Faculty Evaluations.

ARTICLE II – Establishment of Faculty Positions

Section 1. The need for a new faculty position can be identified by the Dean, Associate Dean or individual discipline area.

Section 2. The dean establishes faculty positions in categories 4, 5, and 6 (as defined in Article I, Section I) in consultation with the appropriate faculty body in light of course-coverage and research demands and budgets. Before the position request is submitted to the Provost, the dean will inform the faculty about the intent to establish a new position and document the consultation process. The establishment of a continuing NTE position (in category 5 or 6) must be consistent with the strategic plans of the area and made in consultation with the appointments committee.

Section 3. The dean establishes faculty positions in categories 7, 8, and 9 (as defined in Article I, Section I) in light of course-coverage and research demands.

ARTICLE III – Appointment of the Faculty to a Position

Section 1. A tenured or tenure-eligible faculty member in category (4) of Article I, Section 1 above holds an appointment to a full-time, continuing position. Faculty members in this category are expected to hold a terminal degree (Ph.D. or J.D). All appointments to this category must be made in accordance with all federal and state non-discrimination laws and regulations, and in accordance with the College's Discrimination and Affirmative Action Policies. In accordance with these Policies, appointments in these categories may only be made as a result of a national search.

Section 2. A clinical faculty member in category (5) of Article I, Section 1 above holds an appointment to a continuing non-tenure eligible position and teaches a full-time standard teaching load. Faculty members in this category should hold a terminal degree (Ph.D. or J.D) and the professional education and experience appropriate or necessary for their duties. All appointments to this category must be made in accordance with all federal and state non-discrimination laws and regulations, and in accordance with the College's Discrimination and Affirmative Action Policies. In accordance with these Policies, appointments in these categories may only be made as a result of a national search.

Section 3. A clinical faculty member in category (6) of Article I, Section 1 above holds an appointment to a continuing non-tenure eligible position and teaches less than a full-time standard teaching load. Faculty members holding an appointment to this category may have a part-time position or may have a full-time position with non-teaching responsibilities. All

appointments to this category must be made in accordance with all federal and state non-discrimination laws and regulations, and in accordance with the College's Discrimination and Affirmative Action Policies. In accordance with these Policies, appointments in these categories may only be made as a result of a national search.

Section 4. An instructor or lecturer in category (7) of Article I, Section 1 above holds an appointment to a specified-term, non-tenure eligible position. This position can be either part-time or full-time. A specified term position terminates on a specified date, not to exceed five years from the inception of the position. Faculty members in this category may apply for a continuing position as a faculty member in categories (5) or (6) of Article I, Section 1 above after following the requirements for appointment to that category.

Section 5. A visiting faculty member in category (8) of Article I, Section 1 above holds an appointment to a specified-term, non-tenure eligible position. An individual cannot hold an appointment in this category for more than three years. However, such an individual may subsequently hold an appointment as a faculty member in categories (4), (5) or (6) of Article I, Section 1 above after following the requirements for appointment to that category.

Section 6. An adjunct professor in category (9) of Article I, Section 1 above holds a part-time, non-tenure eligible appointment. These faculty members are paid by the course or for specific contracted services.

ARTICLE IV – Meetings with Faculty

Section 1. Regular faculty meetings shall be held within two weeks of the beginning of classes in August/September, in either November or December, in either January or February, and within two weeks of the end of classes in April/May. Notice of these meetings shall be given to all members of the Faculty at least seventy-two hours in advance.

Section 2. Special meetings may be called at any time in the calendar year by the President, the Provost, the Dean of the School of Business Administration, or by a majority of the Voting Faculty. Notice of these meetings shall be given to all members of the Faculty at least twenty-four hours in advance.

Section 3. A quorum shall consist of a majority of the members of the Voting Faculty.

Section 4. Meetings of the Faculty shall be conducted in accordance with the current edition of Robert's "Rules of Order Revised" in all cases to which they are applicable, and in which they are not inconsistent with these By-Laws.

Section 5. Persons not members of the Faculty of the School of Business Administration may attend any meeting at the invitation of the President, the Provost, or the Dean of the School of Business Administration.

Section 6. All proposed motions affecting the educational policy of the School of Business

Administration, including academic curriculum and personnel matters, shall be submitted in writing to the Dean at least ten days prior to the meeting at which these motions are to be made, and copies of such proposed motions shall be sent by him to all members of the Faculty at least one week in advance. These requirements may be waived by the consent of three-fourths of the Voting Faculty present at such meeting.

Section 7. Voting on any proposed motion shall be by ballot if so requested by any member of the Voting Faculty.

Section 8. Except as stated otherwise in these By-Laws, nominations for all elected positions shall be from the floor.

Section 9. Except as stated otherwise in these By-Laws, elections shall be by ballot, and a majority is necessary for election. In the event that more than two candidates are nominated for a position, and none receives a majority on the first ballot, balloting continues with the names of all candidates except the two receiving the most votes (more if the count is tied) being dropped from the ballot, until a candidate receives a majority. The names of the winners shall be announced and recorded in the minutes, but the count is neither announced nor recorded. In the event a Committee member is unable to serve any portion of his or her elected term, a special election using these same procedures shall be held as soon as practicable to select a replacement for that period until the original member can return to service.

ARTICLE V – Officers of the Faculty

Section 1. The officers of the Faculty shall be a Chairman, a Vice Chairman, and a Secretary. The Dean of the School of Business Administration shall hold the office of Chairman. The Vice Chairman and the Secretary shall be elected from among the members of the Voting Faculty, each for a term of one year.

Section 2. The President, or the Provost, may preside at any meeting of the Faculty, in accordance with the By- Laws of the Board of Visitors. Otherwise, the Chairman, or in his absence, the Vice Chairman, shall preside. In the absence of all four, the Voting Faculty shall elect a temporary presiding officer from among their number.

Section 3. The secretary shall record the minutes of the meeting, and shall read them at the following meeting unless they have been previously distributed to each faculty member. He shall make at least five copies of the minutes for each meeting: one for the archives of the College, one for the President, one for the Provost, one for the Dean of the School of Business Administration, and one for the Secretary. The Secretary shall also keep a book, with a copy for the Dean, in which the By-Laws, special Rules of Order, and Standing Rules of the Faculty shall all be written, leaving every other page blank; and whenever an amendment is made to any of them, in addition to being recorded in the minutes it shall be entered on the page opposite to the article being amended, with a reference, in red ink, to the date and page of the minutes where it is recorded. The copy of the minutes and the copy of the Rules Book in the possession of the Dean or the Secretary may be consulted at any time by any member of the Faculty. The Secretary shall serve as the alternate delegate from the School of Business

Administration to the Faculty Assembly.

ARTICLE VI – Duties of the Faculty

Section 1. The **Voting** Faculty shall have authority: (1) to determine the requirements for all academic degrees awarded by the School of Business Administration (2) to certify to the Registrar the names of those students who have fulfilled the requirements for these degrees; (3) to determine admission standards to the undergraduate and graduate degree programs; (4) to make recommendations to the President, or the Provost, concerning matters of educational policy affecting the School of Business Administration; (5) to advise and make recommendations on appointments, retention, promotion, and granting of tenure, to the Dean and the Provost, according to procedures and criteria established by the Faculty; and, (6) to perform such other functions as may come within the province of its duties and responsibilities as defined by the By-Laws of the Board of Visitors.

ARTICLE VII - The Committees of the Faculty

Section 1. The elected committees of the Faculty shall be the Faculty Affairs Committee and the Faculty Personnel Committee.

Section 2. The Faculty Affairs Committee shall:

(a) consist of five members, elected to staggered three-year terms. Newly elected members shall assume their duties immediately after the April/May faculty meeting. Except for the President, the Provost, the Dean, and the Associate Deans, all Tenured Faculty who will have completed at least one year of service as a member of the School's Voting Faculty and who will not have completed two consecutive terms of service as members of the Faculty Affairs Committee within less than two years will be eligible for election. For purpose of eligibility, a partial term shall be counted as a full term. Election of members shall be at the April/May faculty meeting. The Faculty Assembly member who serves on the Executive Committee of the Faculty Assembly, or, in his or her absence, the member with the most Assembly seniority, shall be a non-voting, ex-officio member of the Faculty Affairs Committee;

(b) at the first meeting of the academic year, elect a Chair and a Vice Chair, each to hold office for one year. The Chair may not succeed himself or herself. The Chair, or in his or her absence, the Vice Chair, shall preside at Committee meetings and shall report on Committee business at regular faculty meetings;

(c) consult with and make recommendations to the faculty and to the Dean with respect to planning and priorities on all matters affecting the faculty of the School;

(d) consult with and make recommendations to the faculty and to the Dean with respect to establishing and revising policies and procedures (including these By-Laws) to be followed in all faculty affairs, and particularly in connection with faculty evaluations for the purpose of appointments (including eminent scholars), retention, promotion, tenure, and the awarding of

research grants, prizes, and awards;

(e) consult with and advise the Dean on matters of School governance and on any other matters affecting the faculty;

(f) act as liaison between the faculty and other parts of the university, on all matters of academic policy and university governance;

(g) be responsible for, and oversee, the work of the following three standing committees: Appointments, Curriculum and Teaching, and Research. The Committee shall be empowered to create additional ad hoc committees, as needed. Faculty members from categories 4, 5, and 6 may be asked to serve on these ad hoc committees. The Committee shall, after consultation with the Dean, appoint the members of these committees each for a three year term, shall set an agenda and direct the work of these committees, and shall receive their reports. Chairs shall be appointed for a one year term from the continuing members of each committee and shall not be appointed to succeed themselves, and no individual shall concurrently chair more than one of these committees. To ensure continuity, committee chairs for the upcoming school year should be appointed in the Spring semester after the new Faculty Affairs Committee has been elected. Consecutive service on a committee may not exceed four years. The other committees shall be appointed by the second week of school in the Fall semester. Temporary appointments may be made to these committees when needed. The Dean may appoint an administrator with Voting Faculty status to serve, without vote, on each of these three committees;

(h) act as the School's Medallion Committee, with duties described in Section 7;

(i) solicit faculty nominations and faculty interest in being nominated for each elected position and in serving on any of the School or University committees appointed by the Faculty Affairs Committee or the Faculty Assembly. Prior to any election the Committee shall distribute to the faculty a list of those who have expressed an interest and willingness to be nominated for that elected position, and these names shall be placed in nomination;

(j) Act as the School's Affirmative Action Committee. As such it will monitor the School's conformity to both the letter and the spirit of the School's and College's non-discrimination and affirmative action guidelines, and it will address concerns relating to equity issues in the workplace and concerns about sexual harassment, and recommend procedures by which these matters shall be handled; and

(k) The Committee shall, in consultation with the dean, appoint one or more tenured faculty members to represent the Faculty in any School initiative that involves changes to the curriculum, the addition of programs or centers, or any other initiative that has a direct impact on the Faculty's responsibilities. These representatives shall report back to the Committee and the Faculty on a regular basis regarding the progress of such initiatives and how these initiatives will impact the Faculty.

Section 3. - The Faculty Personnel Committee shall:

(a) consist of five members, each of whom will serve a term of three years. Members shall be elected annually no later than the April/May meeting by special ballot, in which each voter is to rank order all eligible candidates. A person who has served four or more consecutive years on the Committee is ineligible for re-election until one full year has passed. The Condorcet Criterion shall be used to determine the results, and if there is a tie, the Adjusted Borda Count, direct paired comparisons, the Borda Count, and a deciding vote by the Dean, are to be used sequentially, until the tie is broken. Eligible candidates consist of all members of the Voting faculty who, as of the following September, will be tenured Professors, will have been members of the Voting Faculty for at least two years, and will not be the Dean or the Associate Deans of the School. The names of the winners shall be announced and recorded in the minutes, but the count is neither announced nor recorded. In the event a Committee member is unable or unwilling to complete his or her elected term, a special election using these same procedures shall be held as soon as practicable to fill the unexpired term. After the annual election of new members, the Committee shall elect a Chair and a Vice Chair, each to hold office for one year. The Chair may not succeed himself or herself;

(b) evaluate periodically all Faculty of the School in accord with College policy, with review procedures, and with the criteria established by the Faculty; and

(c) act for the Faculty on recommendations to the Dean and the Provost concerning retention, rank, and tenure.

Section 4. - The Faculty Appointments Committee shall:

(a) consist of the area coordinators (or their designees) from each School of Business area. Additional committee members may be appointed for one year terms by the Faculty Affairs Committee. Members of this Committee must have been members of the Voting Faculty for at least one academic year;

(b) elect a chair each year;

(c) carry out the agenda set by the Faculty Affairs Committee;

(d) appoint a separate Appointments Sub-Committee for each appointment in categories (4), (5), and (6) of Article I, section I (or group of appointments in a functional area) being considered. Each Appointments Sub-Committee shall consist of at least five members, including:

1. at least one member of the Appointments Committee;
2. all tenured and tenure eligible members of the functional area for which the appointment is being considered;
3. all category 5 clinical faculty members of a functional area when the position is a clinical position;
4. other members of the Faculty as deemed appropriate by the Appointments Committee.

Each Appointments Sub-Committee shall:

- a) complete the EEOC Search and Selection plan and provide a copy to the Appointments Committee and the functional area faculty;
- b) act for the Faculty in reviewing/screening candidates' files for Voting Faculty appointments in teaching, administrative, and research positions, and make written recommendations to the Dean regarding candidates to be invited for campus interviews. All faculty shall be given an opportunity to review the files of candidates in their functional area and to provide input to this process in a physical (as opposed to electronic) meeting;
- c) complete the required EEOC procedures to obtain permission to invite candidates for campus interviews;
- d) interview each candidate for Voting Faculty status in teaching, administrative, and research positions. Insofar as it is feasible, all faculty in a candidate's functional area shall be afforded an opportunity to participate at some point in the interview process;
- e) solicit written feedback from all faculty in a candidate's functional area and from any others involved in the process;
- f) conduct a physical (as opposed to electronic) meeting(s) of the Appointments Sub-Committee and the functional area to discuss the candidates, consider the feedback in(e) above, and formally vote on appointments recommendations. Minutes of these meetings, including attendance and the result of any votes, shall be circulated to the Appointments Committee Sub-Committee, with copies sent to the Appointments Committee;
- g) convey the appointment recommendations in writing to the Associate Dean, with copies to the Appointments Committee and the Faculty Affairs Committee. In the event of a significant conflict of judgment on a candidate's merits between the Sub-Committee and the Associate Dean, the Faculty Affairs Committee shall comment on the recommendation of the Appointments Sub-Committee, and both shall be attached to the Dean's recommendation to the Provost.

Section 5. The Curriculum and Teaching Committee shall:

(a) consist of six members of the faculty including at least one member from accounting, finance, marketing, operations and information systems, and organizational behavior/strategy/policy; Members of this Committee must have been appointed to category 4 or 5 for at least one academic year.

(b) review proposals to make changes and additions to all curricula of the Mason School of Business and bring these proposals for faculty vote, with recommendations to the faculty. Changes to the curricula requiring review by this committee include both direct changes such as adding a new permanent course or changing the prerequisites of an existing course, and indirect changes such as the substantive restructuring of a program in a way that affects the current curricula. Faculty eligible to vote on these proposals shall be advised of any such proposals and afforded an opportunity to comment upon said proposals prior to the Committee making its recommendation. When appropriate the Committee should seek the input of: students directly affected by proposed changes, the associate dean, and the head of an academic program directly affected by proposed changes;

(c) consult with and make recommendations to the faculty and to the Dean with respect to

new offerings of existing degree programs as well as substantive changes in the size of existing degree programs;

(d) require a new course proposal be submitted to the Committee and approved by the Faculty before a temporary course is offered for a fourth time. Upon approval, the course will be assigned a permanent number. Any pre- and/or co-requisites must be stated for each course as agreed upon by the academic area offering the course;

(e) review the curriculum annually for all programs and identify courses that have not been offered for three or more academic years and, where appropriate, act to remove these courses from the curriculum;

(f) promote Teaching seminars by internal and external master teachers;

(g) seek ways to enhance faculty teaching and work to increase the visibility of faculty teaching accomplishments. Make recommendations to the Faculty on ways to improve teaching skills and to evaluate teaching accomplishment;

(h) provide planning assistance and guidance to the Faculty Affairs Committee regarding present and anticipated resource needs and allocations for teaching and classroom support; and

(i) carry out the agenda of the Faculty Affairs Committee.

Section 6. The Research Committee shall;

(a) consist of at least one member from each area who have been members of the tenured or tenure-eligible Faculty for a least one year;

(b) promote research seminars by internal and external scholars;

(c) evaluate proposals for business school funded research grants and provide recommendations to the Associate Dean;

(d) seek to enhance faculty research and work to increase the visibility of faculty research accomplishments. Make recommendations to the Faculty Affairs Committee on ways to improve research skills and to evaluate research accomplishment;

(e) provide planning assistance and guidance to the Faculty Affairs Committee regarding present and anticipated resource needs and allocations for research support; and

(f) carry out the agenda of the Faculty Affairs Committee.

Section 7. The Medallion Committee. The Faculty Affairs Committee shall function as the Medallion Committee for the School of Business. Possible candidates for the award of the Business School Medallion shall be presented to the Faculty Affairs Committee in September of the academic year by the Dean of the School of Business. These candidates

should be selected from the broadest possible pool. The Dean's Office is responsible for identifying (with input from the faculty) likely candidates for this honor and for preparing background information on the candidates. The Faculty Affairs Committee shall forward at most three (and possibly no) names to the general faculty for a vote at the October Faculty Meeting. The Dean should attempt to supply at least three names to the Committee for their consideration.

Brief biographies of each candidate would be prepared and a ballot distributed to all faculty members, containing an opportunity for write-in candidates. The faculty will have the right to reject all nominees submitted by the committee. The recipient shall be chosen by special ballot in which each voter is to rank order the candidates, including the non-candidate designated „None of the Above“ . The results shall be determined by the method described in Article V Section 3 of these By-Laws. If the top candidate is unable to accept the award, it will be given to the second place candidate.

Consideration should be given to management leaders from the region, from the nation, and from the world as a whole. Due consideration should be given to those individuals who have recently “made their mark” as well as those individuals for whom the Medallion would recognize distinguished management careers over a long period of time. The Committee should seek to recognize and nominate individuals who represent the diversity of management activities and who do not only have shown exceptional or innovative management skills but also have demonstrated ongoing commitments to ethical standards and social responsibility. In its deliberations, the Committee may consider, as one of its criteria, the likelihood that the chosen recipient will be available to accept the award.

Section 8. - Committees on Academic Status, Degrees and Admissions will be appointed by the Dean. Additional ad hoc Committees may also be appointed by the Dean. Faculty members from categories 4, 5, and 6 may be asked to serve on these ad hoc committees.

ARTICLE VIII-Amendments

Section 1. - These By-Laws may be amended by the Board of Visitors on its own motion; or, subject to the approval of the President and the Board of Visitors, these By-Laws may be amended by a two-thirds vote at any Faculty meeting, provided a copy of the proposed amendments shall have been sent to every member of the Voting Faculty at least one week in advance.

Teaching Load Policy Guidelines

Approved by the Faculty, April 27, 2012

This document establishes guidelines for teaching loads in the Mason School of Business for all, faculty members defined in Article I Section 1 of the By-Laws as holding faculty positions in category 4 or 5.

1. Objectives

These guidelines are designed to support faculty in fulfilling their role in achieving the Mission of the Mason School of Business. More specifically they are meant to do the following:

- Provide teaching load guidelines that encourage and permit faculty sufficient time to achieve a balance of quality performance in teaching, research, service, and innovation in the educational environment.
- Provide tenure-eligible faculty with teaching loads that facilitate developing the research skills and productivity in their academic careers.
- Encourage tenured faculty to sustain or improve their research productivity by providing clear and attainable objectives.

2. Scope

These guidelines are limited in scope.

- They are not intended to replace the promotion, tenure, and post-tenure reviews performed by the Personnel Committee, which are comprehensive and in depth assessments of a faculty member's total contribution to the Mission of the Mason School of Business. Nor are they meant to substitute for the Deans' annual merit review process.
- They should be interpreted as establishing an incentive for each faculty member to continue to be, or to become, a productive scholar. An increased teaching load should not be interpreted as an adequate substitute for the lack of scholarly contributions.
- They do not address the issue of a reduced teaching load in return for any extraordinary service assignment that the Dean or Associate Dean may request of an individual faculty member. The appropriate adjustment to the teaching load guidelines for extraordinary service demands is left to the purview of the Dean.

3. Defining Teaching Loads: Credit Hours and Courses

In defining teaching loads, differences in programs, curricular structures, number of preparations, enrollment, and instructional methods may be taken into account. For example, credit hours may vary across programs, so that an individual course in one program may have fewer credit hours but involve substantially the same level of teaching resources and commitment as a course in another program.

The Associate Dean, working in conjunction with the Faculty Affairs Committee, will develop guidelines for teaching load credit for the various courses, programs, and other academic obligations.

4. Guidelines for Tenure Eligible and Tenured Faculty

A. Principles and Definitions

At the Mason School of Business high quality research and scholarly activity, and effective teaching, and service are expected of every tenure-track faculty member. It is appropriate that teaching loads take into account differing levels of research and scholarly productivity.

At the Mason School research activity is defined in terms of scholarly productivity. Primary evidence of such productivity is publication of peer-reviewed journal articles and authorship of scholarly books. In addition, other scholarly activities may be recognized, including (but not limited to) presentations at professional meetings, articles in proceedings, book chapters, published case studies, and trade publications. However, these other activities are not considered substitutes for the primary evidence of peer-reviewed articles and authorship of scholarly books.

For the purposes of these guidelines, a faculty member is “research active” if he/she has published at least three peer-reviewed articles or scholarly books (primary evidence), and has at least two other scholarly contributions (secondary activities), in the preceding five years. These guidelines recognize that other aspects of research performance may be considered by the Associate Dean in deeming a faculty member as research active.

The Associate Dean shall take the following into account when establishing teaching loads, and any faculty member may appeal the Associate Dean’s decision on these specific bases (no matter the threshold number of required publications that appears in these guidelines) by providing the following defense of his or her publication (s).

- A journal’s **published** impact factor or its ranking, as a proxy of professional standing of the contribution.
- The reviews, awards (such “as best journal article”) or professional citations attributed to the faculty’s publication (s).
- The audience, which recognizes that many edited books, professional books, and articles in edited books are ultimately judged by a wide professional audience, consistent with the stated objective of the School to be relevant in the world of business.
- An assessment of the on-going research and the research reasonably expected from the faculty and requiring the time to do so with a reduced load—reflecting that this guideline is intended to be an enabling incentive (not merely an award for past performance with no expectations of future performance). A motive for a reduced load is to enable future work or work in progress.

Untenured, tenure-eligible faculty members are considered research active for the duration of their probationary employment.

4-B. Standard Teaching Loads

- The standard teaching load for a tenure-eligible faculty member is four courses (approximately 12 credit hours) per year, subject to market conditions.

- The standard teaching load for a research-active tenured faculty member is four full courses (approximately equivalent to 12 credit hours) per year.
- The standard teaching load for tenured faculty who are not designated research active, but who have published a peer-reviewed journal article and have other substantive scholarly contributions in the past five years, is five courses (approximately equivalent to 15 credit hours).
- The standard teaching load for faculty who do not meet the above criteria for a five course teaching load is six courses (approximately equivalent to 18 credit hours).

C. Process for Determining Teaching Loads

As part of the normal annual review process, the Dean and Associate Dean will evaluate each faculty member's scholarly activity and confirm the faculty member's teaching load. Teaching loads are set for each year (e.g., 2009-2010) based on a tenured faculty member's designation as research-active during the previous year (e.g., 2008-2009).

If a faculty member disagrees with this determination, he/she may appeal to the Dean. The Dean is the final decision maker on this matter, and ultimately is responsible for the consistent implementation of these guidelines across faculty members.

As part of this process, the Associate Dean's office will create and maintain an internal webpage that tracks and summarizes each faculty member's current research and his/her teaching load obligations.

D. Administrative Appointments, Extraordinary Service Assignments, and Teaching Loads

The Dean or Associate Dean will relieve teaching loads as appropriate to compensate faculty members who assume formal administrative appointments (e.g., assistant dean) or extraordinary service assignments. The starting point for such reductions is the faculty member's existing teaching load as described above. These administrative and service responsibilities do not relieve the faculty member of the standard of "research active" in determination of future teaching loads. The teaching load reduction is intended to enable the faculty member to remain active in research.

5. Guidelines for Non-Tenure Eligible Faculty

A. Principles and Definitions

At the Mason School of Business effective teaching and service are expected of every full-time clinical faculty member.

B. Standard Teaching Loads

The standard teaching load for a full-time clinical faculty member is 6 courses (approximately equivalent to 18 credit hours) per year.

C. Process for Determining Teaching Loads

As part of the normal annual review process, the Dean and Associate Dean will determine each clinical faculty member's teaching and service requirements for the following year.

If a clinical faculty member disagrees with this determination, he/she may appeal to the Dean. The Dean is the final decision maker on this matter, and ultimately is responsible for the consistent implementation of these guidelines across faculty members.

As part of this process, the Associate Dean's office will create and maintain an internal webpage that tracks and summarizes each clinical faculty member's teaching load obligations.

D. Service Expectations

Clinical faculty are expected to perform significant service, similar to the expectations for tenured professors. Service may include serving on committees, supervising student clubs, trips, events, or other activities that further the mission of the Mason School. The Dean or Associate Dean may relieve teaching loads as appropriate to compensate clinical faculty members who assume formal administrative appointments (e.g., assistant dean or center director). The maximum reduction will be 3 courses (approximately 9 credit hours) per year.

6. Personnel Committee Review and Teaching Loads

The Personnel Committee should consider a faculty member's teaching load in evaluating his or her performance in post-tenure reviews and other periodic reviews. It is their role to assess whether the tenure-track or tenured faculty member's research productivity is satisfactory for the Mason School, and one of the variables that may be considered in this evaluation is the faculty member's teaching load. It is also their role to evaluate the teaching effectiveness of a clinical faculty member. However, it is not the Personnel Committee's role to establish or to comment on the appropriateness of the faculty member's teaching load. Such determinations are specifically the purview of the Dean and Associate Dean within the structure provided by this Teaching Load Document.

**School of Business Administration
College of William and Mary
Statement of Criteria and Review Procedures
For Faculty Evaluations
(Approved by Personnel Policy Committee, April 27, 2012)**

I. Introduction and Purpose

This statement is adopted in accordance with the requirements stated in the Faculty Handbook concerning criteria and procedures for faculty evaluations for retention, promotion, award of tenure, and periodic evaluations of tenured or tenure-eligible faculty, the appointments and periodic evaluations of eminent scholars, and the evaluations for retention and promotion of clinical faculty appointed to continuing non-tenure eligible positions. Faculty members are encouraged to consult the full text of the current version of the Faculty Handbook and to address questions concerning these standards and procedures for evaluation to members of the Faculty Personnel Committee. The recommended policy guidelines for determining teaching loads are also adopted by reference.

The purpose of this document is to set forth a process and the criteria by which the Faculty Personnel Committee may fairly and equitably evaluate faculty. It is the stated goal of the school to: "...serve the Commonwealth, the Nation, and the international community by offering high quality educational programs...in an environment that fosters individual student development through close working relationships with *faculty who excel in their fields and who are dedicated to teaching excellence [emphasis added]*." This implies that there are two essential elements of performance that should be examined by the Faculty Personnel Committee. These elements are: teaching and research. It is through teaching in degree courses that a faculty member fulfills one of his or her primary responsibilities to the Commonwealth. The responsibility, however, goes beyond merely offering courses. It is expected that faculty members will actively foster the individual growth and development of the students in their contact and will seek to prepare these students for positions of increasing responsibility and leadership. A faculty member also has an equally compelling responsibility to contribute to and excel in his or her chosen academic field. Faculty members also contribute to the mission of the school by facilitating the exchange of information within their fields of expertise and by sharing their knowledge and skills with the college, professional and business communities through both academic and business service. A faculty member's first service responsibility is to the college and the school. Secondly, a faculty member is expected to serve his or her profession and to be a source of knowledge for the business and civic communities. However, no amount of academic and business service can replace a faculty member's responsibilities in teaching or research.

No formal set of weights is adopted to describe the way in which the Faculty Personnel Committee balances teaching with research or teaching and research with service. Nevertheless there is the strong expectation that during the probationary period of a faculty member's employment, the primary focus of effort should be on honing one's teaching skills and on developing a record of scholarly research. In contrast, tenured faculty are expected also to provide leadership in the affairs of the school and to make a greater contribution through service than was expected during their probationary years. It is assumed that all faculty members will

demonstrate a commitment to the success of the school through active participation in its programs.

II. Evaluation Criteria, Documentation and Process

A. Teaching

1. Criteria.

Tenured, tenure-eligible and clinical faculty members are expected to be conscientious and effective teachers, demonstrating proper command of the material in their fields, and being helpful to students. The following describes the procedures for evaluating a faculty member's effectiveness in handling degree-credit teaching obligations and all directly related activities (such as curriculum development, guidance of independent studies, and counseling students regarding their educational programs and with the problems they encounter in learning).

2. Documentation.

a. **Evaluation by Peers.** In the twelve months prior to an in-depth evaluation, the Faculty Personnel Committee shall seek a written evaluation of a candidate's teaching from three tenured faculty. Where possible these faculty should be chosen from those in the candidate's teaching area, with one being selected by the candidate. **For clinical faculty, whenever it is feasible one of the evaluators should be another clinical faculty member and two should be tenured faculty.** This evaluation is to be based on the evaluation team's observations of the candidate's teaching performance in at least two classroom visits by each member of the team. These evaluations should be included in the candidate's evaluation file and should be summarized in the evaluation letter sent to the candidate.

b. **Evaluation by Students.** Student opinion shall be gathered during the last three weeks of each semester in each course by means of the School's approved questionnaires, which are to be completed during regularly scheduled class periods. All faculty members (regular, visiting, and adjunct) are required to administer these questionnaires in all degree credit classes in accordance with the instructions accompanying the forms.

c. **Other Evidence.** The candidate may submit further evidence of teaching effectiveness directly to the Personnel Committee. Additionally, the Personnel Committee may consider other solicited and unsolicited written evidence; however, the candidate is to be furnished a copy of such evidence in a timely manner, generally within a few days of its receipt.

3. Evaluation by the Personnel Committee.

The Personnel Committee shall examine the student evaluation statistics and comments, the written evaluation by the tenured faculty in a candidate's area, and other written evidence. The Committee should not emphasize any single item of the student questionnaires. Furthermore, special attention should be given to the written comments of the students. In addition to faculty-wide comparisons, the committee should consider evaluations for other instructors teaching the same course and within the same area and program. The Committee's evaluation of a candidate's teaching should be summarized in the evaluation letter sent to the candidate.

B. Research and Scholarly Activity.

1. Criteria.

The goals of research and scholarly activity are to make significant contributions to one's field through the creation, advancement and dissemination of knowledge in the academic, public

policy and business communities. These activities are characterized by the fact that they are public and that their purpose is to extend the understanding of a candidate's field by scholars and management professionals. **Every tenured and tenure-eligible faculty** member should seek to be a respected and productive scholar.

The primary evidence of significant contributions in research is a continuing record of publication of quality research in monographs, books and/or refereed journals. Additional evidence of contributions may include citations of the candidate's research by other scholars, widespread use of the candidate's research, cases, research awards and grants, publishing in the proceedings of and making presentations at academic conferences, invited participation in academic conferences and seminars, and publication in high-quality non-refereed journals. Working papers and work-in progress are of lesser significance.

2. Documentation.

a. **Evaluation by Peers.** The Personnel Committee may solicit written assessments of a candidate's research from members of the faculty in the candidate's discipline or members with research interests in the candidate's field. These assessments will be included in the candidate's Evaluation File and will be available to the candidate on request.

b. **Evaluation by Outside Reviewers.** For the evaluations associated with tenure decisions, promotion to Professor, and promotion to eminent scholar, the Personnel Committee shall obtain at least four letters from appropriate outside reviewers in the candidate's area of research. The reviewers shall be chosen after consultation with the candidate, with two reviewers being selected from a list provided by the candidate. Outside evaluators should come from programs, institutions, or agencies of a quality commensurate with the reputation and standards of the College of William and Mary. Curriculum Vitae of the reviewers should be requested and included as part of the candidate's file. The outside reviewers may not be the candidate's dissertation director or frequent co-author. The outside reviewers shall be given as much guidance as possible with regard to the specifics of their task to enable them to focus their efforts and to provide the most useful feedback possible. Outside reviews should be solicited prior to the beginning of the semester in which the promotion/tenure decision is to be made. In any case, the responses should normally be received at least one month before the Personnel Committee makes its final vote on the candidate.

c. **Additional Evidence.** The candidate may submit any further evidence of scholarly activity such as awards or other recognition of quality research, grants received, editorships of scholarly journals, citations of her/his research, or any other evidence the candidate may have that establishes her/him as an active scholar.

3. Evaluation by the Personnel Committee.

In addition to the evaluations and evidence from a, b, and c above, the Personnel Committee shall conduct its own review of the publications of a candidate in detail to assess their quality.

C. Service

1. Criteria.

Faculty members of the School of Business Administration, especially senior faculty members and clinical faculty members, have a responsibility to provide service to the school, the college,

and outside communities. Such activities contribute to the school's governance and development, promote an intellectual and collegial atmosphere within the school, and enhance the influence and reputation of the school and college. Two broad categories of service are recognized: academic service and business (including public and not-for-profit) service. Examples of academic service include, but are not limited to, participating on school and college-wide committees, holding office in academic organizations, serving as journal editor, advising student organizations, aiding in student recruitment and placement, and contributing to colleagues' teaching and research skills through participation in seminars and formal collaboration. Examples of business service include, but are not limited to, consulting with or serving on the boards of businesses, charities, government agencies, and trade associations. In the evaluation process emphasis is placed on service to the school and the college.

2. Documentation.

The scope and quality of academic and business service is judged by the evidence found in the faculty member's vita, annual statements of activities, and other written information submitted by the candidate. In addition, the Personnel Committee may consider other solicited and unsolicited written evidence; however, the candidate is to be furnished a copy of such evidence in a timely manner, generally within a few days of its receipt.

3. Evaluation by the Personnel Committee

The Personnel Committee shall examine the written evidence to evaluate the totality of a candidate's service contribution.

III. General Policies and Procedures for Evaluations

A. General Announcements of Evaluation Process.

At the first faculty meeting of each academic year, a representative of the Personnel Committee and the Dean will review general performance expectations and describe evolving standards for performance evaluations. All new faculty will be given a copy of the Faculty Handbook and this Statement of Criteria and Review Procedures, and will be invited to meet with the Personnel Committee to review faculty expectations and evaluation procedures.

B. The Evaluation Cycle.

Except for the Dean, all members of the faculty of the School of Business Administration will be evaluated periodically in accordance with College policy. Following a review of the personnel records by the Committee and the Dean to determine which faculty members should be evaluated, the Dean will meet with the Personnel Committee to compile a list of candidates for evaluation. Normally by September 15 for each probationary faculty member and for each tenured candidate for evaluation, the Dean will send written notification of the impending evaluation and its purpose to each candidate. Candidates will be requested to submit to the chair of the Personnel Committee any written information deemed relevant to that evaluation by the date on the letter (normally within two weeks). Candidates being evaluated may request a meeting with the Personnel Committee.

1. Untenured, Tenure-eligible Faculty.

Untenured, tenure-eligible members of the faculty are to be evaluated annually for retention, and in the year specified in the faculty member's contract, for the award of tenure. An in-depth

review normally will be conducted in the third year and in the year prior to renewal of his/her employment in a tenure-eligible position. The date of the interim review for tenure-eligible faculty must be noted in the Dean's letter of intent to the candidate. In the absence of credit for prior service, tenure is normally decided in the Fall of a candidate's sixth year of service at the College of William and Mary. For a faculty member hired as an Assistant Professor, this also will be an evaluation for promotion to Associate Professor, and the recommendation shall be in favor of, or against, both. The tenure evaluation will include reviews of the faculty member's research by at least four faculty members from other institutions. Completion of an appropriate earned doctorate or a J.D. is a prerequisite for the award of tenure and promotion to associate professor.

2. Tenured Faculty Promotion to Professor

Compared with the attainment of tenure, promotion to the rank of Professor requires a new portfolio of achievements in the areas of research, teaching, and service consistent with tenure and promotion standards. Specifically, successful candidates for professorial rank will have developed into respected scholars, evidenced primarily by a sustained record of regular and continuing publications in high quality refereed journals, books, and other appropriate scholarly outlets and also by ongoing participation in national and international colloquia and programs. Candidates will have enhanced the pedagogical life of the school through contributions to curriculum and program development and through sustained effectiveness in the classroom across the Mason School's degree programs. In addition, compared to their probationary years, candidates will have made greater contributions to the profession, to the College, and to the mission and goals of the Mason school of Business through their service, for example, by assuming leadership roles in promoting the culture of teaching and research, participating in governance, and serving business and civic communities.

An evaluation for promotion to Professor may occur in any year following a faculty member's fourth year etc.

3. Tenured Faculty Post-Tenure Reviews

a. Purpose. The intent of the post-tenure review is to encourage, support, and monitor the continued career development of tenured faculty.

b. Scheduled Reviews. All tenured faculty members will normally be evaluated every six years by the Personnel Committee. The Committee shall forward its evaluation to the Dean. The Committee shall indicate to the Dean whether the faculty member's overall contribution in research, teaching, and service meets expectations for acceptable performance. Expectations for acceptable performance cannot be reduced to a formula and the Committee's assessment should consider the performance of peers in the School of Business and the mission of the School. Expectations, particularly with regard to research, should take into account the individual's rank and time in service. Evaluation of teaching should take into account the same criteria used in the tenure review process.

The review may result in a commendation. The review may result in recommendations for improved performance or suggest areas for faculty development. It may also result in a finding that a faculty member's overall contribution fails to meet expectations. In this case, the faculty member must submit to the Personnel Committee and Dean, prior to the next academic year, a

detailed plan for improving performance. The Personnel Committee and the Dean must approve the plan. An assessment of the progress made in implementing this plan will be conducted by the Personnel Committee two years after the acceptance of the performance plan. If the Personnel Committee determines that the faculty member has failed to show improvement in performance during the course of the two-year period, the Dean may consider sanctions including salary adjustments, reassignment of duties, or a recommendation that dismissal proceedings be instituted in accordance with College procedures as stated in the Faculty Handbook.

c. Unscheduled Reviews. It is the responsibility of the Dean to annually evaluate faculty members for salary purposes. The Dean may find that a faculty member fails to meet overall expectations for that year. Before informing the faculty member of that result, the Dean shall seek input and advice from the Personnel Committee. If a faculty member receives such a negative evaluation twice in a three year period, the Personnel Committee will be asked to perform an unscheduled post-tenure review before the end of the academic year. Should this review find the faculty member failing to meet overall expectations, a plan for improving performance must be developed by the faculty member and approved by the Dean and the Personnel Committee prior to the next academic year. The Personnel Committee will assess progress on this plan after one year. If the Personnel Committee determines that the faculty member has shown no improvement during the year, sanctions, including dismissal, may be imposed.

d. Reporting. When it is determined that a faculty member has failed to meet overall expectations, it is the responsibility of the Dean to report this to the Provost. The Dean will also inform the Provost of the results of the continued monitoring of that faculty member.

4. Eminent Scholars.

Appointment to eminent scholar status requires a detailed review by the Faculty Personnel Committee with a written recommendation to the Dean. The evaluation will include a review of the faculty member's research by five faculty members at other institutions. Eminent scholars are to be evaluated every six years.

5. Tenured Faculty Initial Appointments.

Written recommendations to the Dean with respect to credit for tenure in previous academic positions, initial faculty rank, and eminent scholar status shall be the responsibility of the Faculty Personnel Committee. The Personnel Committee shall review the candidate's complete file from the Appointments Committee, and shall be given sufficient time to conduct a meaningful review. Equivalent professional experience as a criterion for granting credit toward tenure shall be considered by the Committee when the Faculty Appointments Committee recommends a candidate for appointment. In general, such experience shall not automatically constitute a basis for recommending tenure credit, and such credit as is deemed appropriate by the Faculty Personnel Committee shall be an exception to the norm.

6. Review of Clinical Faculty (categories 5 and 6 in the bylaws)

a. Scheduled Reviews. Clinical faculty hold appointments to continuing non-tenure eligible faculty positions. Appointments to this position are renewed at regular intervals not to exceed five years. In the second year and in the year prior to renewal, a detailed review will be conducted by the Personnel Committee. Before each detailed review, the clinical faculty member will be responsible for submitting a portfolio describing his/her teaching and service

contributions to the school. The Personnel Committee will convene a teaching committee, which will, whenever it is feasible, have at least one member who is a current clinical faculty member. A letter summarizing the Personnel Committee's assessment will be forwarded to the Dean and Associate Dean for Faculty, along with a recommendation as to whether this faculty member's contract should be renewed.

b. Unscheduled Reviews. Upon presentation of evidence to the Personnel Committee by the Dean or a majority of the Personnel Committee, that a clinical faculty member is not meeting the expectations set forth in their contract, a full review shall be initiated as set forth in III.B.6.a above. A letter summarizing the Personnel Committee's assessment will be forwarded to the Dean and Associate Dean for Faculty along with a recommendation as to whether this clinical faculty member's contract should be renewed.

7. Promotion and Rank of Clinical Faculty

a. Initial Appointment. Clinical professors will normally start with the rank of Assistant Clinical Professor. Written recommendations to the Dean with respect to appointment at the rank of Associate Clinical Professor or Clinical Professor shall be the responsibility of the Faculty Personnel Committee. The Personnel Committee shall review the candidate's complete file from the Appointments Committee, and shall be given sufficient time to conduct a meaningful review.

b. Promotion. Promotion to the rank of Associate Clinical Professor or Clinical Professor requires a new portfolio of achievements in the areas of teaching and service. Specifically, successful candidates for professorial rank will have enhanced the pedagogical life of the school through contributions to curriculum and program development and through sustained effectiveness in the classroom across the Mason School's degree programs. In addition, candidates will have made greater contributions to the profession, to the College, and to the mission and goals of the Mason School of Business through their service, for example, by assuming leadership roles in promoting the culture of teaching and research, participating in governance, and serving business and civic communities. An evaluation for promotion may occur in any year following a clinical faculty member's fourth year in rank.

8. Review of Part-time, Visiting and Adjunct Faculty (categories 7, 8 and 9 in the bylaws)

The Personnel Committee shall review the student teaching evaluations of all part-time, visiting and adjunct professors annually. If a non-tenure track faculty member appears, from these evaluations, to have a substantial deficiency on the teaching dimension, the Personnel Committee will do a thorough review of that non-tenure track faculty member during the next semester that he/she is teaching a course(s) for the School of Business. The guidelines concerning teaching used in evaluating teaching during a post tenure review shall be used in this evaluation, and a letter summarizing the Committee's assessment will be forwarded to the Dean and Associate Dean along with a recommendation as to whether this faculty member should be retained. For the purpose of these teaching reviews, the Teaching Evaluation Committee will be composed of members of the Personnel Committee.

C. Reporting Dates.

In order to allow sufficient time for appropriate responses by the candidate and subsequent consideration, written recommendations for the following evaluations will be forwarded normally by the dates given below. The Personnel Committee should check the College calendar and the Faculty Handbook to verify that these dates are still operative.

<u>Type of Decisions</u>	<u>Personnel Committee</u>	<u>Dean</u>
Retention in 1st year	Dec. 15	Feb. 1
Retention in 2nd year	Nov. 15	Dec. 1
Retention in 3rd year or later	Dec. 15	Feb. 1
Promotion to Associate Professor and/or tenure	Dec. 1	Dec. 15
Promotion to Professor	Feb. 15	Mar. 1
Promotion to Eminent Scholar	Feb. 15	Mar. 1
Periodic evaluation of tenured faculty	Apr. 1	Apr. 15
Detailed evaluation three years prior to the academic year in which a faculty member is considered for tenure	Dec. 1	Dec. 15
Periodic evaluation of clinical faculty	Dec. 15	Feb. 1

D. The Evaluation File.

All information and documentation relevant to a candidate's evaluation shall be accumulated in a temporary Evaluation File maintained by the Personnel Committee, as distinguished from the personnel files kept for each faculty member by the Dean. Upon request, the Evaluation File shall be made available to the candidate.

This file shall be regarded as privileged information accessible only by the candidate, current members of the Personnel Committee, the President, the Provost, the Dean, the Associate Dean, and a legally authorized investigative person or body. Access to the file or to selected information in the file may also be given to others, as appropriate, only with the written approval of the candidate. Disclosure to other individuals or to the public of privileged information from this file without the written permission of the candidate shall be considered misconduct subject to sanction as stipulated in the Faculty Handbook. Work involving documents from the evaluation files should not be delegated to student assistants or to anyone else except as herein provided. Typing of preliminary and final reports may be delegated only to the full-time secretary of the Faculty or of the Dean. The Evaluation File will be kept for five years.

E. Evaluation by the Personnel Committee.

Each member of the Personnel Committee shall carefully review all of the evidence gathered. The Committee discusses at length what the faculty member has accomplished in each of the three categories. If outside faculty evaluators appear personally before the Committee, the candidate may sit in. When every Committee member is satisfied that all factors have been adequately reviewed, the Committee then develops a performance assessment. The Committee may discuss this assessment with the Dean.

When in any given year there are multiple candidates for a particular type of decision (retention, tenure and/or promotion to Associate Professor, or promotion to Professor), the final vote for all candidates for the same type of decision will be cast at a single meeting, to foster consistency. The Committee shall act by majority vote.

The Committee shall prepare a written report summarizing its findings with respect to each of the three categories for assessment, and making appropriate recommendations. If there are significant differences of opinion within the Committee, views of Committee members may be appended to the report. These reports are placed in the candidate's School mailbox three days before they are to be sent to the Dean so that if there is any error in fact, it may be corrected before the formal process has begun. The reports are sent to the Dean, with a copy for the evaluation file, in time to allow one week for the candidate's response, and one additional week for the Dean's consideration, before recommendations are due at the Provost's office.

The candidate is encouraged to respond to this report in writing to the Personnel Committee, with a copy to the Dean, documenting any objections to the facts as presented or to the conclusions drawn and discussing the actions that will be taken to correct the deficiencies. In the event of clear evidence of factual errors in the report, the Personnel Committee shall revise its report to correct the errors. The report of the committee and any written response from the candidate will become part of the file for future evaluations.

F. The Dean's Evaluation.

The Dean's evaluation is governed by College procedures and procedures established by the Provost, both of which require the Dean to make an independent recommendation to the Provost. In general, the Dean shall carefully consider the report and recommendations of the Personnel Committee, the candidate's response, and all of the material in the evaluation file. The Dean shall meet with the Personnel Committee so that the Committee can ask and answer questions and the Dean can comment on their written report. The Dean may also gather and consider additional information from his own classroom visitations or any other source of information. However, the substance of such information must be written and must then become part of the Evaluation File, and the candidate must be informed of any such additions to the file and be given a chance to respond in writing to this material. Prior to making a final recommendation, the Dean shall provide the candidate an opportunity to present his or her case personally.

The Dean will prepare a written recommendation detailing the reasons for the decision and forward it, along with that of the Personnel Committee, to the Provost, with a copy to the candidate. Appropriate documentation in support of the recommendations will accompany this report. If the candidate so requests, the complete evaluation file shall be sent by the Dean to the Provost.

G. Subsequent Action.

When a final decision has been reached by the Provost, the faculty member will be informed of that decision by the Dean. If the faculty member alleges that a negative recommendation was based on inadequate consideration, he or she may appeal to the Procedural Review Committee of the Faculties.

Board of Visitors

April 19, 2013

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;

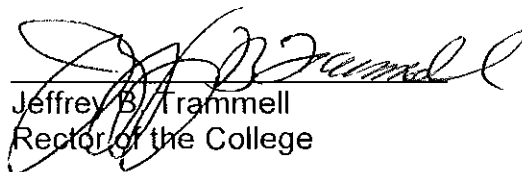
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Rector of the College

Board of Visitors

April 19, 2013

RESOLUTION 39

RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves for the Fiscal Year 2013-2014 the salary of \$252,584 for President Debbie Sydow, in accordance with the terms of the Employment Contract.

MINUTES
Committee on Financial Affairs
April 19, 2013
Board Room – Blow Memorial Hall

Attendees: Committee members Todd A. Stottlemeyer, Chair; Charles A. Banks, III, Vice Chair; Edward I. Flippen, Vice Chair; Kendrick Ashton, Jr.; Thomas R. Frantz; and Robert E. Scott. Board members present: Rector Jeffrey B. Trammell; Ann Green Baise; Keith S. Fimian; Sue H. Gerdelman; Dennis H. Liberson; John E. Littel; Leigh A. Pence; L. Clifford Schroeder, Sr.; Peter A. Snyder; Michael Tang; and John C. Thomas; faculty representatives William Hausman and Barbara Morgan; student representatives Curtis Mills and Jessica Salazar; and staff liaison Lydia Whitaker. Others in attendance: President W. Taylor Reveley; Provost Michael R. Halleran; Virginia M. Ambler; James R. Golden; Samuel E. Jones; Matthew T. Lambert, Anna B. Martin; Michael L. Stump; Michael J. Fox; University Counsel Deborah Love, Virginia Institute of Marine Science Dean/Director John T. Wells; other College and VIMS staff; Richard Bland College President Debbie L. Sydow and Interim Chief Operating Officer Annette Smith Parker.

Chair Todd Stottlemeyer convened the meeting at 9:48 a.m. The Committee on Financial Affairs met as a committee of the whole during the first part of the full Board meeting.

Vice President for Finance Samuel E. Jones recognized and welcomed the College's DPB budget analyst Scott Sandridge.

Mr. Jones presented background on the Governor's Report on Higher Education which was completed in Fall 2011 and acknowledged the College of William and Mary as being distinctive. Also stated was direction to the administration as a result of the Board of Visitors' summer 2012 retreat which included the development of an operating plan to implement the College's Six Year Plan, the ability to make tuition predictable, provide increased access for incoming students, and innovation in delivering services. To meet that direction, a new operating model for the College was developed. A major component of the model is "The William and Mary Promise" which addresses several issues, including in-state undergraduate tuition rates. The Promise ensures that the tuition charged an in-state undergraduate entering the College in the Fall of 2013 will remain constant over the four years of their academic program. Each following class will have the same commitment for their four years, which allows predictability of costs for those paying the tuition. Additionally, the College committed to increase in-state undergraduate enrollment by 200 students over the next five years.

The Rector asked for questions and a general discussion ensued. Mr. Scott stated the Promise addressed two important elements: 1) access/affordability and 2) preserving faculty as increases in salary and benefits are essential in preserving excellence. Further, the Promise requires a reciprocal promise from faculty of enhancing their teaching commitment to the College without sacrificing scholarship; the Promise must be "owned" by the President, Provost, Deans and Department Chairs. The Rector stated the Board of Visitors sees the new tuition model not as an end but a beginning. There was a concern expressed about whether the College would be "handcuffed" in the future if there were significant increases in tuition. The Rector responded that the Promise could be modified for subsequent classes if needed and noted that the College had been praised for the innovative model and its path towards self-sufficiency. There were

Committee on Financial Affairs
MINUTES
Page 2

many iterations of tuition models considered and many people including College employees, Board members, and state officials, were involved in the process.

At the conclusion of the discussion Mr. Stottlemeyer thanked the Rector for his leadership, as well as Mr. Jones and the College administration for their hard work, and the Board members for their feedback.

The Rector thanked Mr. Stottlemeyer, Mr. Scott, Mr. Liberson, Mr. Littel, Mr. Flippen, as well as the faculty and others who helped with the development of the new operating model, then asked for a motion to adopt **Resolution 25**, Approval and Implementation: William and Mary Promise. Motion was made by Mr. Stottlemeyer, seconded by Mr. Flippen and approved by voice vote, with Mr. Snyder voting no.

Mr. Snyder expressed his appreciation of the strong efforts made by the Board of Visitors and the College administration to ensure that a William and Mary education remains affordable, noting that while there are many admirable components of the William & Mary Promise, he remained very concerned about the overall state of the economy and the impact high costs could have on Virginia families and students. Mr. Snyder expressed his belief that no increases in tuition are warranted in these very tough and uncertain economic times, which is the reason he voted no.

President Reveley expressed his appreciation to the Board.

Mr. Stottlemeyer then called on Mr. Jones for the remaining presentations for the Committee on Financial Affairs. Mr. Jones briefly summarized the FY 2013-14 Executive Budget, as detailed in Enclosure J, and the 2012-13 College of William and Mary and Virginia Institute of Marine Science Operating Budgets, as detailed in Enclosures K and L.

Mr. Jones reviewed **Resolution 26**, FY 2013-14 Operating Budget for Educational and General Programs; **Resolution 27**, FY 2013-14 Tuition and Fee Structure for Full- and Part-time Students; **Resolution 28**, FY 2013-14 Auxiliary Enterprise Operating Budgets; **Resolution 29**, FY 2013-14 Sponsored Programs Operating Budget; **Resolution 30**, FY 2013-14 State Appropriated Student Financial Assistance; **Resolution 31**, FY 2013-14 Applied Music Fee; **Resolution 32**, FY 2013-14 Board of Visitors Private Funds Budget; and **Resolution 33**, Virginia Institute of Marine Science FY 2013-14 Operating Budget.

Following brief discussion, Mr. Stottlemeyer moved as a block adoption of **Resolutions 26** through **33**. Motion was seconded by Mr. Tang and approved by voice vote, with Mr. Snyder voting no.

Mr. Stottlemeyer moved approval of the minutes of the Committee meeting of February 8, 2013. Motion was seconded by Mr. Flippen and approved by voice vote.

There being no further business, the Committee on Financial Affairs adjourned at 11:18 a.m.