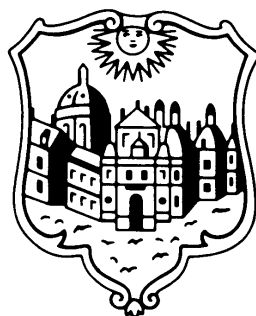


BOARD OF VISITORS
OF THE COLLEGE
OF WILLIAM AND MARY
IN VIRGINIA



WILLIAM
& MARY

COMMITTEE MEETINGS

Board Rooms - Blow Memorial Hall

April 17 - 19, 2013

SCHEDULE

Board of Visitors Committee Meetings
The College of William and Mary

April 17-19, 2013
Blow Memorial Hall - College of William and Mary

WEDNESDAY, APRIL 17:

BOARD CONFERENCE ROOM – INVESTMENTS SUBCOMMITTEE

3:15-4:15 p.m. Investments Subcommittee Todd L. Stottlemeyer, Chair
(Mr. Jones)
Kendrick F. Ashton, Jr.
Charles A. Banks III

- A. Opening Remarks
- B. Closed Session (if necessary)
- C. Investment Portfolio Evaluation Overview
 - 1. Enclosure D (see separate booklet)

RECTOR'S OFFICE - EXECUTIVE COMMITTEE

4:30-6:00 p.m. Executive Committee Jeffrey B. Trammell, Chair
Charles A. Banks III, Vice Chair
Dennis H. Liberson, Secretary

Robert E. Scott
Todd A. Stottlemeyer
Michael Tang
John C. Thomas

- A. Approval of Minutes – February 6, 2013
- B. Discussion topics
- C. Closed Session (if necessary)

PLUMERI HOUSE - 119 CHANDLER COURT

6:30 p.m. Reception and Dinner

THURSDAY, APRIL 18:

BOARD CONFERENCE ROOM - RICHARD BLAND COLLEGE COMMITTEE

9:30-11:00 a.m. Richard Bland College Committee
(President Sydow)
Kendrick F. Ashton, Jr.
Keith S. Fimian
Edward L. Flippen
Sue H. Gerdelman
John E. Littel

Dennis H. Liberson, Chair
Ann Green Baise, Vice Chair

- A. Approval of Minutes – February 7, 2013
- B. Closed Session (if necessary)
- C. General Reports
- D. Action Material
 - 1. **Resolution 1**, pages 18-22
 - 2. **Resolution 2**, page 23
 - 3. **Resolution 3**, page 24
 - 4. **Resolution 4**, page 25
 - 5. **Resolution 5**, page 26
 - 6. **Resolution 6**, page 27
 - 7. **Resolution 7**, page 28
 - 8. **Resolution 8**, pages 29-32
 - 9. **Resolution 9**, pages 33-36
- E. Informational Material
 - 1. Enclosure A, pages 37-39
 - 2. Enclosure B, page 40
 - 3. Enclosure C, page 41
- F. Executive Session

BOARD ROOM - COMMITTEE ON ACADEMIC AFFAIRS

9:45-10:45 a.m. Committee on Academic Affairs
(Provost Halleran)
Peter A. Snyder
Michael Tang

Robert E. Scott, Chair
Todd A. Stottlemeyer, Vice Chair

- A. Approval of Minutes
- B. Closed Session (if necessary)
- C. Action Materials
 - 1. **Resolution 10**, page 44
 - 2. **Resolution 11**, pages 45-48
 - 3. **Resolution 12**, pages 49-50

THURSDAY, APRIL 18:

Committee on Academic Affairs (continued):

4. **Resolution 13**, page 51
5. **Resolution 14**, page 52
6. **Resolution 15**, page 53
7. **Resolution 16**, pages 54-55
8. **Resolution 17**, pages 56-57
9. **Resolution 18**, pages 58-59
10. **Resolution 19**, pages 60-62
11. **Resolution 20**, pages 62-63

BOARD ROOM - COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

10:45-11:45 a.m. Committee on Administration, Buildings and Grounds Charles A. Banks III, Chair
Dennis H. Liberson, Vice Chair

(Provost Halleran, Ms. Martin)

Ann Green Baise

Thomas R. Frantz

Sue H. Gerdelman

L. Clifford Schroeder, Sr.

Peter A. Snyder

John C. Thomas

- A. Approval of Minutes – February 7, 2013
- B. Report from Vice President for Administration
 1. Annual Report on IT
 2. Staff Assembly Report
- C. Report from Building Official
- D. Report from Virginia Institute of Marine Science Dean/Director
 1. Enclosure F, pages 65-66
 2. **Resolution 21**, pages 67-71
- E. Report from Vice President for Administration
 1. Enclosure G, pages 72-79
 2. **Resolution 22**, pages 80-86
 3. **Resolution 23**, page 87
 4. **Resolution 24**, page 88
- F. Closed Session (if necessary)

FRIDAY, APRIL 19:

BOARD DINING ROOM

8:15 a.m. Breakfast available

BOARD ROOM

8:30-9:30 a.m. Committee on Strategic Initiatives and New Ventures
(Provost Halleran, Mr. Golden)

Michael Tang, Chair
Edward L. Flippen, Vice Chair
Robert E. Scott, Vice Chair
Peter A. Snyder, Vice Chair

- A. Strategic Planning
 - 1. Strategic Plan 2014-2018 Overview and General Discussion
 - 2. Enclosure I, pages 96-97
- B. Global Engagement Strategy
- C. New Ventures
- D. Communications

BOARD ROOM – ANNUAL BOARD OF VISITORS MEETING:

9:45 a.m. FULL BOARD MEETING - see MEETING AGENDA Mr. Trammell

***NOTE: Committee on Financial Affairs will be conducted during full Board meeting. Agenda and material under separate cover.**

BLOW ROOM 201:

Lunch available

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

April 17-19, 2013
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, pages 18-22	Resolution to Approve Richard Bland College's 2014-2019 Strategic Plan
Resolution 2, page 23	Faculty Promotion
Resolution 3, page 24	Award of Academic Tenure
Resolution 4, page 25	Retirement of Dorothy P. Edwards Director of Information Technology Services
Resolution 5, page 26	Retirement of Chalmer L. Pritchard, Jr. Division of Science and Quantitative Methods
Resolution 6, page 27	Retirement of Margret J. Sommer Division of Science and Quantitative Methods
Resolution 7, page 28	Retirement of Jacqueline W. Davis Enrollment Services Specialist
Resolution 8, pages 29-32	FY 2013-2014 Tuition and Fees
Resolution 9, pages 33-36	2013-2014 Operating Budget Proposal
Enclosure A, pages 37-39	2012-2013 Operating Budget Update
Enclosure B, page 40	Faculty Representative Report
Enclosure C, page 41	Student Representative Report

COLLEGE OF WILLIAM AND MARY

Resolution 10, page 44	Appointment to Fill Vacancy in the Executive Faculty
Resolution 11, pages 45-48	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 12, pages 49-50	Appointments to Fill Vacancies in the Professional Faculty
Resolution 13, page 51	Faculty Promotions
Resolution 14, page 52	Designated Professorships
Resolution 15, page 53	Faculty Leaves of Absence
Resolution 16, pages 54-55	Retirement of Gary C. DeFotis Department of Chemistry
Resolution 17, pages 56-57	Retirement of Dorothy E. Finnegan School of Education
Resolution 18, pages 58-59	Retirement of I. Trotter Hardy William and Mary School of Law
Resolution 19, pages 60-62	Retirement of Ronald Hoffman Department of History
Resolution 20, pages 62-63	Retirement of Jacquelyn Y. McLendon Department of English
Resolution 21, pages 67-71	Virginia Institute of Marine Science - Resolution to Approve 2014-2020 Capital Outlay Plan
Resolution 22, pages 80-86	College of William and Mary – Resolution to Approve 2014-2020 Capital Outlay Plan
Resolution 23, page 87	Resolution to Approve Property Acquisition: 415 Richmond Road
Resolution 24, page 88	Resolution to Approve Renaming the Old Fraternity Complex: "Green & Gold Village"

Board of Visitors
AGENDA ITEMS
April 17-19, 2013

Enclosure D

Investment Portfolio Evaluation for Periods
Ending February 28, 2013 and Preliminary
March 31, 2013 (***see separate booklet***)

Enclosure E, page 14

Report of Internal Audit Activity Since
February 7, 2013

Enclosure F, pages 65-66

Virginia Institute of Marine Science Capital
Outlay Project Progress Report

Enclosure G, pages 72-79

College of William and Mary Capital Outlay
Project Progress Report

Enclosure H, pages 92-93

WCWM-FM Annual Report 2012-13

Enclosure I, pages 96-97

University Dashboard Update

INVESTMENTS SUBCOMMITTEE
of the
COMMITTEE ON FINANCIAL AFFAIRS
April 17, 2013
3:15 – 4:15 p.m.
Board Conference Room - Blow Memorial Hall

Todd A. Stottlemeyer, Chair
Kendrick F. Ashton, Jr.
Charles A. Banks, III

- I. Opening Remarks - Mr. Stottlemeyer
- II. Closed Session (if necessary)
- III. Open Session - Certification of Closed Session **Resolution**
- IV. Investment Portfolio Evaluation Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
 - A. Investment Update for Periods Ending March 31, 2013.
Enclosure D . (*see separate booklet*)
- V. Discussion
- VI. Adjourn



Investment Portfolio Evaluation For
Periods Ending February 28, 2013 and Preliminary March 31, 2013
(depending on data availability)



Board of Visitors Endowment



Wells Fargo Advisors is the trade name under which Wells Fargo & Company provides brokerage services through two registered broker/dealers: Wells Fargo Advisors, LLC, member NYSE/SIPC, and Wells Fargo & Company Financial Network, Inc., member NASD/SIPC. Each broker/dealer is a separate non-bank affiliate of Wells Fargo & Company.

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Section

- | | |
|------|----------------------------|
| I. | Executive Summary |
| II. | Equity Sector Review |
| III. | Fixed Income Sector Review |
| IV. | Alternatives |
| V. | Green Fund Update |

The information provided herein is obtained from sources believed to be reliable, but no representation or warranty is made as to its accuracy or completeness. These investments are not insured or otherwise protected by the U.S. Government, the Federal Deposit Insurance Corporation, the Federal Reserve Board, or any other government agency and involve risk including the possibility of loss of principal.

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Index Name	1Q13	Fiscal YTD	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	11.9	15.5	13.4	13.3	6.5	8.9
S&P 500	10.6	17.2	14.0	12.7	5.8	8.5
S&P 500 Value	12.0	21.0	16.6	12.1	4.1	8.9
S&P 500 Growth	9.3	14.0	11.6	13.3	7.5	8.1
Russell 1000	11.0	18.1	14.4	12.9	6.2	9.0
Russell 1000 Value	12.3	21.4	18.8	12.7	4.9	9.2
Russell 1000 Growth	9.5	14.7	10.1	13.1	7.3	8.6
Russell Midcap	13.0	22.7	17.3	14.6	8.4	12.3
Russell Midcap Value	14.2	25.6	21.5	15.0	8.5	12.6
Russell Midcap Growth	11.5	19.5	12.8	14.2	8.0	11.5
Russell 2000	12.4	20.5	16.3	13.5	8.2	11.5
Russell 2000 Value	11.6	21.8	18.1	12.1	7.3	11.3
Russell 2000 Growth	13.2	19.2	14.5	14.8	9.0	11.6
Russell 3000	11.1	18.3	14.6	13.0	6.3	9.2
MSCI EAFE Index	5.2	20.0	11.8	5.5	(0.4)	10.2
MSCI World Index	7.9	18.3	12.5	9.1	2.8	9.5
MSCI World Ex. US Index	4.8	19.3	11.0	5.3	(0.2)	10.5
MSCI ACWI	6.6	17.5	11.2	8.4	2.6	9.9
MSCI ACWI ex USA	3.3	17.6	8.9	4.9	0.1	11.4
MSCI EM (EMERGING MARKETS)	(1.6)	12.2	2.3	3.6	1.4	17.4
MSCI FM (FRONTIER MARKETS)	8.2	19.8	12.0	2.5	(9.0)	N/A
Barclays Capital U.S. Aggregate	(0.1)	1.7	3.8	5.5	5.5	5.0
Barclays Capital U.S. Government/Credit	(0.2)	1.9	4.6	6.1	5.5	5.1
Barclays Capital Intermediate U.S. Government/Credit	0.3	2.0	3.5	4.8	4.6	4.5
Barclays Capital Municipal Bond	0.3	3.3	5.3	6.2	6.1	5.0
BofA Merrill Lynch Convertible Securities	7.9	15.5	12.4	9.7	7.6	7.8
BofA Merrill Lynch High Yield Master	2.9	11.0	13.1	10.9	11.2	9.8
Citigroup World Government Bond Index	(2.8)	(1.6)	(0.7)	3.9	2.8	5.4
Citigroup 3-month T-bill	0.0	0.1	0.1	0.1	0.3	1.7
HFRI Fund of Funds Composite Index	3.1	7.0	4.5	2.0	(0.3)	3.8
Dow UBS Commodity Index	(1.1)	1.6	(3.0)	1.4	(7.1)	3.7

Data Sources: Zephyr StyleAdvisor & Barclay's Capital

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Preliminary Performance Through March 31, 2013:

	1q13	FYTD	One Year	Three Years ¹	Five Years ¹	Seven Years ¹	Ten Years ¹	Changes (1/1/03)	Incept (Mgr) ²	Incept Bench ²
Total BOV Account	6.2	13.4	9.7	8.8	4.8	4.5	8.9	8.5	7.3	6.8
Target Benchmark³	5.7	11.1	9.4	9.0	4.7	4.7	8.2	7.7		
Blackrock: Large Cap Value	12.5	22.1	14.4	10.2	3.5	2.8	--	--	2.8	4.2
Russell 1000 Value	12.3	21.4	18.8	12.7	4.9	4.2	--	--		
SPY (gradual implementation)	10.3	15.7	--	--	--	--	--	--	9.9	10.2
S&P 500	10.6	17.2	--	--	--	--	--	--		
Combined Alternatives (1 mo lag)	2.6	2.8	1.5	1.9	--	--	--	--	1.6	2.3
HFRI FOFs Index (1 mo lag)	1.0	2.2	3.0	2.0	--	--	--	--		

1 Annualized

2 Total BOV Account (7/1/96) = Target Benchmark; Blackrock Large Cap Value (5/1/06) = Russell 1000 Value; Wells Fargo MidCap (4/1/06) = Russell MidCap Growth; Artisan Mid Cap 5/26/09 = Russell MidCap Value; Royce (1/8/03) = Russell 2000; Dodge & Cox Int'l (2/1/12) = MSCI EAFE; Artio Int'l (6/4/09) = MSCI EAFE; State Street Emerging Mkts (1/24/03) = MSCI Emerging Markets Free; PIMCO Total Return Fund and Pioneer Strategic Income Fund (11/3/09) = Barclays Capital US Aggregate; GMO Global Fixed (2/11/03) = Citi World Govt Bond Index; GMO Emerging Mkt Fixed (2/11/03) = JPM EMBI Global Diversified.

3 From 1996: 60% R3000, 15% MSCI World ex US, 25% Agg; (1/1/10 – 2/28/12) 44% R3000, 11% World ex US, 40% Agg, 5% HFRI Fund of Funds 1 Month delay; (3/1/12-present) 44% R3000, 11% World ex US, 35% Agg, 10% HFRI Fund of Funds 1 Month delay;

Based on information provided by SunTrust, Wells Fargo Advisors began calculating quarterly results starting in the 4th quarter of 2002. There is no guarantee as to the accuracy of our calculations for the managers or the Total BOV Account.

Performance Through February 28, 2013:

	FYTD	One Year	Three Years ¹	Five Years ¹	Seven Years ¹	Ten Years ¹	Changes (1/1/03)	Incept (Mgr) ²	Incept Bench ²
Wells Fargo: Mid Cap Growth	12.1	9.0	19.1	9.1	--	--	--	7.7	5.4
Russell MidCap Growth	14.9	10.8	15.3	6.8	--	--	--		
Artisan Mid Cap Value	19.2	13.7	14.8	--	--	--	--	23.2	26.5
Russell MidCap Value	20.2	18.9	16.0	--	--	--	--		
Royce: Small-Cap	20.4	17.7	14.8	8.8	5.6	13.7	12.9	12.9	10.3
Russell 2000	15.2	14.0	14.7	7.4	4.6	11.2	10.3		
Dodge & Cox International	20.8	--	--	--	--	--	--	15.9	15.4
Artio Int'l Growth	17.1	7.7	3.1	--	--	--	--	11.4	16.3
MSCI EAFE	19.0	10.4	7.4	--	--	--	--		
State Street: Emerging Markets	13.7	0.8	6.5	(1.9)	5.1	15.8	15.2	15.2	16.6
MSCI EM (Emerging Markets)	14.1	0.6	6.9	0.6	7.1	17.3	16.6		
PIMCO Total Return Fund	4.6	7.6	7.1	--	--	--	--	7.4	5.8
Pioneer Strategic Income	7.5	8.7	8.6	--	--	--	--	8.9	5.8
Barclays Capital U.S. Aggregate	1.6	3.1	5.5	5.5	5.8	5.0	--		
GMO: Global Fixed Inc	4.6	4.7	8.7	5.0	5.8	6.5	6.7	6.7	5.7
Citigroup World Govt Bond Index	(1.3)	(1.4)	3.4	3.5	5.7	5.5	5.7		
GMO: Emerging Mkt Fixed Inc	16.1	17.0	18.6	11.8	10.7	14.4	14.8	14.8	10.6
JPM EMBI Global Diversified	7.8	11.1	11.0	9.6	8.7	10.4	10.6		

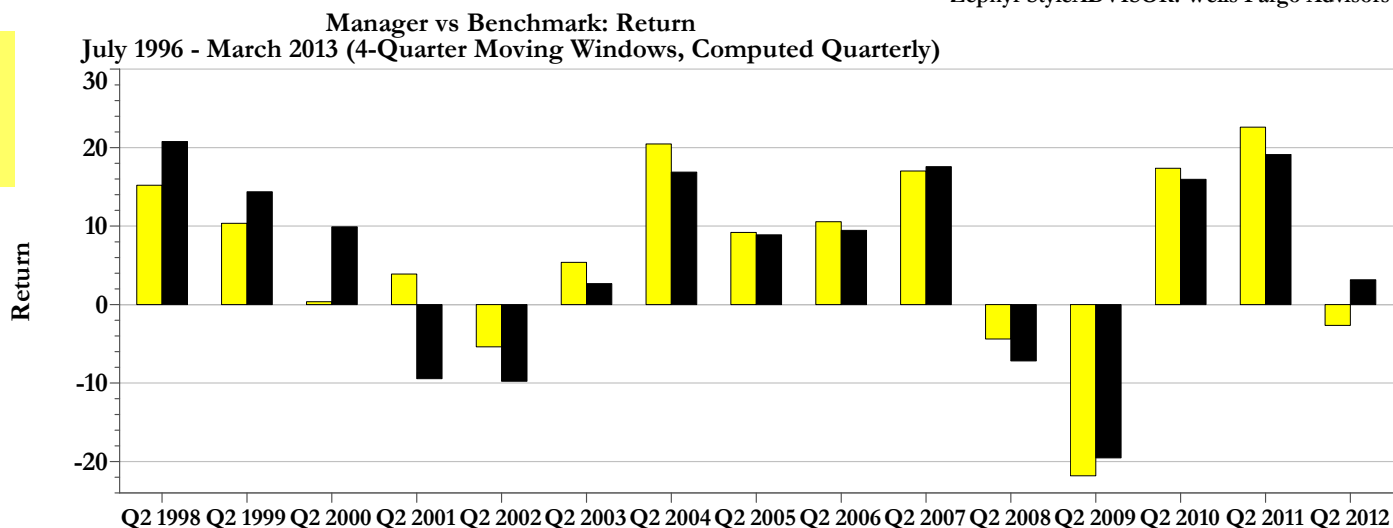
Performance is net of investment management fees

W&M BOV: Total Account

Zephyr StyleADVISOR: Wells Fargo Advisors

**Preliminary BOV
Current Fiscal YTD:
+13.4%**

■ BOV: Total (net)
■ BOV Target Benchmark



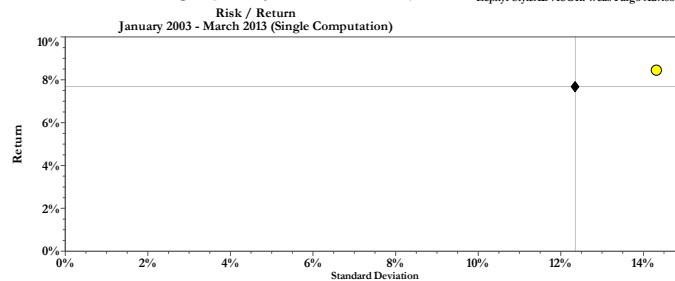
	Manager vs Benchmark: Return July 1996 - March 2013 (4-Quarter Moving Windows, Computed Quarterly)														
	Jun 1998	Jun 1999	Jun 2000	Jun 2001	Jun 2002	Jun 2003	Jun 2004	Jun 2005	Jun 2006	Jun 2007	Jun 2008	Jun 2009	Jun 2010	Jun 2011	Jun 2012
BOV: Total (net)	15.20	10.35	0.37	3.89	-5.38	5.38	20.46	9.20	10.56	17.01	-4.38	-21.82	17.37	22.60	-2.65
BOV Target Benchmark	20.77	14.38	9.91	-9.45	-9.78	2.66	16.87	8.88	9.45	17.57	-7.18	-19.53	15.97	19.14	3.15

+ see footnote on previous page

***Preliminary March 2013**

Since Changes (January 2003 - March 2013)

Zephyr StyleADVISOR: Wells Fargo Advisors

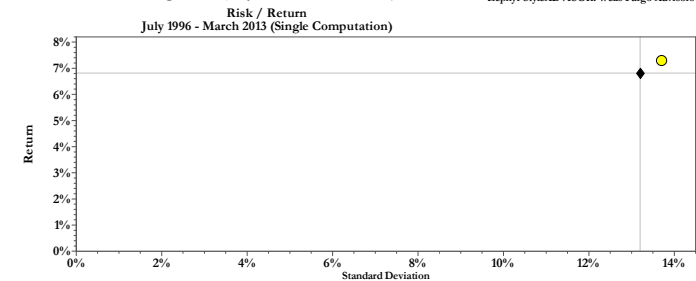


Annualized Summary Statistics: January 2003 - March 2013

	Return (%)	Std Dev (%)	Downside Risk (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Tracking Error	Observs.
BOV: Total (net)	8.45	14.31	10.70	1.14	-0.17	96.73	0.47	3.11	41.00
BOV Target Benchmark	7.68	12.35	9.17	1.00	0.00	100.00	0.49	0.00	41.00

Long-Term July 1996 - March 2013)

Zephyr StyleADVISOR: Wells Fargo Advisors



Annualized Summary Statistics: July 1996 - March 2013

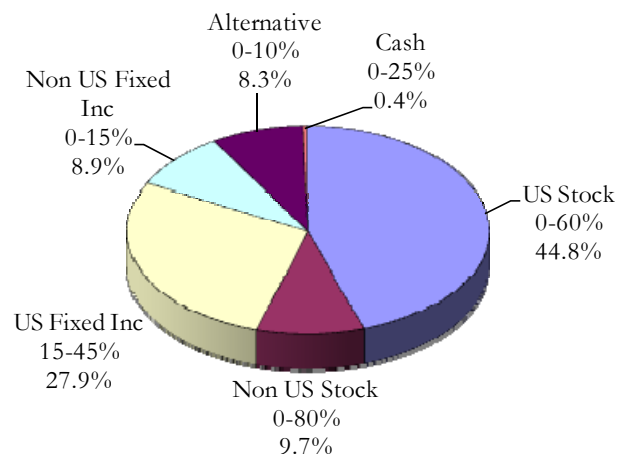
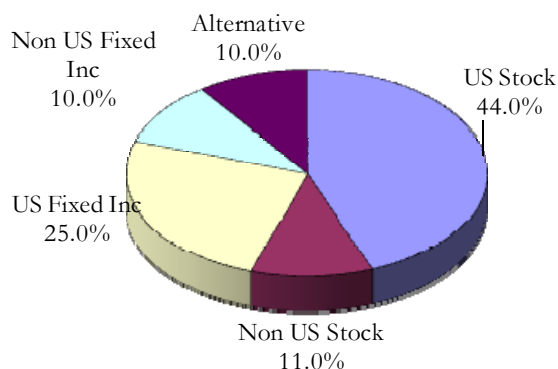
	Return (%)	Std Dev (%)	Downside Risk (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Tracking Error	Observs.
BOV: Total (net)	7.30	13.71	10.27	1.00	0.57	92.09	0.33	3.86	67.00
BOV Target Benchmark	6.82	13.20	9.69	1.00	0.00	100.00	0.31	0.00	67.00

* BOV Target Benchmark = From 1996: 60% R3000, 15% MSCI World ex US, 25% Agg; (1/1/10 – 2/28/12) 44% R3000, 11% World ex US, 40% Agg, 5% HFRI Fund of Funds 1 Month delay; (3/1/12-present) 44% R3000, 11% World ex US, 35% Agg, 10% HFRI Fund of Funds 1 Month delay;

Policy

Preliminary As of March 31, 2013

BOV Portfolio



Manager	Domestic Fixed Income	Global Fixed Income	Domestic Equity	Non-US Equity	Alternative	Cash Equiv.	Total
SPY	0	0	7,373,358	0	0	0	7,373,358
Blackrock	0	0	9,359,655	0	0	0	9,359,655
Dodge & Cox	0	0	0	2,988,872	0	0	2,988,872
Grantham, Mayo	0	6,446,368	0	0	0	0	6,446,368
Artisan MC	0	0	5,020,436	0	0	0	5,020,436
EFA ETF (formerly Artio Int'l)	0	0	0	2,931,306	0	0	2,931,306
Royce & Associates	0	0	5,438,142	0	0	0	5,438,142
State Street Global Advisors	0	0	0	1,157,104	0	0	1,157,104
Pimco Total Return Fund	10,170,224	0	0	0	0	0	10,170,224
Pioneer Strategic Income	10,166,063	0	0	0	0	0	10,166,063
Wells Capital	0	0	5,442,210	0	0	0	5,442,210
Cash & Equivalents	0	0	0	0	0	265,497	265,497
Private Equity Partners II	0	0	0	0	6,607	0	6,607
Combined Alternatives	0	0	0	0	6,032,810	0	6,032,810
Total BOV Account	20,336,287	6,446,368	32,633,801	7,077,282	6,039,417	265,497	72,798,652
% of Total Fund	27.9%	8.9%	44.8%	9.7%	8.3%	0.4%	

SunTrust Statements were not available at the time this report was compiled. The above numbers are estimates and should not be used for accounting purposes.

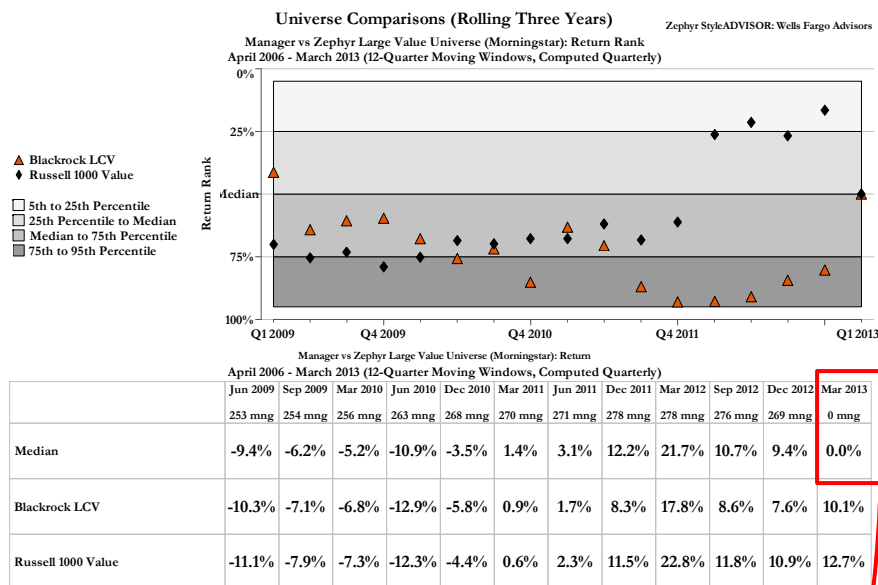
** Values (except "Alternatives") are reflected at market as reported by SunTrust; Alternatives are reported by Wells Fargo Advisors; beginning and ending market values include accrued income on fixed income assets only. Private Equity Partners II values were reported by W&M.*

II. Equity Sector (Large-Cap Value*)

Periods Ending March 31, 2013 - Performance

***Preliminary March 2013**

Universe Data Not Available for Trailing Analysis



Universe Data Not Available for Current Time Period

* Please note that we have linked Blackrock's composite historical returns for periods prior to 5/1/06 with BOV actual results starting on May 1, 2006.

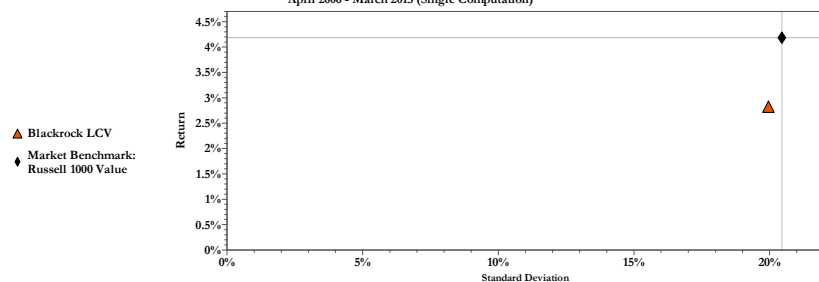
Equity Sector (Large-Cap Value*)

Period Ending March 31, 2013– Risk Measures

*Preliminary March 2013

Return/Risk (April 2006 - March 2013)
April 2006 - March 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors

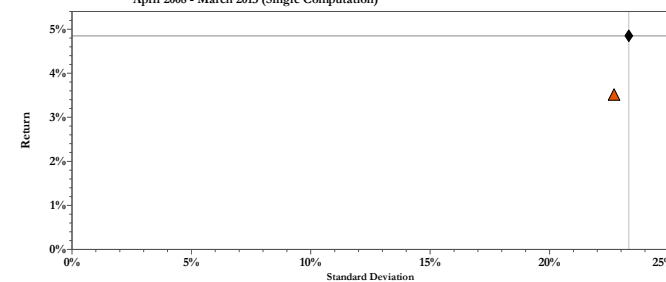


Annualized Summary Statistics: April 2006 - March 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
Blackrock LCV	2.82	19.97	0.94	-1.01	92.29	0.07	28.00
Russell 1000 Value	4.19	20.45	1.00	0.00	100.00	0.13	28.00

Return/Risk (Five Years Ending March 2013)
April 2008 - March 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors

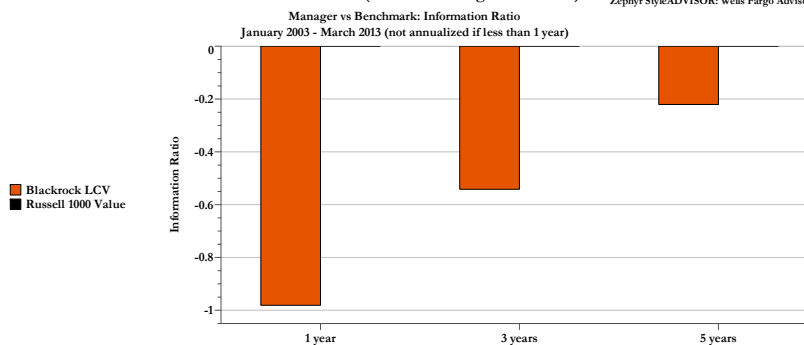


Annualized Summary Statistics: April 2008 - March 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
Blackrock LCV	3.52	22.71	0.94	-0.95	93.32	0.14	20.00
Russell 1000 Value	4.85	23.32	1.00	0.00	100.00	0.19	20.00

Information Ratio (Periods Ending March 2013)

Zephyr StyleADVISOR: Wells Fargo Advisors



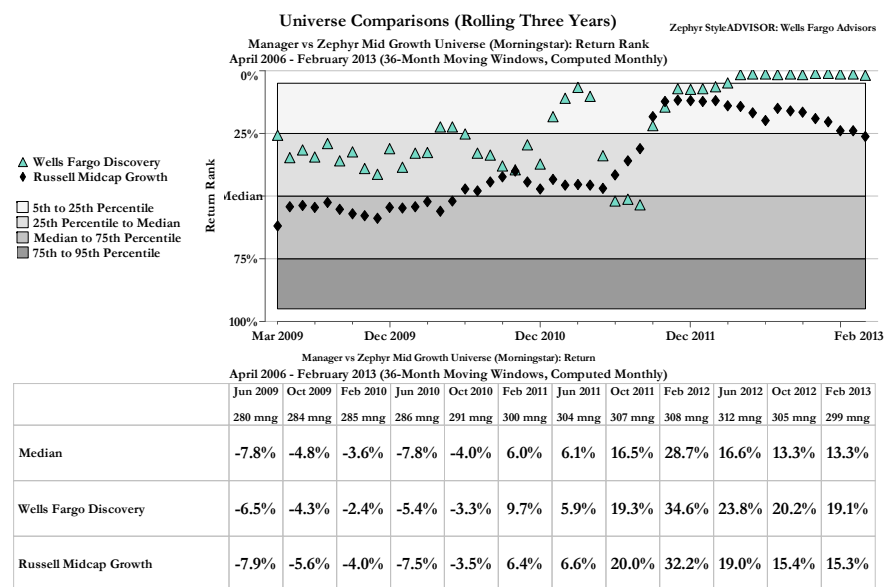
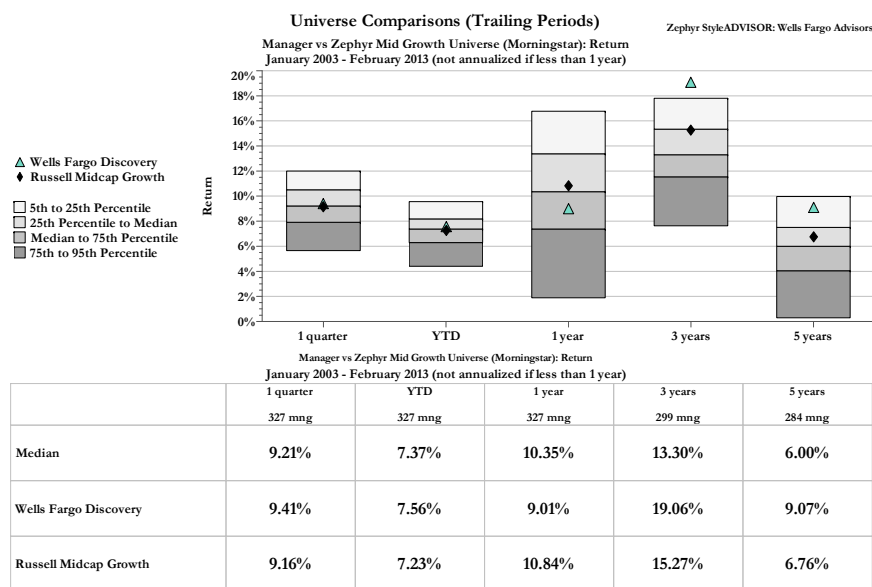
Manager vs Benchmark: Information Ratio
January 2003 - March 2013 (not annualized if less than 1 year)

	1 year	3 years	5 years
Blackrock LCV	-0.98	-0.54	-0.22

* Please note that we have linked Blackrock's composite historical returns for periods prior to 5/1/06 with BOV actual results starting on May 1, 2006.

Equity Sector (Mid-Cap Growth*)

Periods Ending February 28, 2013 - Performance



* Please note that we have linked Wells' composite historical returns for periods prior to 4/1/06 with BOV actual results starting with the 2nd quarter of 2006.

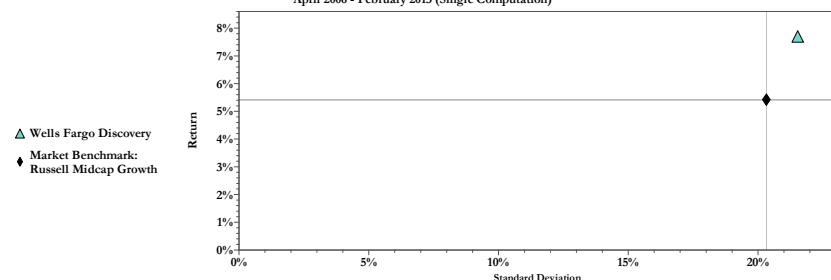
Equity Sector (Mid-Cap Growth*)

Periods Ending February 28, 2013– Risk Measures

Return/Risk

April 2006 - February 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors



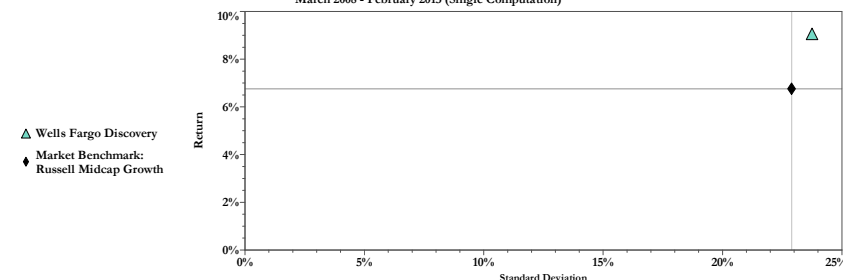
Annualized Summary Statistics: April 2006 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
Wells Fargo Discovery	7.71	21.54	1.02	2.29	92.38	0.29	83.00
Russell Midcap Growth	5.42	20.33	1.00	0.00	100.00	0.19	83.00

Return/Risk (Five Years)

March 2008 - February 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors



Annualized Summary Statistics: March 2008 - February 2013

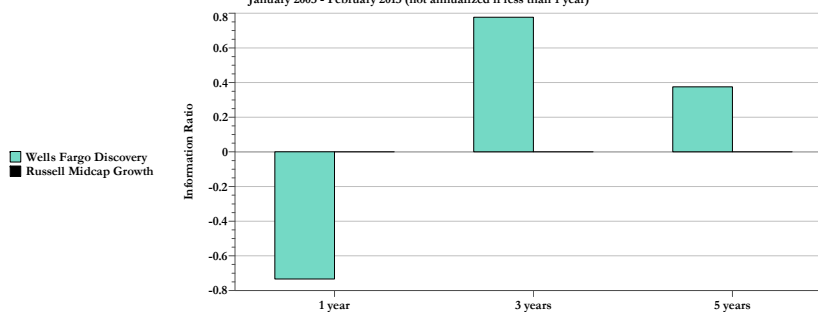
	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
Wells Fargo Discovery	9.07	23.76	1.00	2.34	93.29	0.37	60.00
Russell Midcap Growth	6.76	22.90	1.00	0.00	100.00	0.28	60.00

Information Ratio

Manager vs Benchmark: Information Ratio

Zephyr StyleADVISOR: Wells Fargo Advisors

January 2003 - February 2013 (not annualized if less than 1 year)



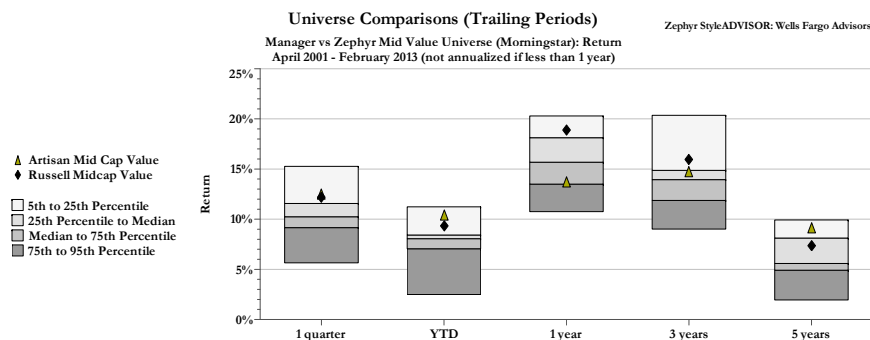
Manager vs Benchmark: Information Ratio
January 2003 - February 2013 (not annualized if less than 1 year)

	1 year	3 years	5 years
Wells Fargo Discovery	-0.73	0.78	0.38

* Please note that we have linked Wells' composite historical returns for periods prior to 4/1/06 with BOV actual results starting with the 2nd quarter of 2006.

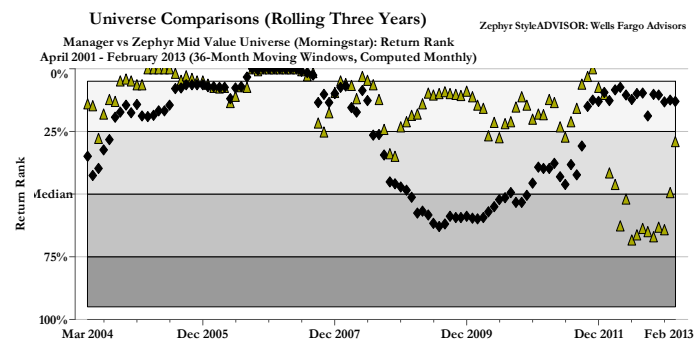
Equity Sector (Mid-Cap Value*)

Periods Ending February 28, 2013 - Performance



Manager vs Zephyr Mid Value Universe (Morningstar): Return
April 2001 - February 2013 (not annualized if less than 1 year)

	1 quarter	YTD	1 year	3 years	5 years
	49 mng	49 mng	49 mng	45 mng	39 mng
Median	10.24%	8.06%	15.67%	13.95%	5.59%
Artisan Mid Cap Value	12.51%	10.39%	13.73%	14.75%	9.16%
Russell Midcap Value	12.20%	9.32%	18.91%	15.97%	7.36%



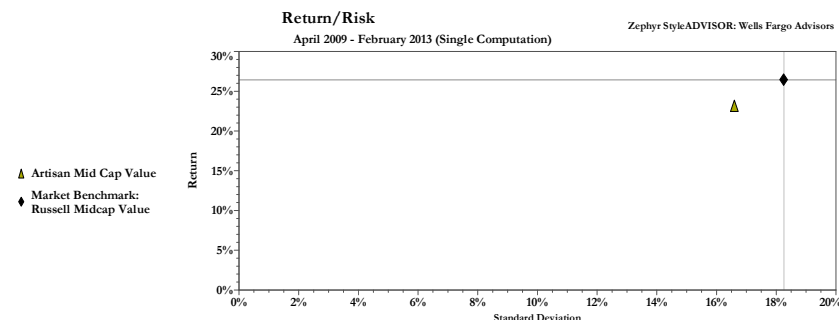
Manager vs Zephyr Mid Value Universe (Morningstar): Return
April 2001 - February 2013 (36-Month Moving Windows, Computed Monthly)

	Nov 2004	Aug 2005	May 2006	Feb 2007	Nov 2007	Aug 2008	May 2009	Feb 2010	Nov 2010	Aug 2011	May 2012	Feb 2013
	21 mng	24 mng	26 mng	27 mng	29 mng	31 mng	36 mng	37 mng	39 mng	40 mng	42 mng	45 mng
Median	10.1%	17.2%	17.3%	13.6%	9.6%	2.7%	-9.6%	-5.4%	-1.7%	1.3%	15.3%	13.9%
Artisan Mid Cap Value	20.1%	25.7%	21.5%	18.0%	11.3%	6.2%	-3.0%	-0.9%	3.1%	4.7%	15.1%	14.7%
Russell Midcap Value	15.7%	21.7%	22.1%	18.2%	11.9%	4.2%	-10.9%	-7.1%	-1.8%	2.0%	18.6%	16.0%

* Please note that we have linked Artisan's composite historical returns for periods prior to 6/1/09 with BOV actual results starting with June 2009.

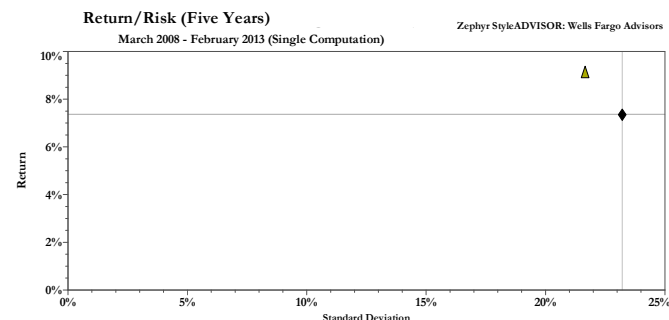
Equity Sector (Mid-Cap Value*)

Periods Ending February 28, 2013— Risk Measures



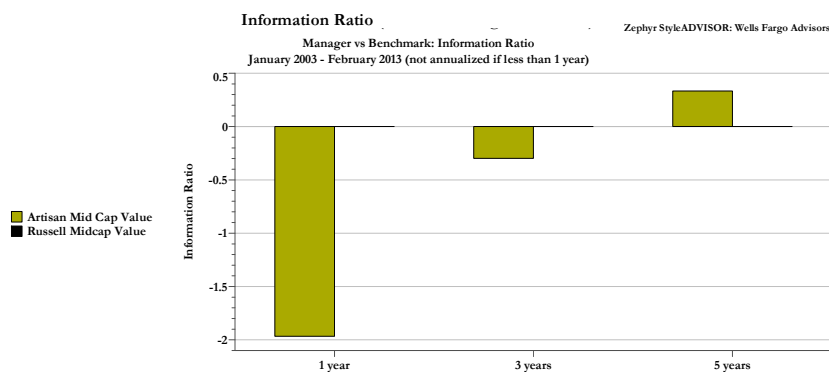
Annualized Summary Statistics: April 2009 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Observs.
Artisan Mid Cap Value	23.15	16.60	0.89	-0.09	94.91	1.39	47.00
Russell Midcap Value	26.45	18.26	1.00	0.00	100.00	1.44	47.00



Annualized Summary Statistics: March 2008 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Observs.
Artisan Mid Cap Value	9.16	21.65	0.91	2.24	94.79	0.41	60.00
Russell Midcap Value	7.36	23.22	1.00	0.00	100.00	0.30	60.00



Manager vs Benchmark: Information Ratio
January 2003 - February 2013 (not annualized if less than 1 year)

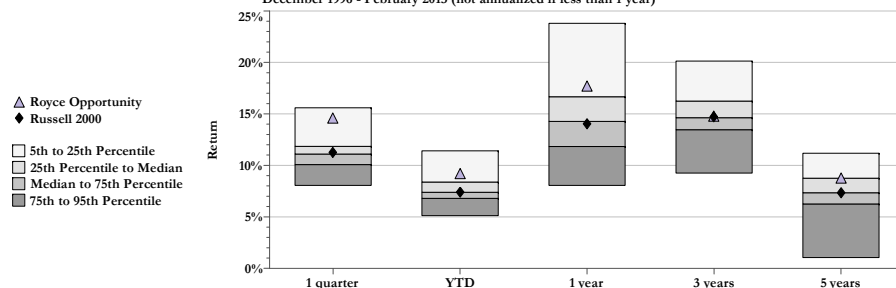
	1 year	3 years	5 years
Artisan Mid Cap Value	-1.97	-0.30	0.33

* Please note that we have linked Artisan's composite historical returns for periods prior to 6/1/09 with BOV actual results starting with June 2009.

Universe Comparisons (Trailing Periods)

Manager vs Zephyr Small Core Universe (Morningstar): Return
December 1996 - February 2013 (not annualized if less than 1 year)

Zephyr StyleADVISOR: Wells Fargo Advisors

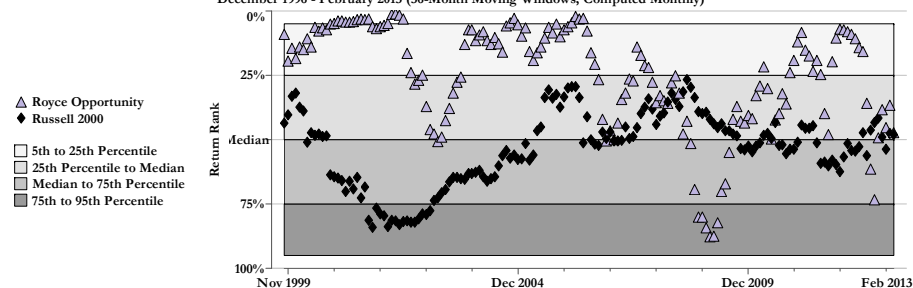


	1 quarter	YTD	1 year	3 years	5 years
	136 mng	136 mng	136 mng	125 mng	113 mng
Median	11.10%	7.39%	14.27%	14.63%	7.34%
Royce Opportunity	14.60%	9.20%	17.70%	14.77%	8.80%
Russell 2000	11.26%	7.43%	14.02%	14.71%	7.35%

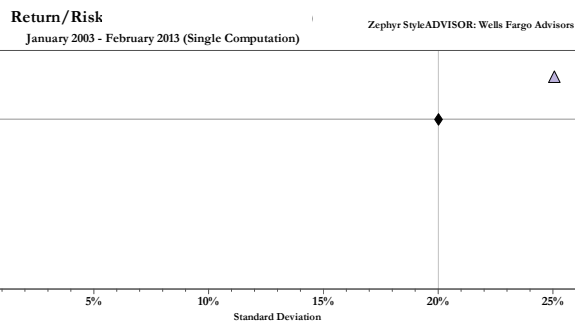
Universe Comparisons (Rolling Three Years)

Manager vs Zephyr Small Core Universe (Morningstar): Return Rank
December 1996 - February 2013 (36-Month Moving Windows, Computed Monthly)

Zephyr StyleADVISOR: Wells Fargo Advisors

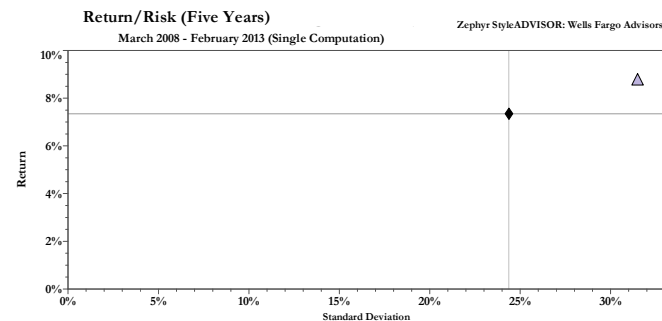


	Dec 2000	Jan 2002	Feb 2003	Apr 2004	May 2005	Jun 2006	Aug 2007	Sep 2008	Oct 2009	Dec 2010	Jan 2012	Feb 2013
	51 mng	60 mng	66 mng	74 mng	82 mng	89 mng	97 mng	101 mng	110 mng	116 mng	125 mng	125 mng
Median	6.7%	11.8%	-3.5%	8.3%	9.4%	18.4%	13.9%	0.7%	-8.4%	2.4%	23.5%	14.6%
Royce Opportunity	18.5%	23.6%	-1.0%	15.5%	13.1%	23.7%	16.4%	0.5%	-7.2%	5.7%	33.0%	14.8%
Russell 2000	4.6%	5.6%	-13.4%	6.3%	9.5%	18.7%	14.5%	1.8%	-8.5%	2.2%	23.0%	14.7%



Annualized Summary Statistics: January 2003 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
Royce Opportunity	12.89	25.08	1.22	0.82	95.10	0.45	122.00
Russell 2000	10.33	20.01	1.00	0.00	100.00	0.43	122.00

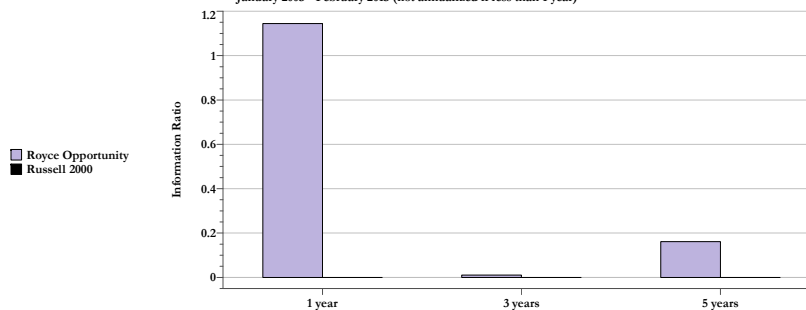


Annualized Summary Statistics: March 2008 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
Royce Opportunity	8.80	31.49	1.27	0.61	96.23	0.27	60.00
Russell 2000	7.35	24.37	1.00	0.00	100.00	0.29	60.00

Information Ratio
Manager vs Benchmark: Information Ratio
January 2003 - February 2013 (not annualized if less than 1 year)

Zephyr StyleADVISOR: Wells Fargo Advisors

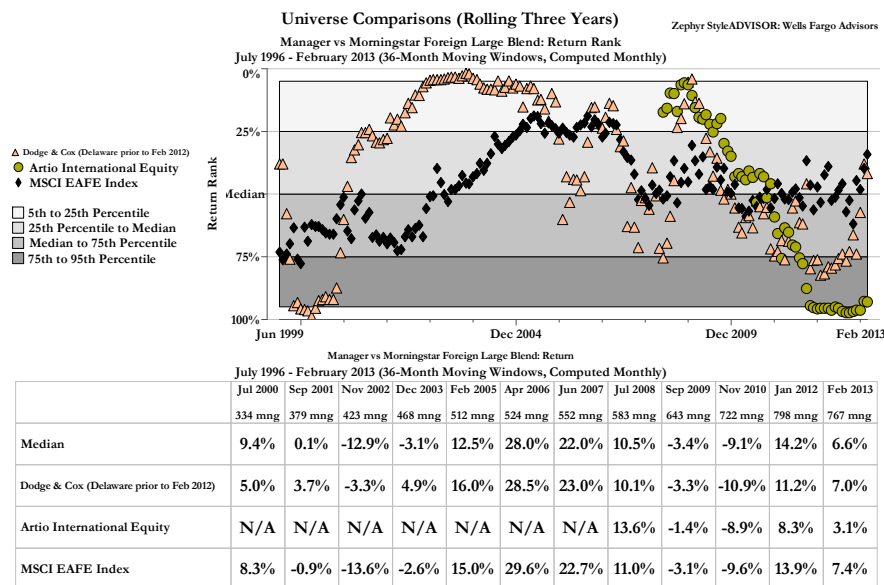
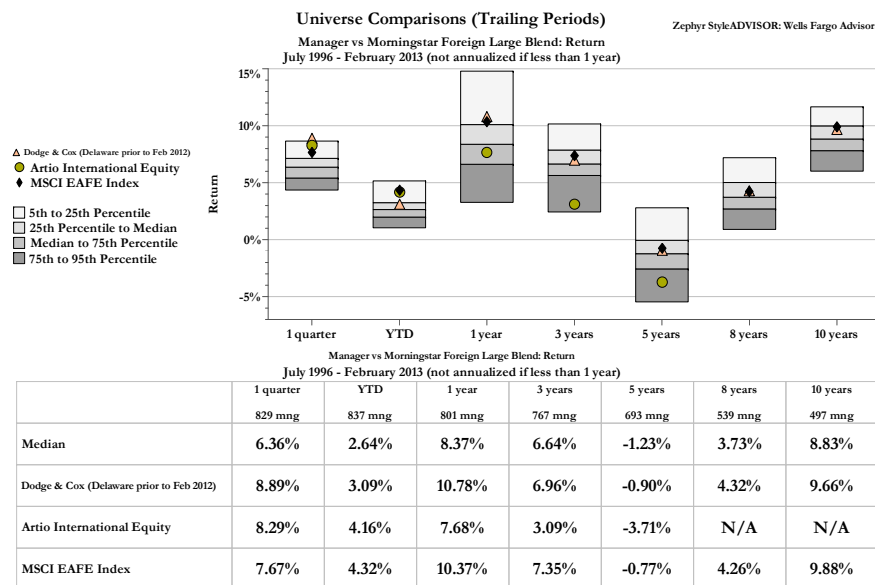


Manager vs Benchmark: Information Ratio
January 2003 - February 2013 (not annualized if less than 1 year)

	1 year	3 years	5 years
Royce Opportunity	1.14	0.01	0.16

Equity Sector (International Developed)

Periods Ending February 28, 2013– Performance*

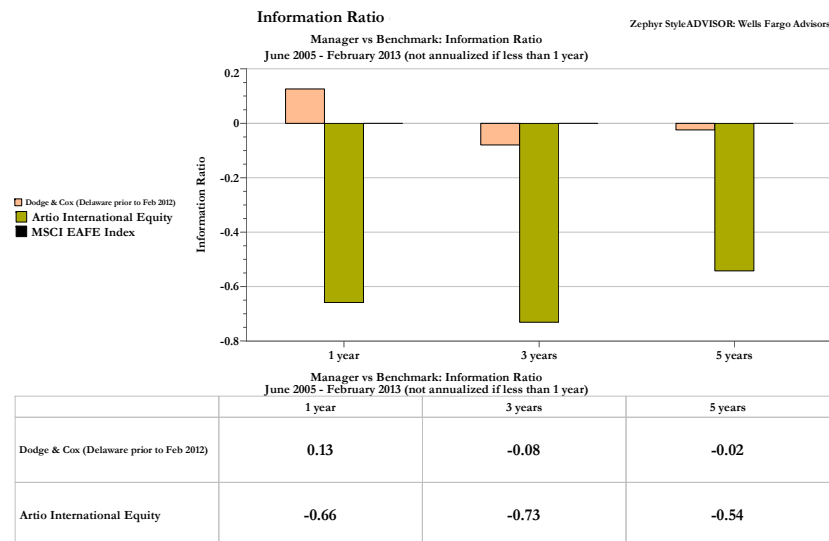
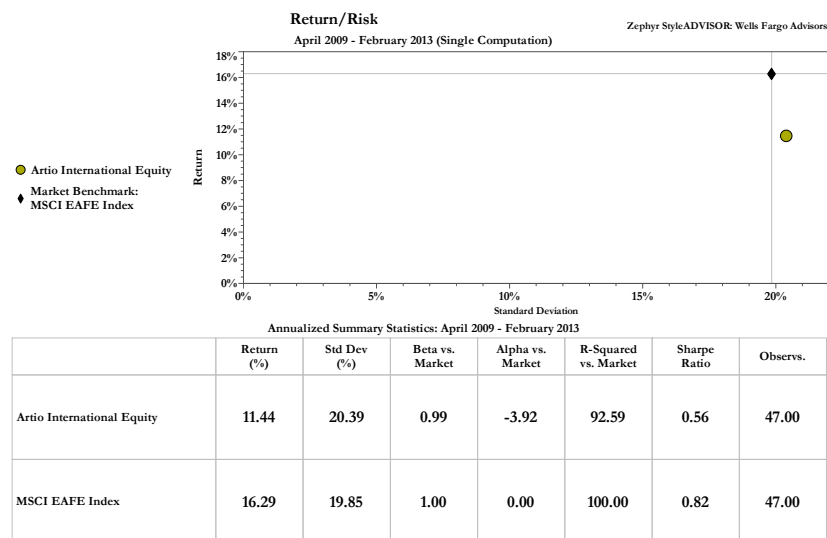
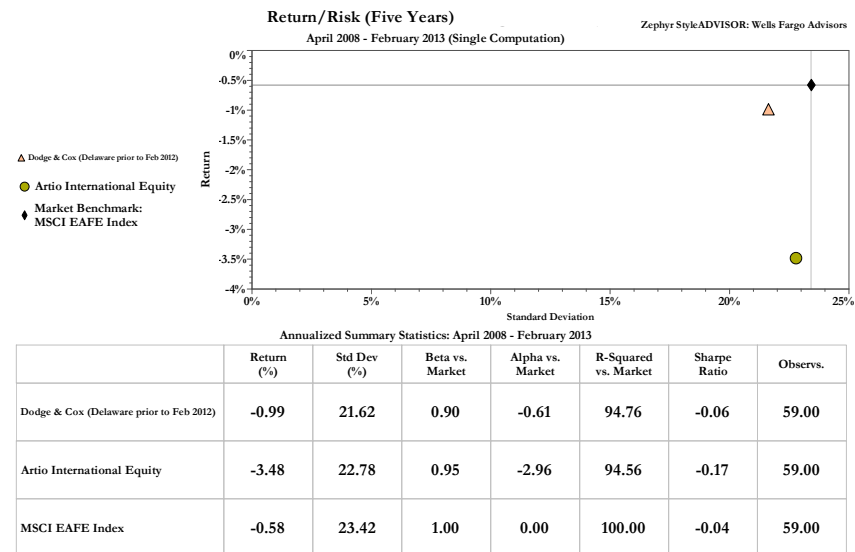
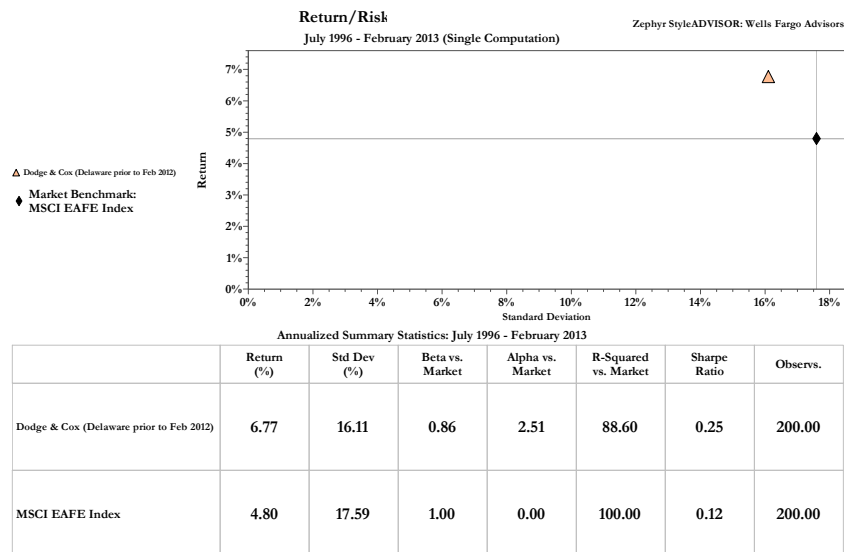


Note: Artio International was sold in February 2013 and the passively managed exchange traded fund (ETF) that mirrors the MSCI EAFE was purchased (EFA). A search is underway and results will be presented to the Investment Committee for review.

* Please note that we have linked Artio's composite historical returns for periods prior to 6/1/09 with BOV actual results starting with June 2009.

Equity Sector (International Developed)

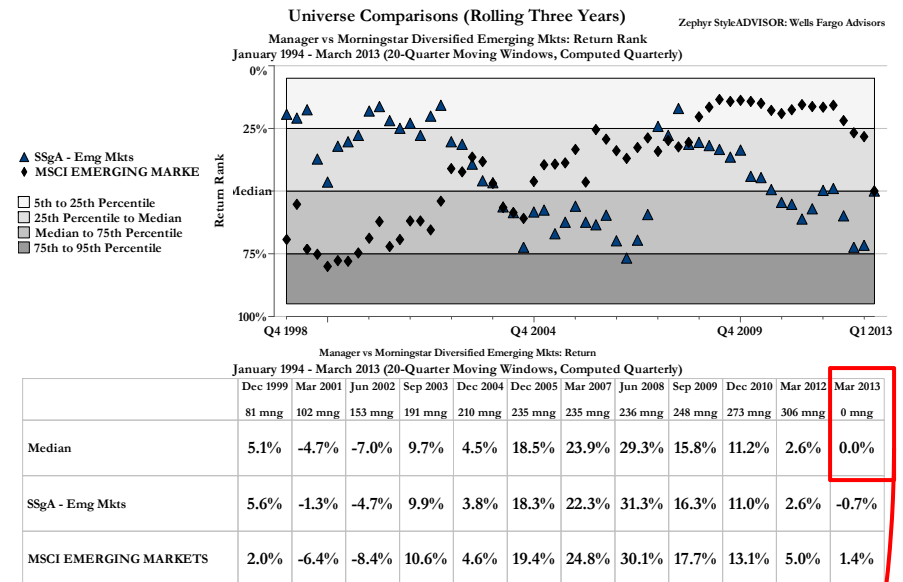
Periods Ending February 28, 2013— Risk Measures



Note: Artio International was sold in February 2013

***Preliminary March 2013**

Universe Data Not Available for Trailing Analysis



Universe Data Not Available for Current Time
Period

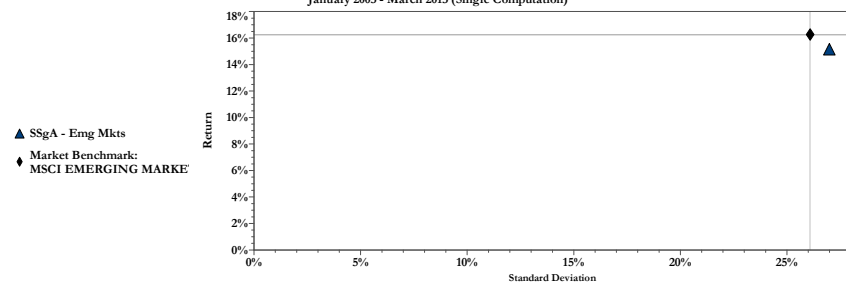
Equity Sector (Emerging Markets)

Periods Ending March 31, 2013— Risk Measures

*Preliminary March 2013

Return/Risk (January 2003 - March 2013)
January 2003 - March 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors

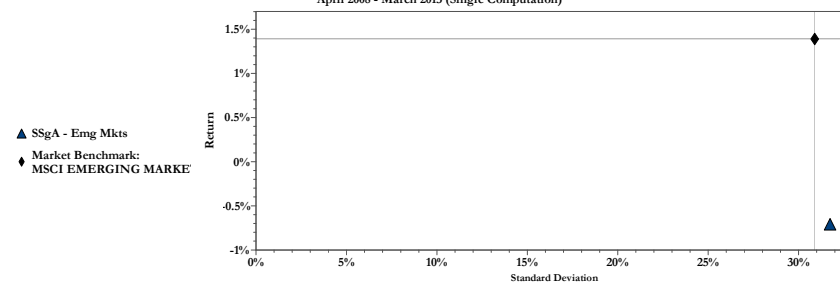


Annualized Summary Statistics: January 2003 - March 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Observs.
SSGA - Emg Mkts	15.15	27.00	1.03	-1.24	99.19	0.50	41.00
MSCI EMERGING MARKETS	16.26	26.09	1.00	0.00	100.00	0.56	41.00

Return/Risk (Five Years Ending March 2013)
April 2008 - March 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors



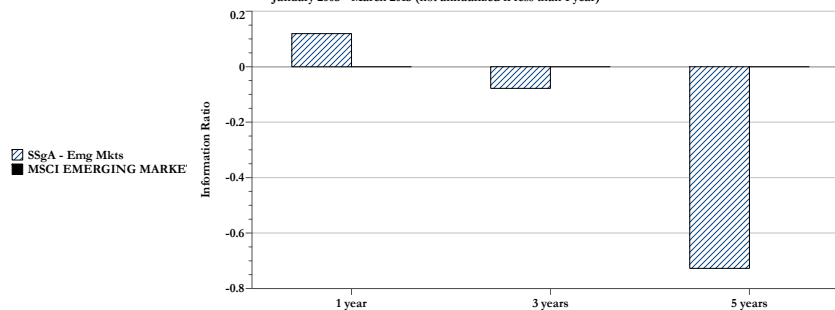
Annualized Summary Statistics: April 2008 - March 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Observs.
SSGA - Emg Mkts	-0.71	31.75	1.02	-1.82	99.23	-0.03	20.00
MSCI EMERGING MARKETS	1.39	30.87	1.00	0.00	100.00	0.04	20.00

Information Ratio (Periods Ending March 2013)

Zephyr StyleADVISOR: Wells Fargo Advisors

Manager vs Benchmark: Information Ratio
January 2003 - March 2013 (not annualized if less than 1 year)

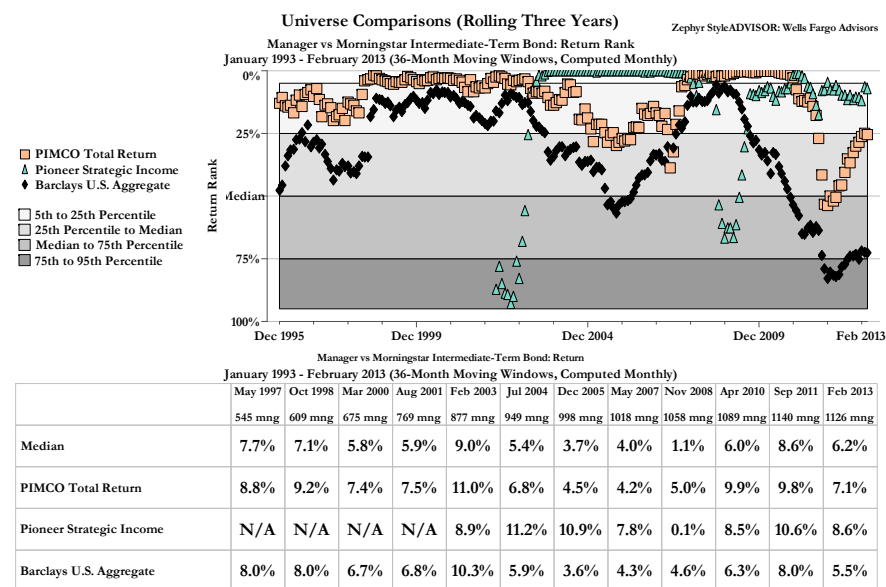
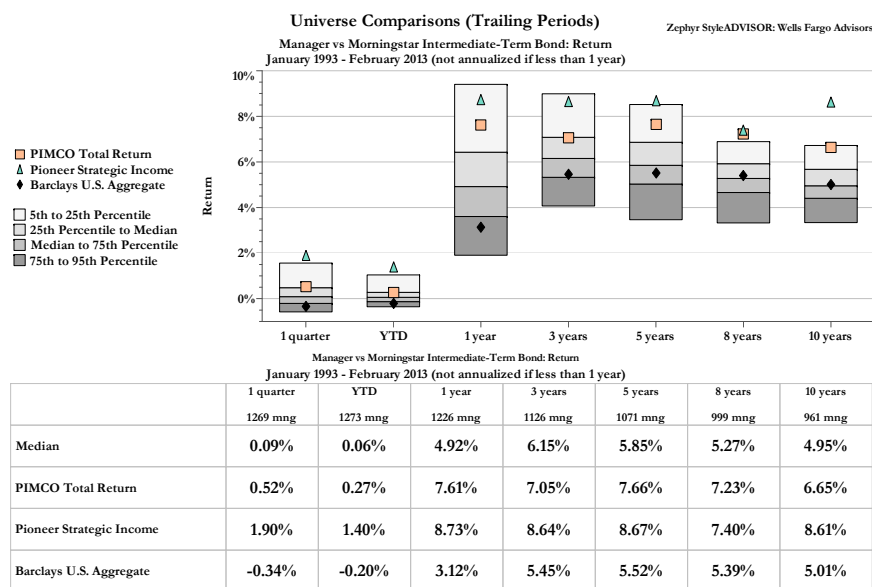


Manager vs Benchmark: Information Ratio
January 2003 - March 2013 (not annualized if less than 1 year)

	1 year	3 years	5 years
SSGA - Emg Mkts	0.12	-0.08	-0.73

III. Fixed Income Sector (US Bonds)

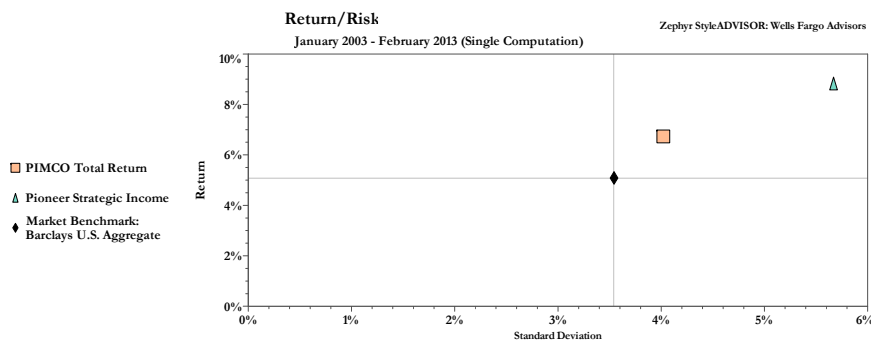
Periods Ending February 28, 2013- Performance



*Longer time periods are shown for illustrative purposes.
PIMCO Total Return Fund and Pioneer Strategic
Income Fund actual performance began on 11/3/09.

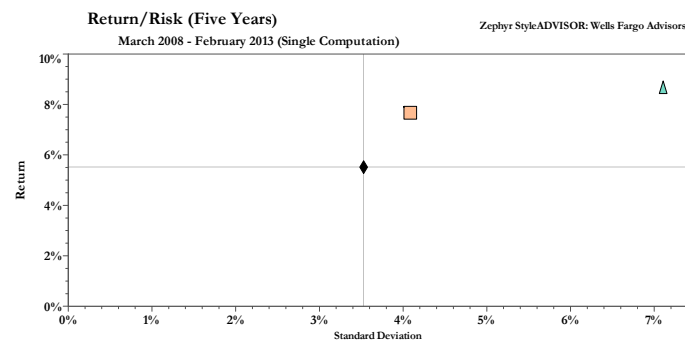
Fixed Income Sector (US Bonds)

Periods Ending February 28, 2013— Risk Measures



Annualized Summary Statistics: January 2003 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Observs.
PIMCO Total Return	6.73	4.02	0.97	1.77	72.49	1.26	122.00
Pioneer Strategic Income	8.84	5.67	0.78	4.87	23.53	1.27	122.00
Barclays U.S. Aggregate	5.07	3.54	1.00	0.00	100.00	0.96	122.00



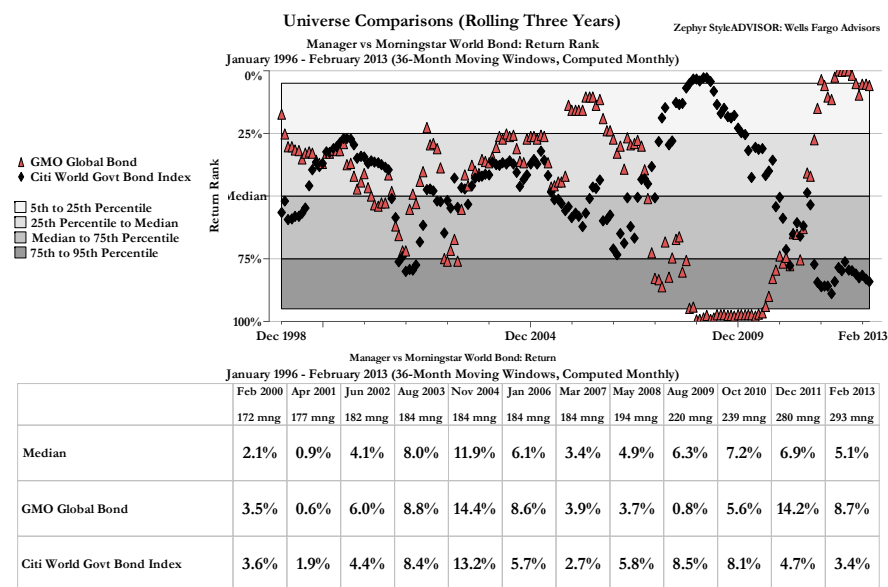
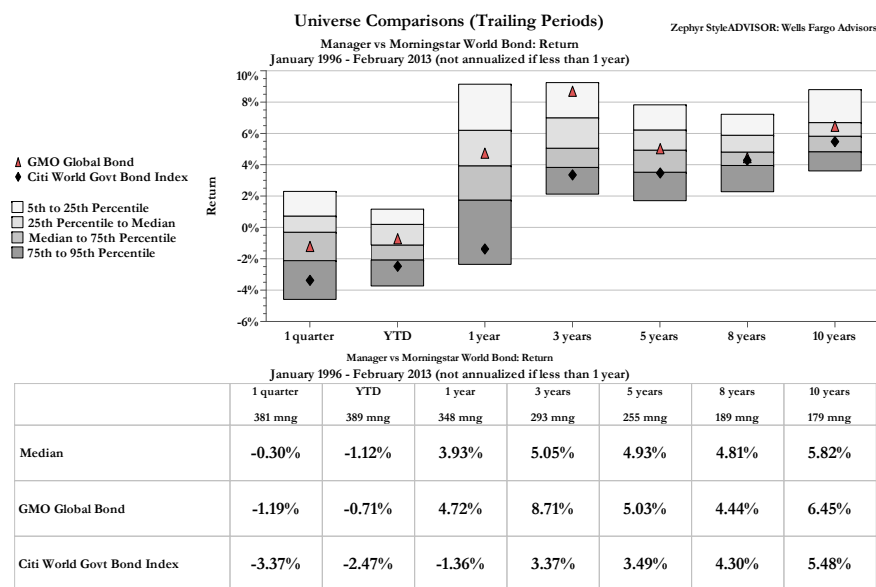
Annualized Summary Statistics: March 2008 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Observs.
PIMCO Total Return	7.66	4.08	0.86	2.85	54.76	1.79	60.00
Pioneer Strategic Income	8.67	7.11	0.78	4.44	14.91	1.17	60.00
Barclays U.S. Aggregate	5.52	3.53	1.00	0.00	100.00	1.47	60.00

*Longer time periods are shown for illustrative purposes. PIMCO Total Return Fund and Pioneer Strategic Income Fund actual performance began on 11/3/09.

Fixed Income Sector (Global Bonds)

Periods Ending February 28, 2013 - Performance

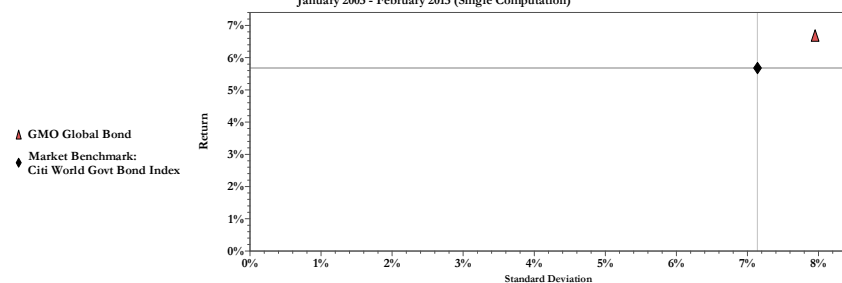


Fixed Income Sector (Global Bonds)

Periods Ending February 28, 2013– Risk Measures

Return/Risk
January 2003 - February 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors



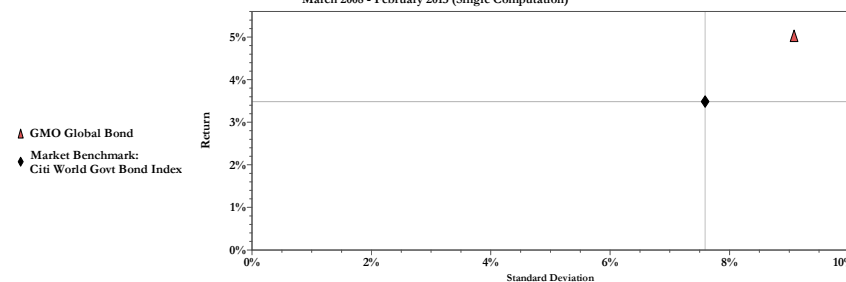
Annualized Summary Statistics: January 2003 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
GMO Global Bond	6.69	7.95	0.87	1.76	61.66	0.63	122.00
Citi World Govt Bond Index	5.68	7.14	1.00	0.00	100.00	0.56	122.00

Return/Risk (Five Years)

March 2008 - February 2013 (Single Computation)

Zephyr StyleADVISOR: Wells Fargo Advisors



Annualized Summary Statistics: March 2008 - February 2013

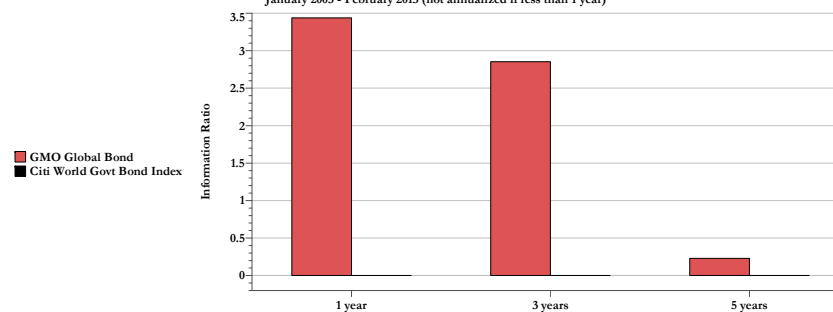
	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
GMO Global Bond	5.03	9.08	0.83	2.28	47.56	0.52	60.00
Citi World Govt Bond Index	3.49	7.59	1.00	0.00	100.00	0.41	60.00

Information Ratio

Manager vs Benchmark: Information Ratio

Zephyr StyleADVISOR: Wells Fargo Advisors

January 2003 - February 2013 (not annualized if less than 1 year)

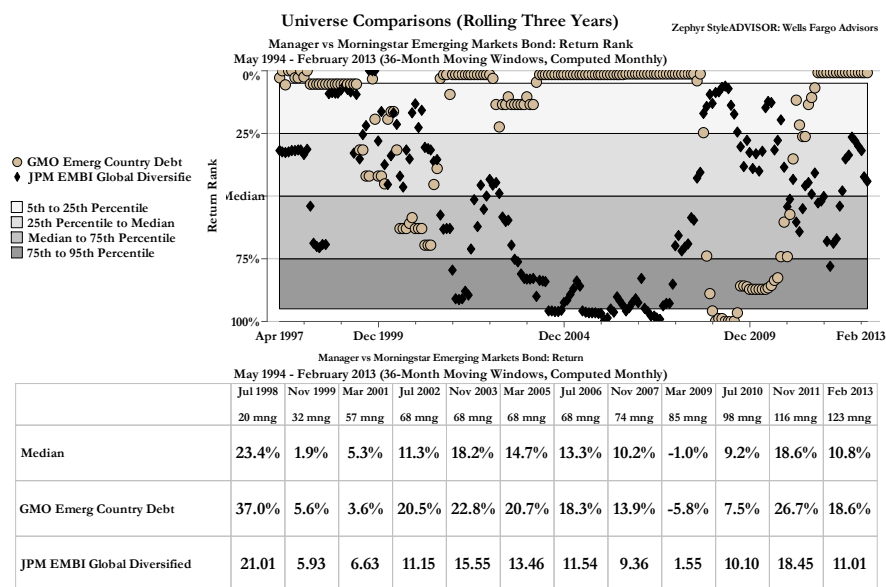
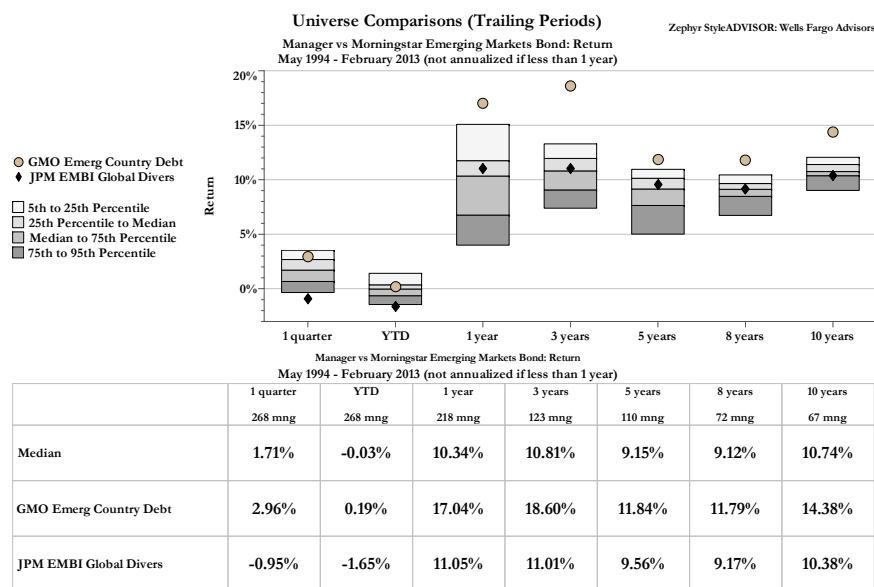


Manager vs Benchmark: Information Ratio
January 2003 - February 2013 (not annualized if less than 1 year)

	1 year	3 years	5 years
GMO Global Bond	3.44	2.85	0.23

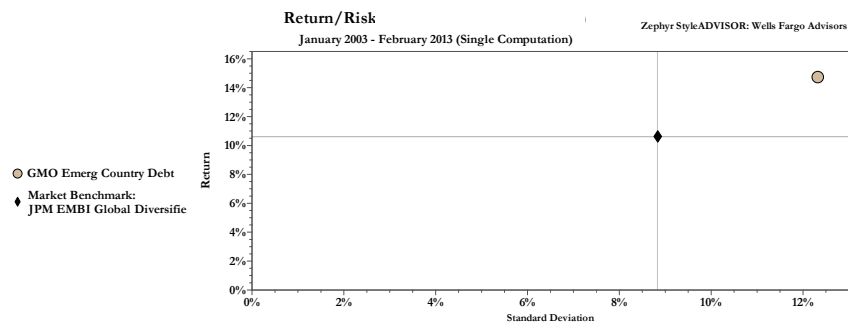
Fixed Income Sector (Emerging Market)

Periods Ending February 28, 2013 - Performance



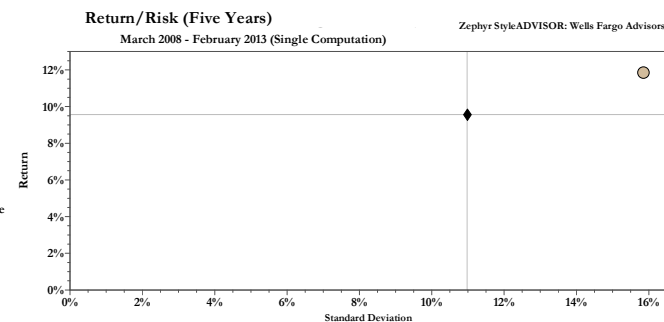
Fixed Income Sector (Emerging Market)

Periods Ending February 28, 2013– Risk Measures



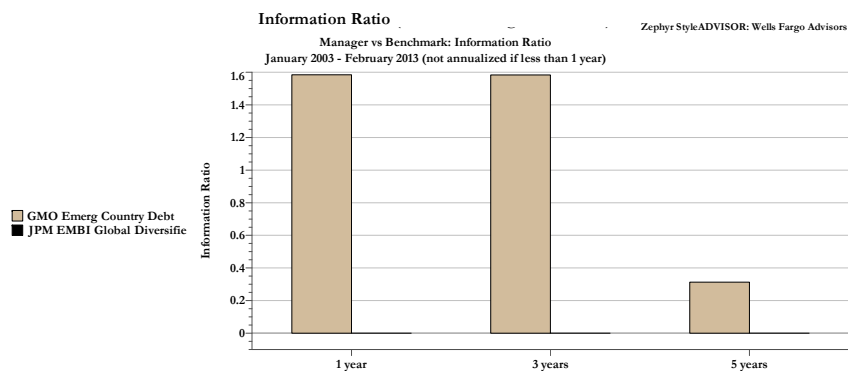
Annualized Summary Statistics: January 2003 - February 2013

	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
GMO Emerg Country Debt	14.75	12.32	1.29	1.11	84.98	1.06	122.00
JPM EMBI Global Diversified	10.61	8.83	1.00	0.00	100.00	1.01	122.00



Annualized Summary Statistics: March 2008 - February 2013

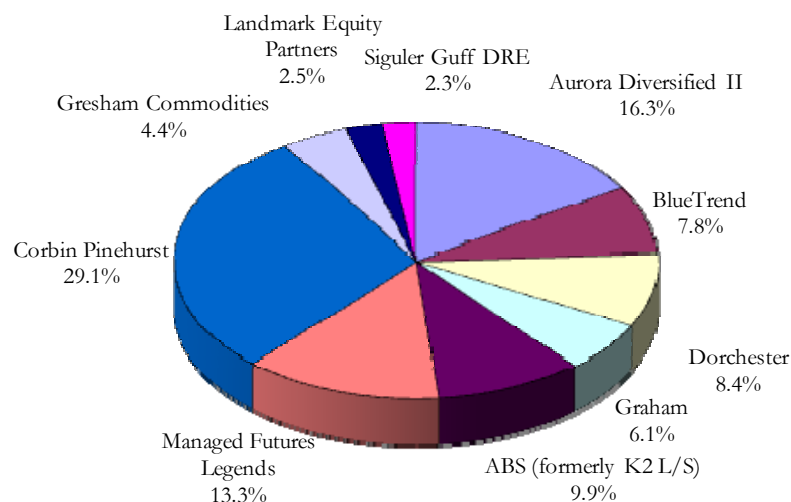
	Return (%)	Std Dev (%)	Beta vs. Market	Alpha vs. Market	R-Squared vs. Market	Sharpe Ratio	Obsvrs.
GMO Emerg Country Debt	11.84	15.86	1.32	-0.37	84.07	0.72	60.00
JPM EMBI Global Diversified	9.56	10.98	1.00	0.00	100.00	0.84	60.00



Manager vs Benchmark: Information Ratio
January 2003 - February 2013 (not annualized if less than 1 year)

	1 year	3 years	5 years
GMO Emerg Country Debt	1.58	1.58	0.31

Alternative Breakdown (%)



<u>Manager</u>	<u>% of Account</u>	<u>Estimated Market Value</u>	<u>Verified Values</u>	<u>Verified As Of</u>
Aurora Diversified II	16.3%	\$984,374	\$961,541	12/31/2012
BlueTrend	7.8%	\$471,297	\$471,655	2/28/2013
Dorchester	8.4%	\$509,210	\$514,395	12/31/2012
Graham	6.1%	\$366,029	\$352,697	1/31/2013
ABS (formerly K2 L/S)	9.9%	\$594,928	\$595,093	1/31/2013
Managed Futures Legends	13.3%	\$802,384	\$790,160	12/31/2012
Corbin Pinehurst	29.1%	\$1,753,939	\$1,725,346	12/31/2012
Gresham Commodities	4.4%	\$265,112	\$269,667	12/31/2012
Landmark Equity Partners	2.5%	\$149,358	\$149,362	9/30/2012
Siguler Guff DRE	2.3%	<u>\$136,179</u>	<u>\$136,168</u>	<u>9/30/2012</u>
Total	100.0%	\$6,032,810	\$5,966,084	

Data Source: Wells Fargo Advisors

	1q13	FYTD	One Year	Three Years1	Incept (Mgr) ²	Incept Bench ²	Performance Inception
<i>Combined Alternatives (1 mo lag)</i>	<i>2.6</i>	<i>2.8</i>	<i>1.5</i>	<i>1.9</i>	<i>1.6</i>	<i>2.3</i>	Jan-10
<i>HFRI FoF Index (1 mo lag)</i>	<i>3.6</i>	<i>5.8</i>	<i>3.8</i>	<i>2.3</i>			
<u>Lower Volatility</u>							
Aurora Diversified II	3.2	5.7	3.5	--	0.1	1.2	Feb-11
<i>HFRI Conservative Index</i>	<i>3.2</i>	<i>5.5</i>	<i>4.3</i>	--			
<u>Diversified</u>							
Corbin Pinehurst	3.4	6.5	7.0	5.2	5.5	2.3	Jan-10
Dorchester	0.0	2.3	2.5	2.2	3.1	2.3	Jan-10
<i>HFRI Fund of Funds</i>	<i>3.6</i>	<i>5.8</i>	<i>3.8</i>	<i>2.3</i>			
<u>Hedged Equity</u>							
ABS Global L/S (K2 prior to 12/12)	4.1	7.4	4.3	2.5	2.3	4.4	Jan-10
<i>HFRI Equity Hedge</i>	<i>5.5</i>	<i>10.4</i>	<i>4.3</i>	<i>4.2</i>			
<u>Managed Futures</u>							
BlueTrend	3.4	(0.1)	(0.6)	4.6	0.4	(2.5)	Feb-11
Graham	12.0	(1.6)	(2.8)	(2.4)	(3.7)	0.3	Jan-10
Managed Futures Legends	2.7	(6.6)	(6.5)	N/A	(4.9)	(2.5)	Feb-11
<i>CS Tremont Managed Futures Index</i>	<i>3.0</i>	<i>(3.2)</i>	<i>(3.4)</i>	<i>2.8</i>			
<u>Commodities</u>							
Gresham Commodities	(3.5)	4.8	(8.5)	--	(5.1)	(7.6)	Feb-11
<i>Dow UBS Commodity Index</i>	<i>(4.4)</i>	<i>6.5</i>	<i>(7.7)</i>	--			
<u>Private Equity</u>							
Landmark Equity Partners					7.8		Jan-10
Sigular Guff DRE					(1.1)		Mar-11

All returns are on a one-month lag. Performance greater than 1 year is annualized.

Data Source: Wells Fargo Advisors

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ASSET CLASS SUITABILITY: Stocks of small companies are typically more volatile than stocks of larger companies. They often involve higher risks because they may lack the management expertise, financial resources, product diversification and competitive strengths to endure adverse economic conditions. High-yield, non-investment grade bonds are only suitable for aggressive investors willing to take greater risks, which could result in loss of principal and interest payments. Global/International investing involves risks not typically associated with US investing, including currency fluctuations, political instability, uncertain economic conditions and different accounting standards.

PAST PERFORMANCE: Past performance is not an indication of future results.

ASSET CLASS PERFORMANCE REPRESENTATIONS: Long Term Treasuries = BC Treasury Long; Municipals = BC Municipal; Foreign Bonds = Salomon World BIG – IB; US Govt/Credit = BC Govt/Credit; Mtge Backed Securities = ML Mortgage Master; Corporate Bonds = Salomon Corporate; 90 Day T-Bills = Salomon; Japanese Stocks = Salomon Japan BMI; High Yield Bonds = ML High Yield Master; Small Cap US Value = RU 2000 Value; MidCap US Stocks = RU Midcap; Large Cap US Value = RU 1000 Value; European Stocks = Salomon Europe BMI; Small Cap US Stocks = RU 2000; Lg Cap US Growth = RU 1000 Growth; Latin American Stocks = Salomon Latin America BMI; Sm Cap US Growth = RU 2000 Growth

BROAD EQUITY MARKET & SECTOR PERFORMANCE REPRESENTATIONS: Large-Cap = S&P 500 or Russell 1000; Mid-Cap = RU Midcap; Small-Cap = RU 2000; International = MSCI EAFE

DATA SOURCES: Information found in this document was derived from the following sources: Zephyr Associates StyleAdvisor, Informa M-Watch, Investor Force, Barclays Capital, MSCI Barra, and Standard & Poor's.

Dow Jones Industrial Average - This index is comprised of 30 "blue-chip" US stocks selected for their history of successful growth and wide interest among investors. The DJIA represents about 20% of the total market value of all US stocks and about 25% of the NYSE market capitalization. It is a price-weighted arithmetic average, with the divisor adjusted to reflect stock splits and the occasional stock switches in the index.

NASDAQ Composite - A cap-weighted index comprised of all common stocks that are listed on the NASDAQ Stock Market (National Association of Securities Dealers Automated Quotation system).

S&P 500 - A broad-based measurement of changes in stock market conditions based on the average performance of 500 widely held common stocks. This index does not contain the 500 largest companies nor the most expensive stocks traded in the U.S. While many of the stocks are among the largest, this index also includes many relatively small companies. This index consists of approximately 380 industrial, 40 utility, 10 transportation and 70 financial companies listed on U.S. market exchanges. It is a capitalization-weighted index (stock price times number of shares outstanding), calculated on a total return basis with dividends reinvested.

S&P 500/Citigroup Growth - The S&P/Citigroup Growth tracks the performance of those stocks in the S&P 500 with lower book-to-price ratios. A cap-weighted index, it is rebalanced semi-annually, based on its price-to-book ratios and market capitalizations at the close of trading one month prior. The index is adjusted each month to reflect changes in the S&P 500. This index is more heavily weighted in the consumer non-cyclical, health care, and technology sectors than the S&P 500.

S&P 500/Citigroup Value - The S&P Citigroup/Value tracks the performance of those stocks in the S&P 500 with higher book-to-price ratios. A cap-weighted index, it is rebalanced semi-annually on January 1 and July 1, based on its book-to-price ratios and market capitalizations at the close of trading one month prior. The index is adjusted each month to reflect changes in the S&P 500. This index tends to be more heavily concentrated in the energy and financial sectors than the S&P 500.

Russell 1000 - The 1000 largest companies in the Russell 3000 index, based on market capitalization.

Russell 1000 Growth - A segment of the Russell 1000 with a greater-than-average growth orientation. Companies in this index have higher price-to-book and price-earnings ratios, lower dividend yields and higher forecasted growth values than the Russell 1000 Value index.

Russell 1000 Value - Represents a segment of the Russell 1000 with a less-than-average growth orientation. Companies in this index have low price-to-book and price-earnings ratios, higher dividend yields and lower forecasted growth values than the Russell 1000 Growth Index.

Russell Mid Cap - The index consisting of the bottom 800 securities in the Russell 1000 as ranked by total market capitalization, and it represents over 35% of the Russell 1000 total market cap.

Russell 2000 - The 2000 smallest companies in the Russell 3000 index.

Russell 2000 Growth - A segment of the Russell 2000 with a greater-than-average growth orientation. Companies in this index have higher price-to-book and price-earnings ratios, lower dividend yields and higher forecasted growth values than the Russell 2000 Value index.

Russell 2000 Value - A segment of the Russell 2000 with a less-than-average growth orientation. Companies in this index have low price-to-book and price-earnings ratios, higher dividend yields and lower forecasted growth values than the Russell 2000 Growth index.

Russell 2500 - The index consisting of the bottom 500 stocks in the Russell 1000(as ranked by market capitalization) and all of the stocks in the Russell 2000. This index is intended to be used as a measure of small to medium/small stock performance, and it represents over 22% of the Russell 3000 total market cap.

MSCI EAFE - A market capitalization-weighted index representing all of the MSCI developed markets outside North America. It comprises 20 of the 22 countries in the MSCI World. These 20 countries include the 14 European countries in the MSCI Europe and the 6 Pacific countries in the MSCI Pacific. This index is created by aggregating the 20 different country indexes, all of which are created separately.

MSCI World - This market capitalization-weighted index represents all 22 of the MSCI developed markets in the world. It is created by aggregating the 22 different country indexes, all of which are created separately.

MSCI Emerging Markets Free (EMF) - A market capitalization-weighted index representing 26 of the emerging markets in the world. Several factors are used to designate whether a country is considered to be emerging vs. developed, the most common of which is Gross Domestic Product Per Capita. The "Free" aspect indicates that this index includes only securities that are allowed to be purchased by global investors. This index is created by aggregating the 26 different country indexes, all of which are created separately.

Barclays Capital Government/Credit - This index includes all bonds that are in the Barclays Capital Government Bond and the Barclays Capital Credit Bond indices.

Barclays Capital Government Intermediate - All bonds covered by the Barclays Capital Government Bond index with maturities of 1 and 10 years.

Barclays Capital Aggregate Bond - This index is made up of the Barclays Capital Government/Credit, the Mortgage-Backed Securities, and the Asset-Backed Securities indices. All issues in the index are rated investment grade or higher, have at least one year to maturity, and have an outstanding par value of at least \$100 million.

Barclays Capital Government Long Term - All bonds covered by the Barclays Capital Government Bond index with maturities of 10 years or greater.

Barclays Capital Municipal Bond - This market cap weighted index includes investment grade tax-exempt bonds and is classified into four main sectors: General Obligation, Revenue, Insured, and Pre-refunded. To be included in this index, the original transaction size of a bond must have been greater than \$50 million.

Merrill Lynch Convertibles - The convertible securities used in this index span all corporate sectors and must have a par amount outstanding of \$25 million or more. The maturity must be at least one year. The coupon range must be equal to or greater than zero and all quality of bonds are included. Excluded from this index are preferred equity redemption stocks. When the component bonds of this index convert into common stock, the converted securities are dropped from the index.

Merrill Lynch High Yield Master - Market-cap weighted index providing a broad-based measure of bonds in the US domestic bond market rated below investment grade but not in default. Includes only issues with a credit rating of BB1 or below as rated by Moody's and/or S&P, at least \$100 million in face value outstanding and a remaining term to final maturity equal to or greater than one year.

Dow Jones Wilshire REIT Index - A measurement of equity REITs and Real Estate Operating Companies. No special-purpose or health care REITs are included. It is a market capitalization-weighted index for which returns are calculated monthly using buy and hold methodology; it is rebalanced monthly.

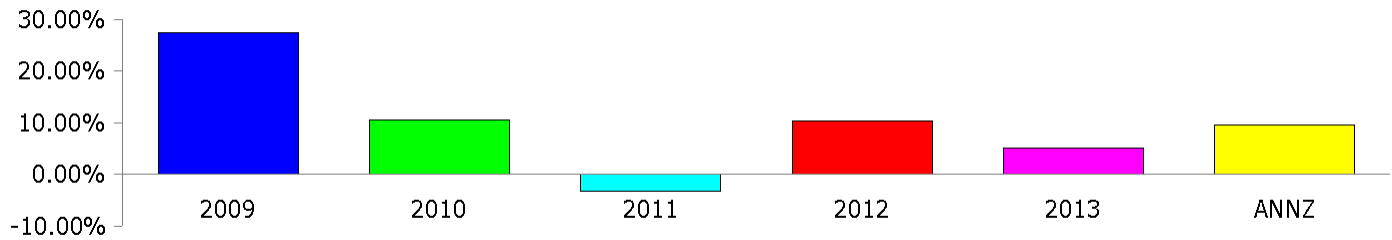
Citigroup 3 Month Treasury Bill - Representing the monthly return equivalents of yield averages that are not marked to market, this index is an average of the last three three-month Treasury bill issues.

50/50 Blend (S&P 500/BCIGC) - A blended benchmark consisting of 50% S&P 500 and 50% Barclays Capital Government/Credit Intermediate indices.

Previous Month End Performance for 11893008

COLLEGE OF WILLIAM AND MARY- GREEN FUND

Net Money-Weighted Rates of Return



Previous Month End Performance Summary

Performance Inception Date:	Jan 23, 2009	Since Inception Money-Weighted ROR:	9.52 %
		2013 YTD Money-Weighted ROR:	5.14 %

Beginning Market Value (January 1, 2013):	\$216,619
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Quarter	Contributions	Withdrawals
Jan 1 - Mar 31	20,000	0

Total Net Flows:	20,000
Invested Capital:	236,619
Appreciation/Depreciation:	11,653
Ending Market Value (March 31, 2013):	\$248,272
Average Invested Capital:	226,841

Returns are calculated net of transaction costs and net of management fees.

Returns greater than one year are annualized.

Account data is on a trade date basis and accrued income is included in beginning and ending values. Performance is based on current market prices, as available.

Certain assets are excluded from Beginning and Ending Values and are not included in performance calculations. Selected annuities, certain types of direct investments, mutual funds held outside the firm, precious metals, coins, bullion, or any assets subject to tax-withholding (TEFRA) are among the assets not included in values or performance calculations.

Included within Appreciation/Depreciation is: Income \$286

Accrued Income is included within values: Beginning \$107 Ending \$0

One or more year(s) excluded (if applicable).

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EXECUTIVE COMMITTEE
April 17, 2013
4:30 – 6:00 p.m.
Rector's Office - Blow Memorial Hall

Jeffrey B. Trammell, Chair
Charles A. Banks III, Vice Chair
Dennis H. Liberson, Secretary

- I. Introductory Remarks - Mr. Trammell
- II. Approval of Minutes – February 6, 2013
- III. Closed Session (if necessary)
- IV. Open Session - Certification of Closed Session **Resolution**
- V. Adjourn

EXECUTIVE COMMITTEE
MINUTES – FEBRUARY 6, 2013

MINUTES
Executive Committee
February 6, 2013
Rector's Office – Blow Memorial Hall

Attendees: Jeffrey B. Trammell, Chair; Charles A. Banks III, Vice Chair; Robert E. Scott; Todd A. Stottlemeyer and John C. Thomas. Others in attendance: President W. Taylor Reveley III, Michael J. Fox, Deborah A. Love and Michael L. Stump.

Chair Jeffrey B. Trammell called the meeting to order at 5:18 p.m. Recognizing that a quorum was present, Mr. Trammell asked for a motion to approve the minutes of the meeting of November 28, 2012. Motion was made by Mr. Scott, seconded by Mr. Stottlemeyer and approved by voice vote of the Committee.

Mr. Trammell asked for a motion that the Executive Committee of the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing personnel matters pertaining to the evaluation of a specific executive employee, and matters pertaining to the consideration of honorary degrees for Charter Day and Commencement 2013, as provided for in Section 2.2-3711.A.1. and 10., of the Code of Virginia. Motion was made by Mr. Banks, seconded by Mr. Scott and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 5:21 p.m.

The Executive Committee reconvened in open session at 6:37 p.m. Mr. Trammell reviewed the topics discussed during closed session, then asked for a motion to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Banks, seconded by Mr. Stottlemeyer and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox (**Certification Resolution** is appended).

There being no further business, the Committee adjourned at 6:38 p.m.

February 6, 2013

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES:

5

NAYS:

0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Chair
Executive Committee

COMMITTEE ON AUDIT AND COMPLIANCE
April 18, 2013
8:00 – 9:30 a.m.
Board Conference Room - Blow Memorial Hall

John C. Thomas, Chair
Michael Tang, Vice Chair

- I. Introductory Remarks - Mr. Thomas
- II. Approval of Minutes – February 7, 2013
- III. Report from Auditor of Public Accounts
- IV. Closed Session (if necessary)
- V. Open Session - Certification of Closed Session **Resolution**
- VI. Report from Director of Internal Audit - Michael L. Stump
 - A. Report of Internal Audit Activity Since February 7, 2013 - Enclosure E.
- VII. Report from Compliance and Policy Officer – Kiersten L. Boyce
- VIII. Report from the Vice President for Administration – Anna B. Martin
- IX. Discussion
- X. Executive Session
- XI. Adjourn

COMMITTEE ON AUDIT AND COMPLIANCE

MINUTES – FEBRUARY 7, 2013

MINUTES
Committee on Audit and Compliance
February 7, 2013
Board Room - Blow Memorial Hall

Attendees: The Honorable John C. Thomas, Chair; Michael Tang, Vice Chair; Edward L. Flippen; John E. Littell; Leigh A. Pence; and L. Clifford Schroeder, Sr. Board members present: Rector Jeffrey B. Trammell; Vice Rector Charles A. Banks, III; and Robert E. Scott. Others present: President W. Taylor Reveley, III; Kiersten L. Boyce; Courtney M. Carpenter; Michael J. Fox; Michael R. Halleran; Samuel E. Jones; Jennifer B. Latour; Deborah A. Love; Anna B. Martin; Michael L. Stump and other administrative staff.

Chair John C. Thomas called the meeting to order at 9:00 a.m. Recognizing that a quorum was present, Mr. Thomas asked for a motion to approve the minutes of the November 28, 2012, meeting. Motion was made by Mr. Tang, seconded by Ms. Pence and approved by voice vote.

Mr. Thomas moved that the Committee on Audit and Compliance of the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing personnel matters pertaining to specific personnel, and briefings by legal counsel or staff members pertaining to specific legal matters, as provided for in Section 2.2-3711.A. 1., and 7., of the Code of Virginia. Motion was seconded by Mr. Tang and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 9:03 a.m.

The Committee reconvened in open session at 9:46 a.m. Mr. Thomas reviewed the topic discussed in the closed session and moved the adoption of the **Resolution** certifying the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Tang and approved by roll call vote conducted by Mr. Thomas (Certification **Resolution** is appended.)

Mr. Thomas asked Mr. Stump for his report. Mr. Stump informed the Committee that his office completed three projects: the VIMS Shellfish Pathology lab, data centers, and President's Discretionary funds. There were 12 projects in process, detailed in Enclosure M.

Mr. Stump reviewed **Resolution 2**, Revision of the Office of Internal Audit Charter. Following brief discussion, Mr. Thomas moved adoption of **Resolution 2**. Motion was seconded by Mr. Flippen and approved by voice vote of the Committee.

Mr. Thomas asked Ms. Boyce for her report. Ms. Boyce reviewed the status of her investigations and compliance efforts, and provided an update on continuing efforts to put in place policies designed to protect minors involved in university activities and to prevent sexual misconduct, announcing that the new sexual harassment policy is completed and online, and that the crime reporting policy is being implemented to enhance Clery Act compliance. She also stated that a policy specifically aimed at activities involving minors is under development.

Ms. Boyce then discussed the proposed **Resolution 3**, Compliance Program Charter, included in the agenda materials. Following brief discussion, Mr. Thomas moves adoption of **Resolution 3**. Motion was seconded by Ms. Pence and approved by voice vote.

There being no further business, the Committee adjourned at 9:51 a.m.

February 7, 2013

CERTIFICATION OF CLOSED SESSION

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

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

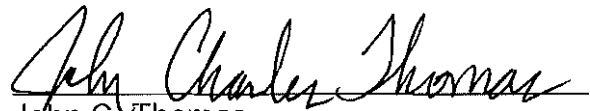
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Audit and Compliance, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session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

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:


John C. Thomas
Chair
Committee on Audit and Compliance

COLLEGE OF WILLIAM AND MARY and RICHARD BLAND COLLEGE
REPORT OF INTERNAL AUDIT ACTIVITY SINCE FEBRUARY 7, 2013

ProjectsCompletion Date

- Hotline RBC March 19

Projects in processEstimated Completion Date

- Assist Auditor of Public Accounts Ongoing
- BoV resolution compilation and analysis April 2013
- Centralized billing and VA benefits – management request Ongoing
- EVMS financial evaluation Ongoing
- Highland – Judge Thomas' request April 2013
- PBK Hall, Theatre & Speech – management request June 2013
- President's Business Innovation Comm – President's request Ongoing
- Risk Management Steering Committee – management request Ongoing
- School of Education April 2013
- Small Purchase Charge Card Program Ongoing
- Vendor create/modify controls – management request April 2013
- VIMS/SMS Vessel Operations – management request Sept 2013

COMMITTEE ON ATHLETICS
April 18, 2013
8:30 – 9:30 a.m.
Board Room – Blow Memorial Hall

Peter A. Snyder, Chair
Kendrick F. Ashton, Jr., Vice Chair

- I. Introductory Remarks – Mr. Snyder
- II. Approval of Minutes - February 7, 2013
- III. Closed Session (if necessary)
- IV. Guest Coach
- V. Spring Sports Update
- VI. Conference Update
- VII. Zable Gift/Stadium Update
- VIII. Athletic Event Calendar
- IX. Adjourn

COMMITTEE ON ATHLETICS
MINUTES – FEBRUARY 7, 2013

MINUTES
Committee on Athletics
February 7, 2013
Blow Memorial Hall Room 201

Board of Visitors' Committee members present: Peter A. Snyder, Chair; Kendrick F. Ashton, Jr., Vice Chair; Thomas R. Frantz, Sue H. Gerdelman, Todd A. Stottlemeyer and Board of Visitors faculty representative William J. Hausman.

W&M Foundation members present: Juan F. Conde; Patrick Saint George Cousins; Scott M. Custer, Maryellen Farmer Feeley, Audra Lynn Lalley; John S. Novogratz; Ellen R. Stofan; H. Thomas Watkins III; Donnan Chancellor Wintermute.

Others present: Al Albert, Jennifer M. Bateman, Edward C. Driscoll, Jr., Robert T. Dwyer, Lee J. Foster, Chris Stratton, Sandra J. Wilms, members of the Faculty Liaison Committee, and other William and Mary administrative staff.

Board of Visitors Athletics committee chair Peter A. Snyder called the meeting to order at 9:00 a.m. Noting that this was a joint meeting of the Board of Visitors' Committee on Athletics and the Athletics Subcommittee of the William and Mary Foundation, Mr. Snyder welcomed the members of the Foundation, and introduced Foundation Chair Tom Watkins.

In brief opening remarks, Mr. Watkins thanked the Board for inviting the Foundation members to participate and asked those present to introduce themselves.

Recognizing that a quorum of the Subcommittee was present, Mr. Watkins moved adoption of the minutes of the Foundation Athletics Subcommittee meeting of October 25, 2012. Motion was duly seconded and approved by voice vote.

Recognizing that a quorum of the Athletics committee was present, Mr. Snyder asked for a motion to adopt the minutes of the Board of Visitors Committee on Athletics meeting of November 28, 2012. Motion was made by Mr. Stottlemeyer, seconded by Mr. Ashton and approved by voice vote.

Mr. Snyder advised that the closed session would be deferred to the end of the meeting.

Director of Athletics Terry Driscoll introduced senior student-athlete Ryan Williams, a member of the Tribe baseball team, who was asked earlier this morning to fill in for Anck Cepeda, a member of the women's tennis team originally scheduled to speak but who was ill. A brief discussion ensued between the Committee members and Mr. Williams.

Mr. Driscoll provided an update on development of the Tribe Athletics website and showed two of the latest videos produced by the marketing department. A brief discussion on future plans and goals ensued.

Committee on Athletics
MINUTES
Page 2

Senior Associate Athletics Director for External Affairs Bobby Dwyer reported on recent athletic endowment gifts, including a new endowment received for men's track and field. A brief discussion ensued on athletic endowments in general.

Mr. Driscoll provided an update on the Colonial Athletic Association and reviewed upcoming special events. A brief discussion ensued.

Mr. Dwyer advised that Associate Director of Development and former Men's Soccer Coach Al Albert would be inducted into the William and Mary Athletics Hall of Fame on April 13. A round of applause was offered in congratulations by the members of the two committees.

Mr. Snyder moved that the Committee on Athletics of the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing gifts, bequests and fund-raising activities, and discussion of a public contract involving the expenditure of public funds, as provided for in Section 2.2-3711.A.8. and 29., of the Code of Virginia. Motion was seconded by Mr. Frantz and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 9:37 a.m.

The Committee on Athletics reconvened in open session at 10:00 a.m. Mr. Snyder reviewed the topic discussed during closed session, 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. Frantz and approved by roll call vote of the Committee members conducted by Mr. Snyder (**Certification Resolution** is appended).

There being no further business, the joint meeting adjourned at 10:00 a.m.

February 7, 2013

CERTIFICATION OF CLOSED SESSION

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

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

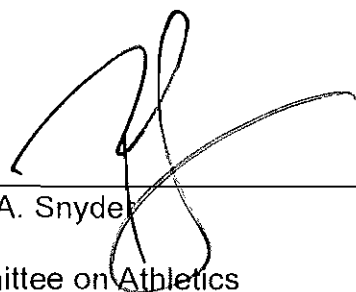
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Athletics, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which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

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:



Peter A. Snyder
Chair
Committee on Athletics

RICHARD BLAND COLLEGE COMMITTEE
April 18, 2013
9:30 – 11:00 a.m.
Board Conference Room – Blow Memorial Hall

Dennis H. Liberson, Chair
Ann Green Baise, Vice Chair

- I. Introductory Remarks – Mr. Liberson
- II. Approval of Minutes – February 7, 2013
- III. Closed Session (if necessary)
- IV. Open Session – Certification of Closed Session **Resolution**
- V. General Reports
 - A. Report from President - Debbie L. Sydow
 - B. Report from Interim Chief Operating Officer - Annette Parker
 - C. Report from Faculty Representative - Barbara Morgan
 - D. Report from Student Representative - Jessica Salazar
- VI. Action Material
 - A. Resolution to Approve Richard Bland College's
2014-2019 Strategic Plan **Resolution** 1
 - B. Faculty Promotion **Resolution** 2
 - C. Award of Academic Tenure **Resolution** 3
 - D. Retirement of Dorothy P. Edwards
Director of Information Technology Services **Resolution** 4
 - E. Retirement of Chalmer L. Pritchard, Jr.
Division of Science and Quantitative Methods **Resolution** 5
 - F. Retirement of Margaret J. Sommer
Division of Science and Quantitative Methods **Resolution** 6
 - G. Retirement of Jacqueline W. Davis
Enrollment Services Specialist **Resolution** 7

RICHARD BLAND COLLEGE COMMITTEE
April 18, 2013

- | | |
|--|--------------------------------|
| H. FY 2013-2014 Tuition and Fees | Resolution <u> 8 </u> |
| I. 2013-2014 Operating Budget Proposal | Resolution <u> 9 </u> |
| VII. Informational Material | |
| A. 2012-2013 Operating Budget Update | Enclosure <u> A </u> |
| B. Faculty Representative Report | Enclosure <u> B </u> |
| C. Student Representative Report | Enclosure <u> C </u> |
| VIII. Discussion | |
| IX. Executive Session | |
| X. Adjourn | |

RICHARD BLAND COLLEGE COMMITTEE

MINUTES – FEBRUARY 7, 2013

MINUTES
Richard Bland College Committee
February 7, 2013
Board Conference Room – Blow Memorial Hall

Attendees: Ann Green Baise, Vice Chair; Kendrick F. Ashton, Jr.; Edward L. Flippen; Sue H. Gerdelman; John E. Little; faculty representative Barbara Morgan and student representative Jessica Salazar. Others present: President Debbie L. Sydow, C. Scott Davis, J. Tyler Hart, Deborah A. Love, Annette Smith Parker and Sandra J. Wilms.

Vice Chair Ann Baise called the Committee to order at 10:05 a.m. and welcomed Sue Gerdelman to the Committee.

Recognizing that a quorum was present, Ms. Baise asked for a motion to approve the minutes of the meeting of November 29, 2012. Motion was made by Mr. Flippen, seconded by Mr. Littel, and approved by voice vote of the Committee.

President Sydow presented a PowerPoint report on the 2014-2019 Draft Strategic Plan, noting the goal was to have the plan approved at the April 2013 meeting. At the conclusion of the presentation, President Sydow invited feedback from the Committee and a general discussion ensued.

Interim Chief Operations Officer Annette Smith Parker presented a PowerPoint update on operations, starting with the approach, identifying impediments, further modeling and next steps, followed by a general discussion with the Committee.

Faculty representative Professor Barbara Morgan reported on the first meeting of the Faculty Senate, noting that morale was significantly improved. Professor Morgan advised that Richard Bland was now an official member of the National Junior College Athletic Association (NJCAA) and would begin competing in basketball and soccer in the fall.

Student representative Jessica Salazar briefly commented on her report, contained in the agenda book at Enclosure G.

President Sydow advised that there was one action item. Ms. Baise asked for a motion to approve **Resolution 1**, Appointments to Fill Vacancies in the Professional Faculty. Motion was made by Mr. Littel, seconded by Mr. Flippen and approved by voice vote of the Committee.

Ms. Parker commented briefly on the operating budget update, as detailed in Enclosure C.

Ms. Baise moved that the Committee convene in Executive Session for the purpose of discussing personnel matters pertaining to specific employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Flippen and approved by voice vote. The Committee went into closed session at 11:05 a.m.

Richard Bland College Committee
MINUTES
Page 2

The Committee reconvened in open session at 11:26 a.m. Ms. Baise reviewed the topics discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Flippen and approved by roll call vote of the Board members conducted by Ms. Baise. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 11:26 a.m.

February 7, 2013

CERTIFICATION OF CLOSED SESSION

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

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

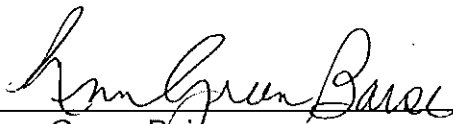
NOW, THEREFORE, BE IT RESOLVED, That the Richard Bland College Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session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

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:



Ann Green Baise
Vice Chair
Richard Bland College Committee

**RESOLUTION TO APPROVE RICHARD BLAND COLLEGE'S
2014-2019 STRATEGIC PLAN**

Following a comprehensive planning process, which included extensive input from Richard Bland College stakeholders and extensive analysis of pertinent industry data, performance metrics, historical information, current environmental conditions and future trends, the President recommends Board approval of the 2014-2019 Strategic Plan for Richard Bland College, entitled RBC-19. The RBC-19 Executive Summary (*attached*) contains a revised mission and vision statements, strategic goals, and key performance indicators (KPIs) that focus on elevating the quality, relevance and reputation of Richard Bland College (RBC) in direct support of the goals of the Commonwealth of Virginia.

Appropriately leveraging its affiliation with the College of William and Mary, RBC-19 seeks to capitalize on Richard Bland College's unique position in Virginia public higher education. As technology and funding shifts drive major changes in the higher education industry, RBC's small size (<1,500 full-time students & <100 full-time employees) and limited academic portfolio (2 associate degrees) make it particularly well positioned to test and advance academic and administrative innovation. Richard Bland has the capacity to serve as a model for testing and applying innovative, outcomes-driven solutions in higher education. Through effective communications (branding and marketing), RBC has the potential to attract urban, suburban and rural students who seek an affordable, residential two-year college experience at its expansive and picturesque physical campus located near historic Petersburg, Virginia, which is a short drive from the nation's capital and other significant historic landmarks. Key performance indicators will be monitored and progress regularly reported to RBC stakeholders in the interest of transparency and accountability.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia hereby approves the 2014-2019 Strategic Plan for Richard Bland College, RBC-19.

BE IT FURTHER RESOLVED, That the Board commends the work of the entire Richard Bland College community in this effort.



**RICHARD BLAND COLLEGE OF THE
COLLEGE OF WILLIAM & MARY**

RBC-19

2014-2019 STRATEGIC PLAN, AN EXECUTIVE SUMMARY

HISTORY

Richard Bland College was founded in 1960 as a division of The College of William & Mary in Virginia to provide the first two years of baccalaureate education to local citizens at minimal cost. By 1975 the mission had expanded to include meeting the "educational and cultural demands of the citizens of the Commonwealth, other states, and foreign nations." With the addition of residence halls in 2008, this picturesque campus located near historic Petersburg, Virginia, emerged as a vibrant and diverse living-learning community.

MISSION

To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

VISION

As an extension of William & Mary, Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education.

VALUES

- integrity and honesty
- student & faculty engagement
- innovation
- exploration and discovery
- diversity and openness
- shared responsibility for student success

GOALS

The five-year strategic plan focuses on goals in three key areas:
STUDENTS, PROGRAMS & DELIVERY, AND OPERATIONS & RESOURCES

#1 STUDENTS

Goal. To achieve an enrollment target of 2,000 students.

- Create a strategic enrollment management plan (SEM), and align enrollment-related policies, practices and services with the mission, vision, brand and SEM goals;
- facilitate and inspire learning through proven and innovative teaching and support methodologies;
- design and implement a research-based, comprehensive and creative first-year learning experience; and
- improve retention, graduation and transfer rates.

#2 PROGRAMS & DELIVERY

Goal. To be optimally responsive to documented market demand.

- Modify existing and create new curricula to provide the right and best portfolio of academic program offerings;
- establish a Center for Strategic Initiatives that delivers education solutions in response to market demand;
- selectively serve as a beta site for innovative solutions in higher education instruction, academic support and management; and
- deliver courses and programs at times, locations and in modalities that optimize resources and accommodate student schedules and preferences.

#3 OPERATIONS & RESOURCES

Goal. To establish and maintain a high performance organization and ensure financial and environmental sustainability.

- Develop and implement financial and sustainability master plans;
- collect, analyze, disseminate and utilize pertinent performance-related information to drive quality and continuous improvement;
- develop and implement revenue enhancement plans; and
- deploy all financial, physical, IT and human resources in direct support of the mission, vision and strategic goals.

KEY PERFORMANCE INDICATORS

A data dashboard will be developed to monitor progress toward the achievement of key performance indicators.

- Increase enrollment, 2,000 students / 1,500 FTES;
- elevate brand and reputation, yield rates from 3-county/3-city area high schools and throughout the Commonwealth will improve by at least 5 percentage points;
- expand market-driven programs and modes of delivery, add 6 new degree programs, 10 new certificates, 40 or more total guaranteed admission and articulation agreements, and deliver 100% of programs online, off-site, or other means convenient to students;
- improve student satisfaction, students will rate their overall satisfaction with Richard Bland College at 90% or higher on CCSSE;
- decrease overhead expenses, decrease percent of expenses related to institutional support and operations/physical plant, based upon IPEDS data, by at least 5 percentage points; and
- increase net auxiliary resources, net auxiliary resources will increase by at least 5 percentage points.

**RICHARD BLAND COLLEGE
FACULTY PROMOTION**

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

**RICHARD BLAND COLLEGE
AWARD OF ACADEMIC TENURE**

The following members of the instructional faculty of Richard Bland College have been recommended for the award of academic tenure 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 award of academic tenure to the following faculty members, effective with the beginning of the 2013-2014 academic year.

DARLENE J. MITTEN, Associate Professor of English and Speech/Theatre

A.S., Richard Bland College, 1990
B.F.A., Longwood College, 1994
M.A., Ohio University, 1996

Professor Mitten taught theatre and speech communication courses at Mary Washington College and Central Texas College prior to joining the faculty of Richard Bland College. As a member of the Richard Bland College faculty, she has directed theatrical productions and served as advisor to the speech team and the student newspaper. Her student evaluations evidence Professor Mitten's dedication to student learning.

LEJEANNA M. RAYMOND, Associate Professor of English

B.A., Presbyterian College, 1993
M.S.D., Baptist Theological Seminary, 1998
M.A., University of North Carolina at Greensboro, 2005

Professor Raymond served as an instructor of English and Developmental Studies at Piedmont Community College in North Carolina prior to joining the faculty of Richard Bland College. As a member of the Richard Bland College faculty, she has been promoted in faculty rank and served as an advisor to the student newspaper. Her student evaluations evidence Professor Raymond's dedication to student learning.

**RICHARD BLAND COLLEGE
RETIREMENT OF DOROTHY P. EDWARDS
DIRECTOR OF INFORMATION TECHNOLOGY SERVICES**

Dorothy P. Edwards joined the administration of Richard Bland College in 1980. During her tenure, she has served as Director of Information Technology Services. Ms. Edwards will retire May 1, 2013, after 32 years of service.

Ms. Edwards received her A.B. from Randolph-Macon Woman's College, Cum Laude and Phi Beta Kappa in 1965, and her M.S. from Virginia Commonwealth University in 1981.

Ms. Edwards was actively involved in the Virginia Innovative Approach to Y2K under the Century Date Change Initiative Project for the Commonwealth of Virginia. She has served as Chair of the Information Technology Planning Committee at Richard Bland College since the committee was established by former President, Dr. Clarence Maze, in October 1985. She also served as Banner iSIS Project Manager from 2003 until the successful completion of the project in April 2006. Ms. Edwards is a former member of the Board of the Association of Collegiate Computing Services (ACCS) which is the technology professional group for higher education in Virginia, and served as Chair from 1997 through 1998.

With sincere gratitude for her outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Ms. Edwards to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Dorothy P. Edwards and expresses its appreciation for her thirty-two years of loyal service to Richard Bland College and its mission.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Dorothy P. Edwards with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
RETIREMENT OF CHALMER L. PRITCHARD, JR.
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

With the completion of the new gym and the institution of a complete intramural athletic program, Chalmer L. Pritchard, Jr., joined the faculty at Richard Bland College in September 1973 as Instructor of Physical Education. His appointment to Assistant Professor was confirmed in August 1977, and in February 1985, he was promoted to Associate Professor. He was granted tenure in April 1979.

Professor Pritchard was RBC's Basketball Coach from 1976 to 1994 and served as Chairman of the Division II Basketball Committee of Region X-NJCAA. He is a member of the National Association of Basketball Coaches and the NJCAA Basketball Coaches Association. He was named Richard Bland College's Athletic Director in April 1988.

Professional memberships include the Virginia Association of Health, Physical Education, Recreation and Dance; American Association of Health, Physical Education, Recreation and Dance; American Running and Fitness Association; National Strength and Conditioning Association; and the American College of Sports Medicine. Professor Pritchard was selected for *Who's Who among America's Teachers* in 1996.

Professor Pritchard obtained a Bachelor's degree in physical education in 1973 from the College of William and Mary and a Master's degree of Education from Virginia State University in 1976. He briefly attended Richard Bland College, completed 18 hours of graduate study in Physical Education from the University of Virginia from 1979-1981, received certification as a Certified Strength and Conditioning Specialist in August 2006, and became a Certified Personal Trainer through the National Strength and Conditioning Association.

With sincere gratitude for Professor Pritchard's outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Professor Pritchard to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Chalmer L. Pritchard, Jr., on June 1, 2013; expresses its appreciation to him for the many contributions he has made to Richard Bland College; and with deep gratitude for his thirty-nine years of devoted service to the College, approves a change in status from Associate Professor of Physical Education to Associate Professor of Physical Education, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Chalmer L. Pritchard, Jr., with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
RETIREMENT OF MARGARET J. SOMMER
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

Margaret J. Sommer joined the faculty at Richard Bland College in August 1994 as Instructor of Mathematics. Her appointment to Assistant Professor was confirmed in January 1998, and in August 2003 she was promoted to Associate Professor. Professor Sommer was granted tenure in August 2001.

Professor Sommer obtained her Master's Degree of Education in Mathematics in 1992 from Virginia State University and her Bachelor's degree in Music Education in 1969 from Wisconsin State University. She is a member of Kappa Delta Pi, National Education Honor Society, and was selected for *Who's Who among America's Teachers* four times. She received the *Health and Wellness Outstanding Faculty Award* for 2003-2004. Her professional memberships include the Virginia Mathematics Association of Two-Year Colleges and the National Association for Developmental Education.

Professor Sommer has served as faculty advisor for the Richard Bland College History Club and Mathematics Club, as well as the RBC Democrats, and has been a participant in numerous RBC activities, such as judging the annual Science Fair, Friends of the RBC Library and Adopt-a-Highway Activities.

With sincere gratitude for Professor Sommer's outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Professor Sommer to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Margaret J. Sommer on June 1, 2013; expresses its appreciation to her for the many contributions she has made to Richard Bland College; and with deep gratitude for her eighteen years of devoted service to Richard Bland College; approves a change in status from Associate Professor of Mathematics to Associate Professor of Mathematics, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Margaret J. Sommer with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
RETIREMENT OF JACQUELINE W. DAVIS
ENROLLMENT SERVICES SPECIALIST**

Jacqueline W. Davis joined Richard Bland College on a part-time basis in March 1987, and became a full-time employee in September 1988. Previously, she was employed by the Federal Government in the U.S. Army Logistics Center. During her tenure at Richard Bland, she has held various support roles in the Center for Student Affairs, and has provided outstanding service to the College and its students. In 2004, she assisted in the implementation of the Banner iSIS project.

With sincere gratitude for her outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Ms. Davis to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Jacqueline W. Davis on July 1, 2013, and expresses its appreciation for her twenty-five years of dedicated service to Richard Bland College.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Ms. Jacqueline W. Davis with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEES**

The following tuition and fee recommendations are recommended by the administration to meet the 2013-2014 funding requirements for academic programs, student support services, residence hall operations, and 2014-2019 strategic plan (RBC-19) goals. The administration recommends a re-set of tuition over the next four years to enhance the quality of the educational experience, to prepare students for successful transfer and to execute strategic plan goals.

For fiscal year 2014, it is recommended that tuition and mandatory E&G fees for an in-state student increase 7.9%, and tuition and mandatory E&G fees for an out-of-state student increase 1.8%. Tuition and fees for students living in the residence halls will actually decrease due to a restructure in the tuition and fee schedule.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the FY 2013-2014 Tuition and Fee Summary, room rates and other charges as shown on the attached schedules.

RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEE SUMMARY

IN-STATE	ACTUAL FY 2012-13	PROPOSED FY 2013-14	PERCENT CHANGE	DOLLAR CHANGE
Full-Time Commuter (Per Semester):	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$1,556	\$1,695		\$139
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$1,597	\$1,723	7.9%	\$126
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	15	25		10
Student Activities	45	175		130
Auxiliary Technology Fee	0	37		37
Intramural Athletics	12	0		-12
Health Services	75	0		-75
Food Service Fee	35	0		-35
Total Mandatory Non-E&G Fees	\$232	\$287	23.7%	\$55
Total Tuition and Mandatory Fees	\$1,829	\$2,010 *	9.9%	\$181
IN-STATE				
Full-Time Non-Commuter (Per Semester):	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$1,556	\$1,695		\$139
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$1,597	\$1,723	7.9%	\$126
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	110	25		-85
Student Activities	95	175		80
Intramural Athletics	30	0		-30
Health Services	75	0		-75
Auxiliary Technology Fee	200	37		-163
Food Service Fee	35	0		-35
Total Mandatory Non-E&G Fees	\$595	\$287	-51.8%	-\$308
Total Tuition and Mandatory Fees	\$2,192	\$2,010 *	-8.3%	-\$182

*Students taking more than 18 credit hours will be charged for additional hours at the part-time tuition rate.

RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEE SUMMARY

	ACTUAL FY 2012-13	PROPOSED FY 2013-14	PERCENT CHANGE	DOLLAR CHANGE
OUT-OF-STATE				
Full-Time Commuter (Per Semester):				
	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$6,364	\$6,490		\$126
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$6,405	\$6,518	1.8%	\$113
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	15	25		10
Student Activities	45	175		130
Intramural Athletics	12	0		-12
Health Services	75	0		-75
Auxiliary Technology Fee	0	37		37
Food Service Fee	35	0		-35
Capital Fee	125	125		0
Total Mandatory Non-E&G Fees	\$357	\$412	15.4%	\$55
Total Tuition and Mandatory Fees	\$6,762	\$6,930 *	2.5%	\$168
OUT-OF-STATE				
Full-Time Non-Commuter (Per Semester):				
	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$6,364	\$6,490		\$126
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$6,405	\$6,518	1.8%	\$113
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	110	25		-85
Student Activities	95	175		80
Intramural Athletics	30	0		-30
Health Services	75	0		-75
Auxiliary Technology Fee	200	37		-163
Food Service Fee	35	0		-35
Capital Fee	125	125		0
Total Mandatory Non-E&G Fees	\$720	\$412	-42.8%	-\$308
Total Tuition and Mandatory Fees	\$7,125	\$6,930 *	-2.7%	-\$195

*Students taking more than 18 credit hours will be charged for additional hours at the part-time tuition rate.

RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEE SUMMARY

	ACTUAL FY 2012-13	PROPOSED FY 2013-14	PERCENT CHANGE	DOLLAR CHANGE
IN-STATE				
Part-Time (Per Credit):				
Tuition	\$121	\$142	17.4%	\$21
Comprehensive Fee	2	0	-100.0%	-2
E&G Technology Fee	4	6	50.0%	2
Parking	5	5	0.0%	0
Auxiliary Enterprise Fee	2	4	100.0%	2
Student Activities	0	15	100.0%	15
Auxiliary Technology Fee	0	8	100.0%	8
Total Tuition and Fees	\$134	\$180	34.3%	\$46
OUT-OF-STATE				
Part-Time (Per Credit):				
Tuition	\$533	\$541	1.5%	\$8
Comprehensive Fee	2	0	-100.0%	-2
E&G Technology Fee	4	6	50.0%	2
Parking	5	5	0.0%	0
Auxiliary Enterprise Fee	2	4	100.0%	2
Student Activities	0	15	100.0%	15
Auxiliary Technology Fee	0	8	100.0%	8
Capital Fee	15	15	0.0%	0
Total Tuition and Fees	\$561	\$594	5.9%	\$33
OTHER FEES (Per Semester):				
* Application Fee	\$25	\$25	0.0%	\$0
Room (Weighted Average)	4,835	3,840	-20.6%	-995
Room Change Fee	25	50	100.0%	25
Honors Program (In-State)	0	500	100.0%	500
Honors Program (Out-of-State)	0	1,000	100.0%	1,000
Transcript Fee	0	5	100.0%	5
Late Fee	50	50	0.0%	0
Returned Check Fee	50	50	0.0%	0
Parking (Per Violation)	30	30	0.0%	0
Faculty/Staff Parking (Annual)	35	35	0.0%	0

* One-Time Fee (Mandatory Non-E&G fee)

**RICHARD BLAND COLLEGE
2013-2014 OPERATING BUDGET PROPOSAL**

Anticipated fees, appropriations and transfers are projected to generate the following revenue to meet the operating needs of the College for 2013-14:

Educational & General Programs	\$ 10,082,246
Scholarships & Loan Assistance	514,107
Auxiliary Enterprises	3,150,094
Financial Assistance for E&G Services	25,000
Private Funds (Scholarships)	<u>22,000</u>
 TOTAL	 \$13,793,447

This budget is based on a proposed budget that has not been approved by the Governor. Any adjustments or revisions required by the final actions of the General Assembly and the Governor will be reported in the Fiscal Year 2014 operating budget reports.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the operating budget for Richard Bland College for the 2013-2014 Fiscal Year.

April 17 -19, 2013

Page 2 of 4

**RICHARD BLAND COLLEGE
2013-2014 OPERATING BUDGET PROPOSAL**

EDUCATIONAL & GENERAL

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Approved 2012-13	Proposed 2013-14	% Change 2013-14
REVENUE						
General Funds	\$ 6,062,200	\$ 5,234,621	\$ 4,908,736	\$ 5,245,000	\$ 5,473,340	4.4%
Nongeneral	3,509,190	3,714,578	3,733,224	4,200,000	4,448,906	5.9%
Central Appropriations	(148,222)	(133,352)	86,971	37,000	150,000	305.4%
Prior Year Reappropriations	112	24,800	177,533	150,000	10,000	-93.3%
ARRA	155,539	200,000	520,569	-	-	
General Fund Reversion	(819,526)	-	-	-	-	
General Fund Carryover			(96,131)	-	-	

TOTAL REVENUE	\$ 8,759,293	\$ 9,040,647	\$ 9,330,902	\$ 9,632,000	\$ 10,082,246	4.7%
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EXPENDITURES

Instruction	\$ 3,082,695	\$ 2,890,044	\$ 2,180,586	\$ 3,637,000	\$ 4,002,960	10.1%
Public Service	-	-	400	1,000	1,080	8.0%
Academic Support	329,583	291,137	312,967	400,000	457,000	14.3%
Student Services	984,503	988,523	1,072,911	1,160,000	1,327,800	14.5%
Institutional Support	2,766,213	2,773,697	2,748,172	2,750,000	2,820,000	2.5%
Operation of Plant	1,415,317	1,719,711	1,957,696	1,324,000	1,379,920	4.2%
ARRA	155,539	200,000	520,579	-	-	
Contingency	-	-	-	360,000	93,486	-74.0%
TOTAL EXPENDITURES	\$ 8,733,850	\$ 8,863,112	\$ 8,793,311	\$ 9,632,000	\$ 10,082,246	4.7%

April 17 -19, 2013

Page 3 of 4

SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID

	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>Proposed</u> <u>2013-14</u>	<u>% Change</u> <u>2013-14</u>
<u>REVENUE</u>						
General Funds	\$ 313,819	\$ 331,255	\$ 398,528	\$ 381,736	\$ 454,107	19.0%
Nongeneral Funds	40,000	50,000	60,000	60,000	60,000	0.0%
<u>TOTAL REVENUE</u>	\$ 353,819	\$ 381,255	\$ 458,528	\$ 441,736	\$ 514,107	16.4%
<u>EXPENDITURES</u>						
Scholarships	\$ 353,819	\$ 381,255	\$ 458,528	\$ 441,736	\$ 514,107	16.4%

FINANCIAL ASSISTANCE FOR E & G PROGRAMS
SPONSORED PROGRAMS

<u>REVENUE</u>						
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Nongeneral Funds	19,700	9,668	10,708	25,000	25,000	0.0%
<u>TOTAL REVENUE</u>	\$ 19,700	\$ 9,668	\$ 10,708	\$ 25,000	\$ 25,000	0.0%
<u>EXPENDITURES</u>						
Sponsored Programs	\$ 19,700	\$ 9,668	\$ 10,708	\$ 6,704	\$ 25,000	272.9%

April 17 -19, 2013

Page 4 of 4

**RICHARD BLAND COLLEGE
2013-2014 OPERATING BUDGET PROPOSAL**

AUXILIARY ENTERPRISES

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Approved 2012-13	Proposed 2013-14
Beginning Fund Balance	\$ 1,704,628	\$ 1,655,677	\$ 1,659,216	\$ 1,006,000	\$ 950,000
REVENUE					
Residences	1,832,350	2,073,819	2,125,838	2,250,000	2,600,000
Special Funds	9,480	9,840	5,100	30,000	10,000
Auxiliary Fees	159,304	164,692	172,976	150,000	120,094
Parking	147,640	144,915	133,603	140,000	140,000
Athletics	22,100	22,910	23,813	25,000	100,000
Student Activity Fee				-	100,000
Health Services	151,503	148,635	141,975	150,000	-
Food/Vending Services	79,275	79,500	91,490	80,000	80,000
TOTAL REVENUE	\$ 2,401,652	\$ 2,644,311	\$ 2,694,795	\$ 2,825,000	\$ 3,150,094
					11.5%

EXPENDITURES

Residences	\$ 374,044	\$ 348,679	\$ 461,371	\$ 700,000	\$ 700,000	0.0%
Debt Service on Residence Halls	1,608,874	1,608,874	1,608,874	1,500,000	1,200,000	-20.0%
General Operating	138,660	232,473	110,957	100,000	100,000	0.0%
Parking	9,000	138,013	2,223	50,000	50,000	0.0%
Athletics	12,640	18,805	20,103	24,000	150,000	525.0%
Health Services	114,142	120,150	117,929	135,000	-	-100.0%
Food Services	98,726	87,778	94,592	60,000	55,000	-8.3%
Indirect Costs	94,317	86,000	215,000	200,000	225,000	12.5%
Renewal/Replacement*	-	-	-	70,000	500,000	614.3%
TOTAL EXPENDITURES	\$ 2,450,403	\$ 2,640,772	\$ 2,631,049	\$ 2,839,000	\$ 2,980,000	5.0%

Ending Fund Balance

\$ 1,655,877 \$ 1,659,216 \$ 1,722,962 \$ 992,000 \$ 1,120,094

PRIVATE FUNDS

REVENUE						
Private Funds	\$ 14,215	\$ 7,690	\$ 16,033	\$ 22,000	\$ 22,000	0.0%
EXPENDITURES						
Endowment Scholarships	\$ 15,600	\$ 21,193	\$ 15,700	\$ 22,000	\$ 22,000	0.0%

* Includes \$200,000 to convert singles to doubles and \$250,000 for match on Ernst Hall renovation for FY14

April 17 -19, 2013

Page 1 of 3

**RICHARD BLAND COLLEGE
2012-2013 OPERATING BUDGET UPDATE**

EDUCATIONAL & GENERAL

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Approved 2012-13	To Date 02/28/13	Model to 6-30-13
<u>REVENUE</u>						
General Funds	\$ 6,062,200	\$ 5,234,621	\$ 4,908,736	\$ 5,245,000	\$ 5,238,116	\$ 5,238,116
Nongeneral	3,509,190	3,714,578	3,733,224	4,200,000	3,288,467	3,850,000
Central Appropriations	(148,222)	(133,352)	86,971	37,000	197,421	193,421
Prior Year Reappropriations	112	24,800	177,533	150,000	96,131	96,131
ARRA	155,539	200,000	520,569	-	-	-
General Fund Reversion	(819,526)	-	-	-	-	-
General Fund Carryover	-	-	(96,131)	-	-	-
TOTAL REVENUE	\$ 8,759,293	\$ 9,040,647	\$ 9,330,902	\$ 9,632,000	\$ 8,820,136	\$ 9,377,668
<u>EXPENDITURES</u>						
Instruction	\$ 3,082,695	\$ 2,890,044	\$ 2,180,586	\$ 3,637,000	\$ 2,562,646	\$ 3,374,800
Public Service	-	-	400	1,000	-	-
Academic Support	329,583	291,137	312,967	400,000	223,723	330,368
Student Services	984,503	988,523	1,072,911	1,160,000	815,867	1,389,402
Institutional Support	2,766,213	2,773,697	2,748,172	2,750,000	2,123,065	2,457,113
Operation of Plant	1,415,317	1,719,711	1,957,696	1,324,000	1,390,148	1,820,500
ARRA	155,539	200,000	520,579	-	-	-
Contingency	-	-	-	360,000	-	-
TOTAL EXPENDITURES	\$ 8,733,850	\$ 8,863,114	\$ 8,793,311	\$ 9,632,000	\$ 7,115,448	\$ 9,372,183

April 17 -19, 2013

Page 2 of 3

**RICHARD BLAND COLLEGE
2012-2013 OPERATING BUDGET UPDATE**

**SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID**

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Approved 2012-13	To Date 02/28/13	Model to 6-30-13
General Funds	\$ 313,819	\$ 331,255	\$ 398,528	\$ 381,736	\$ 428,371	\$ 444,053
Nongeneral Funds	40,000	50,000	60,000	-	48,366	60,000
TOTAL REVENUE	\$ 353,819	\$ 381,255	\$ 458,528	\$ 441,736	\$ 476,737	\$ 504,053

EXPENDITURES

Scholarships	\$ 353,819	\$ 381,255	\$ 458,528	\$ 441,736	\$ 476,737	\$ 504,053
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**FINANCIAL ASSISTANCE FOR E&G PROGRAMS
SPONSORED PROGRAMS**

<u>REVENUE</u>						
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds	19,700	9,668	10,708	25,000	4,608	15,000
TOTAL REVENUE	\$ 19,700	\$ 9,668	\$ 10,708	\$ 25,000	\$ 4,608	\$ 15,000
<u>EXPENDITURES</u>						
Sponsored Programs	\$ 19,700	\$ 9,668	\$ 10,708	\$ 6,704	\$ 4,608	\$ 10,000

April 17 -19, 2013

Page 3 of 3

RICHARD BLAND COLLEGE
2012-2013 OPERATING BUDGET UPDATE

AUXILIARY ENTERPRISES

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Approved 2012-13	To Date 02/28/13	Model to 6-30-13
Beginning Fund Balance	\$ 1,704,628	\$ 1,653,677	\$ 1,659,216	\$ 1,006,000	\$ 1,722,961	\$ 1,722,961
<u>REVENUE</u>						
Residences	1,832,350	2,073,819	2,125,838	2,250,000	2,097,987	2,099,545
Special Funds	9,480	9,840	5,100	30,000	-	-
General Auxiliary Income	159,304	164,692	172,976	150,000	179,614	185,000
Parking	147,640	144,915	133,603	140,000	121,220	122,000
Intramural Athletics	22,100	22,910	23,813	25,000	30,030	30,030
Health Services	151,503	148,635	141,975	150,000	135,375	135,375
Food/Vending Services	79,275	79,500	91,490	80,000	87,775	87,775
TOTAL REVENUE	\$ 2,401,652	\$ 2,644,311	\$ 2,694,795	\$ 2,825,000	\$ 2,652,001	\$ 2,659,725

EXPENDITURES

Residences	\$ 374,044	\$ 348,679	\$ 461,371	\$ 900,000	\$ 753,909	\$ 853,909
Debt Service on Residence Halls	1,608,874	1,608,874	1,608,874	1,400,000	1,483,293	1,583,293
General Operating	138,660	232,473	110,957	100,000	173,379	273,379
Parking	9,000	138,013	2,223	70,000	69,171	169,171
Intramural Athletics	12,640	18,805	20,103	25,000	14,908	114,908
Health Services	14,142	20,150	17,929	40,000	5,671	105,671
Food/Vending Services	98,726	87,778	94,592	75,000	62,442	162,442
Indirect Costs	194,317	186,000	315,000	175,000	-	100,000
Renewal/Replacement	-	-	-	525,000	-	100,000
TOTAL EXPENDITURES	\$ 2,450,403	\$ 2,640,772	\$ 2,631,049	\$ 3,310,000	\$ 2,562,774	\$ 3,462,774

Net Surplus	\$ (48,751)	\$ 3,539	\$ 63,746	\$ (485,000)	\$ 89,227	\$ (803,049)
Ending Fund Balance	\$ 1,655,877	\$ 1,659,216	\$ 1,722,962	\$ 521,000	\$ 1,812,188	\$ 919,913

PRIVATE FUNDS

<u>REVENUE</u>						
Private Funds	\$ 14,215	\$ 7,690	\$ 16,053	\$ 22,000	\$ 16,015	\$ 16,020
<u>EXPENDITURES</u>						
Endowment Scholarships	\$ 15,600	\$ 21,193	\$ 15,700	\$ 22,000	\$ 15,200	\$ 15,700

**RICHARD BLAND COLLEGE
FACULTY REPRESENTATIVE REPORT**

A committee has been formed to investigate the implementation of an honors program. The Honors Program Committee is currently working on implementation strategies.

As a result of the availability of professional development funds set aside by Dr. Sydow, faculty members are now able to pursue professional development opportunities, which has not been possible for the past several years. Several faculty members are already making plans to attend training and other professional development experiences which might be helpful as new programs of study are explored at Richard Bland.

Professor Amy Beumer was selected to receive an Early-Career Faculty Travel Award sponsored by the American Society for Microbiology (ASM). Professor Beumer's application was selected as a "stellar example of commitment to teaching undergraduate microbiology and biology."

**RICHARD BLAND COLLEGE
STUDENT REPRESENTATIVE REPORT**

Over the last year, Richard Bland has established outreach opportunities, strong relationships throughout campus, and a growing sense of community. Throughout each semester students and staff have been developing programs and events to strengthen each of these attributes. As the end of the year looms ahead of us, Richard Bland is still striving forward to keep the momentum up and positive.

Currently, students are getting ready to finish the next six weeks of this semester and are either planning for their next year here at Richard Bland or are applying and getting ready to move on to their four-year university or college. This also goes hand-in-hand with graduation. Much emphasis has been placed on graduation and how it is beneficial to have an Associate Degree from Richard Bland College. More students are becoming aware of the positives of having a degree and are giving second thought to just transferring out instead.

We are also still giving back to organizations and our local community. Students are still participating in an annual blood drive that has gathered much attention and is sure to be a big success. The residence halls are giving back as well with a canned food drive that will take place later this month. Giving back has become an imperative and important part of campus.

With all the changes that are gradually happening, students are starting to take notice and like what they are seeing. We see a lot of excitement on what is to come in the next few years and the positive outcomes that will come with these changes.

Respectfully submitted,

Jessica Salazar
Richard Bland College Student Representative

COMMITTEE ON ACADEMIC AFFAIRS

April 18, 2013

9:45 – 10:45 a.m.

Board Room - Blow Memorial Hall

Robert E. Scott, Chair

Todd Stottlemyer, Vice Chair

- I. Introductory Remarks - Mr. Scott
- II. Approval of Minutes – February 7, 2013
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Suzanne Raitt
- V. Closed Session (if necessary)
- VI. Open Session - Certification of Closed Session **Resolution**
- VII. Action Materials - Provost Michael R. Halleran
 - 1. Appointment to Fill Vacancy in the Executive Faculty **Resolution 10**
 - 2. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 11**
 - 3. Appointments to Fill Vacancies in the Professional Faculty **Resolution 12**
 - 4. Faculty Promotions **Resolution 13**
 - 5. Designated Professorships **Resolution 14**
 - 6. Faculty Leaves of Absence **Resolution 15**
 - 7. Retirement of Gary C. DeFotis
Department of Chemistry **Resolution 16**
 - 8. Retirement of Dorothy E. Finnegan
School of Education **Resolution 17**
 - 9. Retirement of I. Trotter Hardy
William and Mary School of Law **Resolution 18**

COMMITTEE ON ACADEMIC AFFAIRS
April 18, 2013

10. Retirement of Ronald Hoffman
Department of History

Resolution 19

11. Retirement of Jacquelyn Y. McLendon
Department of English

Resolution 20

VIII. Discussion

IX. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS

MINUTES – FEBRUARY 7, 2013

MINUTES
Committee on Academic Affairs
February 7, 2013
Board Room – Blow Memorial Hall

Attendees: Robert E. Scott, Chair; Todd A. Stottlemeyer, Vice Chair; and Michael Tang. Board members present: Rector Jeffrey B Trammell, Kendrick F. Ashton, Jr.; Ann Green Baise; Charles A. Banks III; Edward L. Flippen; Thomas R. Frantz; Sue H. Gerdelman; John E. Littel; Leigh A. Pence; L. Clifford Schroeder, Sr.; John C. Thomas; faculty representative William J. Hausman; student representative Curtis A. Mills and staff liaison Lydia Whitaker. Others present: President W. Taylor Reveley III, Provost Michael R. Halleran; Virginia M. Ambler, Edward C. Driscoll, Michael J. Fox, W. Fanchon Glover, James R. Golden, Deborah A. Love, Anna B. Martin, Dean Katharine Conley; Dean Carrie Cooper, Dean John Wells, members of the Faculty Liaison Committee and other College staff.

Chair Robert Scott called the Committee to order at 10:00 a.m. Following brief opening remarks and recognizing that a quorum was present, Mr. Scott asked for a motion to approve the minutes of the meeting of November 29, 2012. Motion was made by Mr. Stottlemeyer, seconded by Mr. Tang and approved by voice vote of the Committee.

Provost Michael Halleran announced that Emmett Duffy, the Loretta and Lewis Glucksman Professor of Marine Science, had been selected as one of the Commonwealth's outstanding faculty members by the State Council of Higher Education for Virginia. He also updated the Committee on the progress of the search for the Dean of the School of Education, highlighted the recent generous gift from alumna Hunter J. Smith that has established the Hunter J. Smith Endowment for Freshman Seminars, and reported on the Arts and Sciences faculty vote on the principles and framework of the new curriculum. A brief discussion ensued.

Faculty Liaison Committee Chair Professor Suzanne Raitt provided a brief update on Faculty Assembly activities, including interest in faculty involvement in EVMS developments and work on retirement policy.

Mr. Scott moved that the Committee convene in Executive Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, tenure and promotions of executive, instructional and professional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Tang and approved by voice vote. The Committee went into closed session at 10:25 a.m.

The Committee reconvened in open session at 10:55 a.m. Mr. Scott reviewed the topics discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Stottlemeyer and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Committee on Academic Affairs
MINUTES
Page 2

Mr. Scott moved as a block adoption of **Resolution 4**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 5**, Award of Academic Tenure; **Resolution 6**, Faculty Promotions; **Resolution 7**, Designated Professorships; **Resolution 8**, Retirement of Robert J. Diaz, School of Marine Science; **Resolution 9**, Retirement of Carl H. Hobbs III, School of Marine Science; **Resolution 10**, Retirement of Howard I. Kator, School of Marine Science, and **Resolution 11**, Retirement of John D. Milliman, School of Marine Science. Motion was seconded by Mr. Stottlemeyer and approved by voice vote.

There being no further business, the Committee adjourned at 11:00 a.m.

February 7, 2013

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES:

3

NAYS:

0

ABSENT DURING CLOSED SESSION:



Robert E. Scott
Chair
Committee on Academic Affairs

Board of Visitors

Resolution 10

April 17-19, 2013

Page 1 of 1

COLLEGE OF WILLIAM AND MARY
APPOINTMENT TO FILL VACANCY IN THE
EXECUTIVE FACULTY

A vacancy in the Executive Faculty of the College of William and Mary has resulted because of a resignation, termination or the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointment of the following individual to fill this position:

SPENCER GAREY NILES, Dean, School of Education, effective
July 1, 2013

B.S., Bloomsburg University, 1976
M.Ed., Lehigh University, 1983
Ph.D., The Pennsylvania State University, 1986

The Pennsylvania State University
Department Head and Distinguished Professor, 2011-2013
Co-Director, Center for the Study of Career Development and
Public Policy, 2009-2013
Department Head, Counselor Education, Counseling Psychology,
and Rehabilitation Services, 2005-2011
Interim Department Head, Spring 2002
Professor, Professor-in-Charge, Counselor Education, Coordinator,
Doctoral Counselor Education Doctoral Program, 2000-2005

University of Virginia
Assistant Dean, Curry School of Education 1998-2000
Professor, Counselor Education Program, 1998-2000
Associate Professor, Counselor Education Program, 1993-1998
Assistant Professor, Counselor Education Program, 1987-1993

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of the College of William and Mary have resulted because of resignations, terminations and the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the 2013-2014 academic year:

FAHAD AHMAD BISHARA, Assistant Professor of History

B.A., University of Southern California, 2004

M.A., University of Exeter, 2006

Ph.D., Duke University, 2012

GÉRARD L. CHOUIN, Assistant Professor of History

B.A. (1991); M.A. (1992); M.Phil. (1993), Université Paris-1 Panthéon-Sorbonne

Ph.D., Syracuse University, 2009

University of Ibadan, Nigeria

Director, French Institute for Research in Africa, 2010-2013

French Cooperation, Ministry of Education, Banjul, The Gambia

Head of Project, 2008-2010

French Cooperation, Centre for French Teaching and Documentation,
Enugu, Nigeria

Head of Project, 2004-2008

EDDIE RICE COLE, Assistant Professor of Education

B.S., Tennessee State University, 2007

M.S. (2009); Ph.D. (Candidate), Indiana University

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

EVAN J. CRIDDLE, Professor of Law with Tenure

B.A., Brigham Young University, 2000
J.D., Yale Law School, 2003

Syracuse University College of Law
Associate Professor, 2011-2013
Assistant Professor, 2007-2011

Cleary Gottlibb Steen & Hamilton, LLP
Litigation Associate, 2004-2007

United States Court of Appeals for the Ninth Circuit
Law Clerk, The Honorable J. Clifford Wallace, 2003-2004

HEIDI S. FISHER, Assistant Professor of Biology

B.S. (2000); M.S. (2001), University of California, San Diego
Ph.D., Boston University, 2006

Harvard University
Postdoctoral Fellow, National Institutes of Health, 2007-2013

Texas A&M University
Postdoctoral Researcher, 2006-2007

ELIZABETH P. FOSTER, Clinical Assistant Professor of Business

B.S., University of Virginia, 1982
M.S., Old Dominion University, 2009

College of William and Mary
Clinical Lecturer, Fall 2011-Spring 2012

Old Dominion University
Tidewater Community College
College of William and Mary
Adjunct Professor, Spring 2010-Spring 2011

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

ELIZABETH P. FOSTER (cont'd)

KPMG, LLP

Audit Partner, 1995-2007

Audit Manager and Senior Audit Manager, 1987-1995

Audit Staff and Senior Accountant, 1982-1987

JAMES M. KIMBROUGH, IV, Assistant Professor of Military Science

B.S., United States Military Academy, West Point, 1995

M.A., United States Air Force Institute of Technology, 2008

DAVID M. LONG, Assistant Professor of Business

B.S. Presbyterian College, 1995

M.B.A. (2004); Ph.D. (Candidate), University of Florida

THOMAS J. MCSWEENEY, Assistant Professor of Law

B.A., College of William and Mary, 2002

J.D. (2005); L.L.M. (2005), Cornell Law School

M.A. (2009); Ph.D. (2011), Cornell University

Cornell Law School

Visiting Assistant Professor, 2011-2013

CHRISTINE PETROVITS, Associate Professor of Business

B.B.A. (1994); M.B.A. (1999), College of William and Mary

Ph.D., University of North Carolina at Chapel Hill, 2005

George Washington University School of Business

Assistant Professor, 2010-2013

Stern School of Business, New York University

Assistant Professor, 2005-2010

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

JACQUELINE A. RODRIGUEZ, Assistant Professor of Education

B.A., The George Washington University, 2003

M.A., American University, 2007

Ph.D. (Candidate), University of Central Florida

HANNAH ROSEN, Assistant Professor of History

B.A., Cornell University, 1985

M.A. (1989); Ph.D. (1999), University of Chicago

University of Michigan, Institute for Research on Women and Gender
Assistant Research Scientist, 2009-2013

Director, Program in Gender, Race and History, 2009-2013

Interim Associate Director for Graduate Programs and
Scholarship, 2009-2013

University of Michigan, Ann Arbor

Assistant Professor, 2000-2009

Princeton University

Lecturer, 2000

CHRISTOPHER SEAN TUCKER, Assistant Professor of Philosophy

B.A. (2003); M.A. (2003), Emory University

Ph.D., Purdue University, 2008

University of Auckland

Lecturer, 2010-2013

University of Notre Dame

Research Fellow, 2009-2010

Stonehill College

Assistant Professor, 2008-2009

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY

Vacancies in the Professional Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the dates listed below:

CYNTHIA A. GLAVAS, Director of Auxiliary Services, effective
March 4, 2013

B.S., B.A. (1994); M.B.A (1996), American University

Old Dominion University
Associate Director of Business Operations, Housing and Residence
Life, 2010-2013

American University
Financial Manager, Auxiliary Services, 2005-2010
Director of Auxiliary Services, 2004-2005
Special Assistant to the Vice President of Finance and
Treasurer, 2003-2004
Contracts Manager, Auxiliary Services, 2000-2003

Washington College of Law
Assistant Director of Facilities, 1995-1998

IAN JOHNSON, Marketing and Communications Manager, University
Relations, effective March 11, 2013

B.A., Longwood University, 2008
M.S., Virginia Commonwealth University, 2010

The Martin Agency, Studio Squared
Strategist, 2010-2012

Robinson Radio, Inc.
Research and Data Analyst Intern, 2009

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY

SANI SILVENNOINEN, Director of Major Gifts, University Development,
effective March 11, 2013

B.A., Yale University, 1997

M.A., University of Jyväskylä, Finland, 2001

American University in Bulgaria

Vice President for Institutional Advancement, 2011-2013

Johns Hopkins Carey Business School

Director of Development, 2008-2011

Brakeley Ltd.

Interim Campaign Director, Helsinki University of Technology, 2006-2008

Yale University, Office of Development

Development Officer, Major Gifts, 2002-2006

Development Officer, Yale College Annual Fund, 2001-2002

MARJORIE S. THOMAS, Dean of Students, Office of Student Affairs,
effective July 1, 2013

B.A., Florida International University, 1993

M.Ed., University of Georgia, 1995

J.D., Florida Agricultural and Mechanical University, 2006

College of Charleston

Associate Vice President for Student Affairs, 2011-2013

Director of the McNair Scholars Program, 2009-2013

Student Resource Coordinator, 2009-2013

Assistant Vice President for Student Affairs, 2007-2011

University of Miami

University Ombudsman and Assistant to the Vice President for
Student Affairs, 1998-2003

Associate Director, Multicultural Student Affairs, 1997-1998

Assistant Director and Coordinator of Minority Recruitment,
Office of Admission, 1995-1997

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:

Associate Professor to Professor

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

COLLEGE OF WILLIAM AND MARY
DESIGNATED PROFESSORSHIPS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for designated professorships.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2013-2014 academic year:

CHRISTOPHER J. ABELT, Chancellor Professor of Chemistry

FRANCIE CATE-ARRIES, Weingartner Professor of Hispanic Studies

MARTIN D. GALLIVAN, Margaret L. Hamilton Associate Professor of Anthropology

VIRGINIA TORCZON, Chancellor Professor of Computer Science

COLLEGE OF WILLIAM AND MARY
FACULTY LEAVES OF ABSENCE

The following faculty members have requested leaves of absence without pay or partial pay during the 2013-2014 academic year for the reasons given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves these leaves of absence:

AYFER KARAKAYA-STUMP, Assistant Professor of History, to accept a fellowship at the American Research Institute in Turkey.

CINDY HAHAMOVITCH, Professor of History, to accept a fellowship with the National Humanities Center.

HARVEY J. LANGHOLTZ, Professor of Psychology, to work with the United Nations Peacekeepers.

CHARLES F. MCGOVERN, Associate Professor of History and American Studies, to accept a fellowship with the National Humanities Center.

MATTHEW W. MOSCA, Assistant Professor of History, to accept a Mellon Fellowship from the School of Historical Studies of the Institute for Advanced Study.

RANI D. MULLEN, Associate Professor of Government, to accept a Fulbright-Nehru Fellowship in New Delhi, India.

RONALD B. SCHECHTER, Associate Professor of History, to accept a fellowship at the Oxford Centre for Hebrew and Jewish Studies.

SIMON A. STOW, Associate Professor of Government, to accept a Copeland Fellowship at Amherst College.

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GARY C. DeFOTIS
DEPARTMENT OF CHEMISTRY

Gary C. DeFotis obtained his B.Sc. in chemistry with a minor in mathematics from the University of Illinois at Chicago in 1968 and his Ph.D. in physical chemistry from the University of Chicago in 1977. Prior to joining the College in 1980 as an Assistant Professor of Chemistry, he was a postdoctoral research associate at the University of Illinois at Chicago and an assistant professor of chemistry at Michigan State University. He was promoted to associate professor in 1984, to full professor in 1989, and held the Garrett-Robb-Guy chair for two separate terms. Professor DeFotis has been a visiting senior scientist at Service de Physique de l'Etat Condense, CEA-Saclay, France, The Royal Institution in London, the Institute of Physical and Chemical Research (RIKEN) in Saitama, Japan, and the Physics Department of the University of California, Santa Cruz.

Professor DeFotis is a physical chemist with a substantial record in both research and mentoring students. He has supervised the undergraduate honors research and senior research of over one hundred students and co-published some seventy peer-reviewed scientific papers with students. His areas of specialization include magnetochemistry, magnetic phase transitions, low dimensional magnetic systems, and spin glasses. "Magnetism of Solid Oxygen," published by the American Physical Society in 1981, is very highly cited. He has undertaken research on several unusual pentacoordinate ferric compounds, an extensive family of quasi-2D magnets, a new transition metal halide monohydrate series, conducted extremely extensive investigations of mixed magnets (published on fourteen different systems), and most recently pursued studies of deuterated magnetic systems. His research has been supported through sixteen principal investigator grants: six from the National Science Foundation, seven from the Petroleum Research Fund, and one each from the Research Corporation, Jeffress Memorial Trust, and IEEE Magnetics Society.

His scholarship and teaching have been recognized by the College with the Alumni Fellowship Award in 1982, the Phi Beta Kappa Award for the Advancement of Scholarship in 1987, election to Phi Beta Kappa as a faculty initiate in 1989, and receipt of the Plumeri Award for Faculty Excellence in 2010. External acclaim has been even more impressive. In 1989, he was the first faculty member at a public institution to be awarded a Dreyfus Mentorship/Fellowship; he is the only member of the Chemistry faculty to have been honored with the American Chemical Society Award for Research at an Undergraduate Institution (1997) and the State Council of Higher Education for Virginia Outstanding Faculty Award (1998).

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Gary C. DeFotis; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for

his thirty-three years of devoted service to the university, a change in status from Professor of Chemistry to Garrett-Robb-Guy Professor of Chemistry, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF DOROTHY E. FINNEGAN
SCHOOL OF EDUCATION

Dorothy E. Finnegan joined the faculty of the School of Education in 1993 as an Assistant Professor in Higher Education. With a B.A. in Sociology and Physical Education from William Penn College in 1969, an M.A. from Ball State University in Cultural Anthropology in 1972, a D.A. in Social Anthropology from Western Colorado University in 1981, and a Ph.D. in Higher Education from Penn State University in 1992, Professor Finnegan has devoted more than 40 years to higher education. She began her teaching career in 1970 at Colby-Sawyer College where she was awarded tenure and promoted to the rank of Associate Professor in Anthropology. She quickly advanced into leadership positions, serving as Interim Director of Continuing Education and Associate Dean of the Faculty - Director of Academic Services. From 1984 through 1988, Professor Finnegan was Associate Professor in Anthropology and Dean of Instruction at La Roche College. In 1988, she began a new phase of her career by pursuing a second doctorate in the field of higher education. While working on her dissertation at Penn State, Professor Finnegan served as a Visiting Fellow and Research Consultant at the New England Resource Center for Higher Education. Prior to her appointment at the College of William and Mary, she was an Assistant Professor in the Higher Education Program at Oklahoma State University.

Professor Finnegan has taught core courses in Educational Policy, Planning, and Leadership (EPPL) master's and doctoral programs. Her course, The History of Higher Education, became a rite of passage for students in the program. Over the years, students consistently praised her passion for teaching, knowledge of content, ability to help them develop as scholars, and her accessibility as a professor. These same traits made her a popular and effective dissertation chair with 33 dissertations completed by her students to date. She has been a consistent and strong presence in the Higher Education Program, advising significant numbers of students and staying in touch to mentor them as alumni.

As a scholar, Professor Finnegan has focused on faculty careers, the history of educational contributions of the YMCA, and the evolution of a variant of academic freedom in Belgium. Her studies of faculty work and institutional cultures are considered germinal in the field of higher education. She has published numerous articles, book chapters and book reviews. In 2003, she co-authored a study of factors that contributed to mission change in public colleges and universities for the State Council of Higher Education for Virginia. Professor Finnegan has regularly presented papers at annual conferences of the Association for the Study of Higher Education (ASHE) and the American Educational Research Association (AERA).

April 17-19, 2013

Page 2 of 2

When asked in 2010 to research the history of education at the College of William and Mary in preparation for the School of Education's 50th Anniversary, Professor Finnegan worked diligently with two doctoral students to conduct a rigorous review of archival documents and numerous individual interviews. The work was published in pamphlet form as "A Short History" and captured in a timeline affixed to the wall of the Professional Development Center of the School of Education.

Professor Finnegan has been actively involved in governance at program, school, and college levels. She represented the School of Education on the William and Mary Faculty Assembly, where she served twice on the Executive Committee as Secretary. She also completed two terms on the Faculty Compensation Board. Nationally, Professor Finnegan has served in numerous leadership roles within ASHE and AERA. Her leadership for nine years as a Trustee for her alma mater, William Penn College, is especially noteworthy.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Dorothy E. Finnegan; expresses its appreciation to her for the many contributions she has made to the College of William and Mary; and approves, with deep gratitude for her twenty-one years of devoted service to the university, a change in status from Professor of Education to Professor of Education, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF I. TROTTER HARDY
WILLIAM AND MARY SCHOOL OF LAW

I. Trotter Hardy joined the faculty of the William and Mary School of Law in 1982, after enjoying a successful career in systems analysis and programming. After obtaining his B.A. from the University of Virginia in 1968 and his Master's Degree in Information Systems and Operations Research from American University in 1974, Professor Hardy worked as a computer scientist for the National Bureau of Standards. Professor Hardy then turned his sights on law and graduated Order of the Coif from Duke University Law School in 1981. While at Duke, Professor Hardy served as co-Articles Editor of the Duke Law Journal. After graduation, he served as a law clerk to the Honorable John D. Butzner on the U.S. Court of Appeals for the Fourth Circuit and joined the William and Mary Law School directly after that.

Professor Hardy has specialized in intellectual property law and has published a plethora of influential articles on intellectual property law, focusing in particular on various aspects of Copyright Law. Recognized internationally for his expertise, Professor Hardy won a Fulbright Award in 2009 to teach as the Fulbright Professor of Intellectual Property Law at the Catholic University of Lisbon. Earlier, he was selected to be the Visiting Distinguished Professor of Law at the Center for Information and Intellectual Property Law at the University of Houston. During the mid-1990's explosion of internet technology, he consulted with the United States Copyright Office as Scholar in Residence and Technical Advisor to the Register of Copyrights in Washington, D.C. He has lectured at many U.S. universities, as well as in England, Canada, Switzerland, Portugal, Korea, Japan, Hong Kong, and China.

Professor Hardy has also brought his first career to bear on his second by becoming involved in a host of cutting-edge technological initiatives. He has been a member of the National Research Council's Committee on Promoting Access to Scientific and Technical Data and the International Advisory Board of the *International Review of Law Computers & Technology*. He founded the *Journal of Online Law*, a journal dealing with law and policy issues in computer networking, as well as CYBERIAL, an online discussion group devoted to the law and policy of computer communications. Professor Hardy has served on the Board of Directors of the Center for Computer-Assisted Legal Instruction, and he was a member of the Executive Board of the AALS Law and Computers Section.

Since 2000, Professor Hardy has served as the Law School's Associate Dean of Technology. In that role, he has been responsible for setting technology-related policies; designing and programming the Law School's internal web server; supervising technical support personnel; and overseeing implementation and maintenance of the Law School's primary web site.

April 17-19, 2013

Page 2 of 2

Known for his penetrating questions and acerbic wit, Professor Hardy has stretched and challenged scores of William and Mary law students during his three decades in the classroom. His first-year Torts class is an especially prized assignment for incoming students who know that they will leave at the end of the semester well-versed not only in sophisticated torts concepts but in legal reasoning, argumentation and analysis.

Professor Hardy also has strong family ties to William and Mary. His sister graduated in 1966, and his father in the early 1920s. His father was the first William and Mary football player to go on to play professional football after college. Professor Hardy's great, great-uncle, Edwin Taliaferro, was both a William and Mary graduate and a Professor of Latin and Romance in the 1850s. His grandfather, W.C.L. Taliaferro was a William and Mary graduate and twice president of the Alumni Society. Finally, his great-grandfather, William Booth Taliaferro, also a graduate, was instrumental in urging the state to take over the College as a public university after the Civil War. Taliaferro Hall, on Jamestown Road, is named for him.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor I. Trotter Hardy; expresses its appreciation to him for the many contributions he has made to the School of Law and the College of William and Mary; and approves, with deep gratitude for his thirty years of devoted service, a change in status from Professor of Law to Professor of Law, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF RONALD HOFFMAN
DEPARTMENT OF HISTORY

Ronald Hoffman received his B.A. from George Peabody College in 1964; his M.A. from the University of Wisconsin in 1965, and his Ph.D. from the University of Wisconsin in 1969 and came to William and Mary in 1992 as the seventh director of the Institute of Early American History and Culture. Founded in 1943 by the College of William and Mary and the Colonial Williamsburg Foundation, the Institute was renamed in 1996, in recognition of a generous endowment given by Mr. and Mrs. Malvern H. Omohundro, Jr. Since assuming the directorship, Professor Hoffman has greatly expanded the Institute's international scope and presence by sponsoring major conferences in Africa, Canada, the Caribbean, Israel, Turkey and the United Kingdom. He has reaffirmed the Institute's status as the preeminent center for Early American history in the United States. Among his most important domestic initiatives has been the inauguration of the Institute's annual conference that provides a forum for the work of younger scholars in the field. In securing the Omohundro bequest, Professor Hoffman measurably increased the resources available for sustaining the Institute's signature publications, the renowned *William and Mary Quarterly* and prize-winning books, and its vital program of postdoctoral fellowships.

Professor Hoffman has also been an important graduate mentor and undergraduate teacher for the Lyon G. Tyler Department of History. His courses on the American Revolution have offered students the opportunity to learn about the seminal event that produced the United States, not only from the founders' perspectives but also from the experiences of the women and men, enslaved and free, whose lives were profoundly shaped by a war fought in the name of freedom and equality. Throughout his tenure at the College and as Director, Professor Hoffman has strongly supported collaboration among the History Department, Colonial Williamsburg, and the Omohundro Institute in exploring the early American past.

The author of two monographs, Professor Hoffman is the project editor of the Charles Carroll of Carrollton Papers. His three-volume edition of the Carroll Papers, *Dear Papa, Dear Charley* won the prestigious J. Franklin Jameson Prize for documentary editing, given every five years by the American Historical Association. An important scholar of the American Revolution, he has also contributed to historical scholarship as the editor or co-editor of 17 volumes and has published numerous scholarly articles. His achievements have been recognized by major fellowships and grants from the National Endowment for the Humanities, the National Historical Publications and Records Commission, and the Charles Carroll of Carrollton Foundation, among other agencies, and by his service on a number of advisory and editorial boards, including The Papers of Thomas Jefferson, the Robert H. Smith International Center for Jefferson Studies, the C. V. Starr Center for the Study of the

April 17-19, 2013

Page 2 of 2

American Experience, and the Center for the Study of Democracy of St. Mary's College of Maryland.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Ronald Hoffman; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his twenty-one years of devoted service to the university, a change in status from Professor of History to Professor of History, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JACQUELYN Y. McLENDON
DEPARTMENT OF ENGLISH

Jacquelyn Y. McLendon began her career at the College of William and Mary as an Associate Professor in 1992. Professor McLendon received her B.A. in English from Temple University in 1979, and her M.A. (1981) and Ph.D. (1986) in English from Case Western Reserve University. Her previous teaching experience included three years at Amherst College and three years at Hofstra University. In 2007, after a ten-year stint as director of Black Studies and a six-year term as English Department associate chair, Professor McLendon was promoted to Professor.

During her tenure, Professor McLendon has been a significant force in William and Mary's transformation into a truly diversified faculty, student body and curriculum. From the beginning of her career at William and Mary, she has been instrumental in helping to modernize and update the English Department curriculum, and she did so by designing and teaching an impressively large number of survey and special topics courses in African-American literature. Professor McLendon has also been a central figure in the evolution of the Black Studies Program, which she directed from the program's inception in 1997 until 2007, and she has continued to be an important force in the program after it was reconfigured as Africana Studies. During the same period – from 1995 to 2001 – she served as associate chair of the English Department. At the same time Professor McLendon was central to the expansion of the American Studies graduate curriculum. The College's African-American Studies program emerged as one of the primary strengths of the American Studies Graduate Program and helped establish the program's national standing. Several of her former students are now teaching at colleges and universities across the country.

Professor McLendon is one of the country's most prominent authorities on the Harlem Renaissance. Her 1995 book *The Politics of Color in the Fiction of Jessie Fauset and Nella Larsen*, is still considered authoritative in African-American Studies; over the past fifteen years she has received frequent invitations to lecture across the country and abroad. She is also one of the main editors of the database titled *The Pearson Custom Library of American Literature*, and she is the primary editor for the anchor volume of the *Pearson Library of American Literature, 1945-Present*, as well as the two volumes of *African American Literature*. In addition, she is the author of a young adult biography, *Phillis Wheatley: Revolutionary Poet*, as well as numerous articles, book chapters, encyclopedia entries and book reviews. Most recently, she was invited by the Modern Language Association, the country's premiere literary studies organization, to edit a volume on Nella Larsen in their prestigious *Approaches to Teaching* series.

Professor McLendon has been able to maintain very high standards in her scholarship and in the classroom despite bearing heavy governance responsibilities year in and year out. She has been an exemplary leader in the English Department and Africana Studies, a conscientious and highly effective mentor to undergraduate and graduate students, and one of the country's most respected scholars in African-American literature. Even in her last year before retirement, Professor McLendon continues to lead by example, as a participant in the 2012 E-learning Professional Development (ePD) course and as a pioneer in blending online and computer resources with conventional classroom teaching. In all respects, Professor McLendon has been a pivotal figure in the massive changes the College has undergone in the last 21 years, and the success of the English Department and the Africana Studies Program owes a very large debt, as does William and Mary, to her tireless work in the program, in the English Department, and throughout the College as a whole.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Jacquelyn Y. McLendon; expresses its appreciation to her for the many contributions she has made to the College of William and Mary; and approves, with deep gratitude for her twenty-one years of devoted service to the university, a change in status from Professor of English to Professor of English, Emerita.

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

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

April 18, 2013

10:45 – 11:45 a.m.

Board Room - Blow Memorial Hall

Charles A. Banks III, Chair
Dennis H. Liberson, Vice Chair

- I. Introductory Remarks – Mr. Banks
- II. Approval of Minutes – February 7, 2013
- III. Report from Vice President for Administration – Anna B. Martin
 - A. Annual Report on IT
 - B. Staff Assembly Report
- IV. Report from Building Official – Robert P. Dillman.
- V. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
 - A. Capital Outlay Project Progress Report. Enclosure F.
 - B. Resolution to Approve 2014-2020 Capital Outlay Plan. **Resolution 21**.
- VI. Report from Vice President for Administration - Anna B. Martin
 - A. Capital Outlay Project Progress Report. Enclosure G.
 - B. Resolution to Approve 2014-2020 Capital Outlay Plan. **Resolution 22**.
 - C. Resolution to Approve Property Acquisition: 415 Richmond Road **Resolution 23**.
 - D. Resolution to Approve Renaming the Old Fraternity Complex: "Green & Gold Village" **Resolution 24**.
- VII. Closed Session (if necessary)
- VIII. Open Session - Certification of Closed Session **Resolution**
- IX. Discussion
- X. Adjourn

COMMITTEE ON ADMINISTRATION,
BUILDINGS AND GROUNDS

MINUTES – FEBRUARY 7, 2013

MINUTES
Committee on Administration, Buildings & Grounds
February 7, 2013
Board Room – Blow Memorial Hall

Attendees: Charles A. Banks, III, Chair; Ann Green Baise, Thomas R. Frantz; Sue H. Gerdelman; Peter A. Snyder; John C. Thomas. Other Board members present: faculty representative William J. Hausman, staff representative Lydia A. Whittaker, and student representative Curtis A. Mills. Others present: Provost Michael A. Halleran, Dean John T. Wells, Vice President Anna B. Martin, Vice President Virginia A. Ambler, Vice President Samuel E. Jones, University Counsel Deborah A. Love, Director of Internal Audit Michael L. Stump and other administrative staff.

Chair Charles Banks called the meeting to order at 8:15 a.m. Recognizing that a quorum was present, Mr. Banks requested a motion to approve the minutes of the meeting of November 30, 2012. Motion was made by Ms. Baise, seconded by Mr. Frantz, and approved by voice vote of the Committee.

Mr. Banks moved that the Committee on Administration, Buildings and Grounds convene in Closed Session for the purpose of discussing personnel matters pertaining to specific personnel and briefings by legal counsel or staff members pertaining to specific legal matters, as provided for in Section 2.2-3711.A.1. and 7., of the Code of Virginia. Motion was seconded made by Mr. Snyder, and approved by voice vote of the Committee. The Committee went into closed session at 8:17 a.m.

The Committee reconvened in open session at 8:30 am. Mr. Banks reviewed the topics discussed during closed session, then moved adoption of the **Resolution** certifying the closed session was held in compliance with Freedom of information Act. Motion was seconded by Ms. Baise and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Ms. Martin advised that the Report from Building Code Official Robert Dillman was contained in the Board Book at Enclosure H.

Dean John Wells updated the Committee on the Governor's recommended capital budget amendments for VIMS, and project authorization progress to-date in the 2013 General Assembly. Dean Wells reviewed highlights of VIMS written report on capital outlay, including the new research vessel to replace the Bay Eagle, as detailed in Enclosure I. He also presented the first draft of VIMS' proposed 2014-2020 capital plan, detailed in Enclosure J.

Mr. Banks asked about recent arson activity (40 fires) in Wachapreague, and if VIMS had been affected in any way. According to Mr. Wells, fires are occurring in abandoned buildings, and pose no immediate threat to VIMS facilities given their level of occupancy and function 24 hours a day.

Vice President Martin updated the Committee on capital project progress from the College's written report as detailed in Enclosure K. Ms. Martin reviewed actions of the General Assembly on state pooled projects.

Ms. Martin presented the first draft of the College's proposed 2014-2020 capital plan, detailed in Enclosure L, which lists the "Arts Quarter" project for fine and performing arts (including Music) as the College's first academic priority. A preplanning study supporting this project is underway to inform the final 2014-2020 capital plan. The 2014-2020 capital plan is lean in comparison to previous biennia; however, it is anticipated that completion of the Campus Master Plan in Fall 2014 will inform robust development of the next capital plan for 2016-2022.

At the request of the President, Ms. Martin distributed and reviewed **Resolution 15**, Resolution to Approve Capital Project: Expand & Renovate Law School. Following discussion Mr. Banks asked for a motion to approve **Resolution 15**. Motion was made by Ms. Baise, seconded by Mr. Snyder and approved by voice vote of the Committee. (**Resolution 15** is appended.)

Ms. Baise requested an aerial view of Wachapreague from VIMS for the next meeting.

Mr. Hausman asked about funding for the renovation of Tyler Hall. Ms. Martin reviewed the steps taken to justify the current project estimate of \$16.364M, and noted that there will be more steps to be taken in the process. The same budget issue has occurred with capital project: Construct Integrated Science Center 3 (ISC 3). Ms. Martin explained that the budget decrements recommended by the Commonwealth's Bureau of Capital Outlay Management (BCOM) are occurring against projects at all higher education institutions, regardless of restructured authority. The College's Tier 3 status, which granted post-appropriation authority for management of all capital projects, regardless of fund source, has been overtaken by the new pooled project process (legislated in 2008). This new process continues to evolve, but does require the College to submit drawings for evaluation by BCOM once again.

The reports completed, and there being no further business, the Committee moved to adjourn at 9:00 a.m.

February 7, 2013

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:



Charles A. Banks III

Chair

Committee on Administration, Buildings and
Grounds

**RESOLUTION TO APPROVE
CAPITAL PROJECT:
Expand & Renovate Law School**

WHEREAS, from time to time, the College requires the initiation of capital projects outside of the normal Commonwealth biennial cycle; and

WHEREAS, the 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the Code of Virginia (the "Act"), as renewed, requires the Board of Visitors to approve any capital projects meeting the definition; and

WHEREAS the Agreement allows the Board of Visitors to approve capital projects at any time; and

WHEREAS, the Agreement allows the Board of Visitors to authorize only non-general funds projects without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

WHEREAS, the Agreement requires the Board of Visitors to seek General Assembly approval of any non-general fund debt authority; and

WHEREAS, under the Agreement, the College has established the appropriate policies and procedures to initiate, develop, manage and complete such projects;

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, to approve initiation of the capital project listed in this resolution, and in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

FURTHER RESOLVED, that the Board authorizes the Vice President for Administration to pursue all necessary steps for the accomplishment of said project(s).

PROJECT TITLE

FUNDING

Expand & Renovate Law School

\$14,000,000 NGF

The proposed project will expand with some minor renovations to accommodate the top three facility needs and priorities of the Law School: 1) small seminar rooms; 2) law practicum, legal clinic, and legal writing space; and 3) multipurpose food, dining & assembly space for students. Enrollment has grown nearly 20%, and the need for additional space to support expanded programs has grown along with it. In addition, law students easily spend over 100 hours a week in the Law School, including nights and weekends. They have very limited access to food facilities on site or within easy walking distance, unlike students on main campus. This project will address these targeted short-comings.

The College submitted an amendment to the 2013 General Assembly for non-general fund support, with authorization to use private funds and to issue 9d pooled bond debt. The debt incurred will be supported by a mix of student fees and private funds.

April 17-19, 2013

Page 1 of 2

VIRGINIA INSTITUTE OF MARINE SCIENCE CAPITAL OUTLAY PROJECT PROGRESS REPORT

268-17950 Research Vessel

Appropriation Amount: \$8,050,000
Design Team: TBD
Fund Sources: VCBA Bonds

Biennium: 2012-2014
Obligated to Date: \$30,139
Contractor: TBD

This appropriation funds the planning and construction of a new custom designed research vessel to replace the R/V Bay Eagle. The project was advertised and seven proposals were received. A short list of naval architecture firms has been developed and interviews will be completed in April 2013. A local structural engineering firm has submitted designs for consideration of the berthing location for the new vessel.

268-17993 Consolidated Scientific Research Facility

Appropriation Amount: \$823,438
Design Team: TBD
Fund Sources: Central Capital Planning Fund
Higher Education Operating

Biennium: 2012-2014
Obligated to Date: \$0
Contractor: TBD

This appropriation funds the planning of a new 32,000 square-foot building to provide research, study, office and technology space for Marine Advisory Services, the Center for Resource Management (CCRM), the Physical Sciences modeling group and the Publication/Communication and Computer Centers in a single facility. Planning is expected to be underway Spring 2013.

268-17447 Electrical Upgrades, Chesapeake Bay Hall

Appropriation Amount: \$267,500
Design Team: McKinney & Company
Fund Source: General Funds
VCBA Bonds

Biennium: 2006-2008
Obligated to Date: \$267,500
Contractor: E.G. Middleton, Inc.

This project involved upgrading the electrical distribution system at Chesapeake Bay Hall. The construction project is complete.

268-17400 Property Acquisition: CBNERRVA

Appropriation Amount: \$1,490,500
Fund Source: Federal Funds

Biennium: 2006-2008
Obligated to Date: \$820,138

This appropriation involves the purchase of master plan properties to support the CBNERRVA program. The appropriation remains open for future property acquisitions.

April 17-19, 2013

Page 2 of 2**268-16634 Property Acquisition: VA-NERRS**

Appropriation Amount: \$350,000

Biennium: 2000-2002

Fund Source: Federal Funds

Obligated to Date: \$193,000

This project acquires property by the Virginia Estuarine & Coastal Research Reserve System using federal grants. The appropriation remains open for future acquisitions.

268-16299 Property Acquisition: Master Plan Properties

Appropriation Amount: \$1,100,000

Biennium: 2000-2002

Fund Sources: VCBA Bonds

Obligated to Date: \$772,481

Higher Education Operating

This appropriation involves the purchase of properties contiguous to the Gloucester Point campus. VIMS is in the process of purchasing the Abrahamson property and has completed the appraisal of the Stanaway property.

268-16149 Property Acquisition: Wachapreague

Appropriation Amount: \$743,926

Biennium: 1998-2000

Fund Sources: Private Funds

Obligated to Date: \$733,028

Higher Education Operating

This appropriation involves the purchase of properties at the Eastern Shore Laboratory campus at Wachapreague, Virginia. No purchases have been made since June 2011; however the appropriation remains open for future acquisitions.

268-12331 Maintenance Reserve

Appropriation Amounts:

Fund Source: VCBA Bonds	\$261,639	June 30, 2011 Balance
	\$193,060	2012
	\$193,060	2013

Current Maintenance Reserve projects under construction:

- Point Up Exterior of Three Buildings
- Dredge the Boat Basin Channel at Gloucester Point

Completed Maintenance Reserve projects:

- Replace the Roof on the Customer Service Building and Laboratory
- Repairs to CBH Exhaust System

VIRGINIA INSTITUTE OF MARINE SCIENCE

**RESOLUTION TO APPROVE
2014-2020 CAPITAL OUTLAY PLAN**

Whereas, in the late spring of each odd numbered year, the Governor, through the Department of Planning and budget, requests that higher education institutions develop their next (rolling) six-year capital outlay plans; and

Whereas, VIMS has developed its proposed capital outlay six year plan for the biennia 2014-2020 based on the Governor's historical guidance on previous six year capital plans; and

Whereas, the plan reflects the capital outlay needs as identified in the comprehensive master plan which was completed in March 2011. The bulk of the plan is to construct modernized replacement buildings for substandard/outdated facilities, move buildings out of the floodplain, and purchase properties contiguous to the campus;

THEREFORE, BE IT RESOLVED, that the Board of Visitors of The College of William and Mary in Virginia approves the 2014-2020 Capital Outlay Plan for the Virginia Institute of Marine Science as recommended; and

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take the actions necessary to fulfill VIMS' response to the Governor and supporting agencies with respect to the 2014-2020 Capital Outlay Plan.

**VIRGINIA INSTITUTE OF MARINE SCIENCE
2014-2020 CAPITAL OUTLAY PLAN**

2014-2016 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	Major Repairs and Maintenance Reserve Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.	\$700,000 GF
2	Construct New Oyster Hatchery Supports the construction of a new 22,000 square-foot Hatchery Complex to replace the 40 year old VIMS Oyster Hatchery and will include office and laboratory space for oyster restoration, industry and economic development, marine finfish culture, educational space, and a concrete pier.	\$14,105,000 GF
3	Construct Eastern Shore Admin. & Education Complex Supports the design and construction of three new buildings that total 10,200 square-feet to replace outdated buildings vulnerable to flooding on the Wachapreague campus. The complex includes administrative offices, an educational conference center with classrooms, convertible meeting rooms, a distance learning classroom, and a maintenance shop to support buildings, grounds, and vessel repairs.	\$5,632,000 GF
4	Expand and Renovate Watermen's Hall Funds the renovation and expansion of Watermen's Hall that is critical to meeting the programmatic, technological, and instructional needs of graduate marine education at VIMS. The project includes renovation of existing laboratories, classrooms, a renovation/expansion of the research library, and a 11,800 square-foot addition for an educational center with classrooms, conference rooms, convertible meeting rooms, and an informal lounge. The research library addition includes increased book and journal shelf space, rare book and chart space, expanded study/reading area, and computer study areas.	\$10,439,000 GF
5	Property Acquisitions, Gloucester Point & Wachapreague Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.	\$1,300,000 GF

2014-2016 BIENNIUM TOTAL: \$32,176,000 GF

2016-2018 BIENNIUM

- 1b Major Repairs and Maintenance Reserve \$700,000 GF**
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.
- 6 Construct Addition to the Fisheries Science Building \$7,367,000 GF**
Supports a 13,900 square-foot addition to the Fisheries Science Building to expand the laboratory and office requirements of the Department of Fisheries Science.
- 7 Construct Amphitheater Green Space \$2,847,600 NGF**
Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is cited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay.
- 8 Construct Field Support Complex, Phase I \$4,962,000 GF**
Supports the construction of a new 10,000 square-foot administration building for vessel and field research operations.
- 9 Construct Visiting Scientist Center \$2,146,000 GF**
Provides 5,000 square-feet of adequate and necessary space for visiting scientists and student groups on the Institute campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site.
- 10 Property Acquisitions, Gloucester Point & Wachapreague \$1,300,000 GF**
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.

2016-2018 BIENNIUM TOTAL:**\$16,475,000 GF****\$2,847,600 NGF**

2018-2020 BIENNIUM

- | | | |
|-----------|--|-----------------------|
| 1c | Major Repairs and Maintenance Reserve
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs. | \$700,000 GF |
| | | |
| 11 | Construct Field Support Complex, Phase II
Supports the construction of a 4,300 square-foot vessel maintenance shop and a 4,000 square-foot storage facility located next to the Field Support Center. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus. | \$3,683,000 GF |
| | | |
| 12 | Construct Eastern Shore Visiting Scientist Complex
Provides 9,500 square-feet of adequate and necessary space for visiting scientists and student groups on the Wachapreague campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site. | \$4,767,000 GF |
| | | |
| 13 | Construct Education and Research Building
Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute. | \$9,924,000 GF |
| | | |
| 14 | Property Acquisitions, Gloucester Point & Wachapreague
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction. | \$1,300,000 GF |

2018-2020 BIENNIUM TOTAL:***\$20,374,000 GF*****2014-2020 CAPITAL PLAN TOTAL:****\$71,872,600 Total**

April 17-19, 2013

Page 5 of 5

2014 - 2020 Virginia Institute of Marine Science Six-Year Capital Outlay Plan

Priority	2014-2016 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1a	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
2	Construct New Oyster Hatchery	0100	\$ 14,105,000		\$ 14,105,000	
3	Construct Eastern Shore Administration & Education Complex	0100	\$ 5,632,000		\$ 5,632,000	
4	Expand & Renovate Watermen's Hall	0100	\$ 10,439,000		\$ 10,439,000	
5	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2014 - 2016 Biennium Totals		\$ 32,176,000		\$ 32,176,000	

Priority	2016-2018 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1b	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
6	Construct Addition to the Fisheries Science Building	0100	\$ 7,367,000		\$ 7,367,000	
7	Construct Amphitheater Green Space			\$ 2,847,600	\$ 2,847,600	
8	Construct Field Support Complex, Phase I	0100	\$ 4,962,000		\$ 4,962,000	
9	Construct Visiting Scientist Center	0100	\$ 2,146,000		\$ 2,146,000	
10	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2016 - 2018 Biennium Totals		\$ 16,475,000	\$ 2,847,600	\$ 19,322,600	

Priority	2018-2020 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1c	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
11	Construct Field Support Complex, Phase II	0100	\$ 3,683,000		\$ 3,683,000	
12	Construct Eastern Shore Visiting Scientist Complex	0100	\$ 4,767,000		\$ 4,767,000	
13	Construct Education & Research Building	0100	\$ 9,924,000		\$ 9,924,000	
14	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2018 - 2020 Biennium Totals		\$ 20,374,000		\$ 20,374,000	

April 17-19, 2013

2014 - 2020 Virginia Institute of Marine Science Six-Year Capital Outlay Plan

Priority	2014-2016 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1a	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
2	Construct New Oyster Hatchery	0100	\$ 14,105,000		\$ 14,105,000	
3	Construct Eastern Shore Administration & Education Complex	0100	\$ 5,632,000		\$ 5,632,000	
4	Expand & Renovate Watermen's Hall	0100	\$ 10,439,000		\$ 10,439,000	
5	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2014 - 2016 Biennium Totals		\$ 32,176,000		\$ 32,176,000	

Priority	2016-2018 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1b	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
6	Construct Addition to the Fisheries Science Building	0100	\$ 7,367,000		\$ 7,367,000	
7	Construct Amphitheater Green Space			\$ 2,847,600	\$ 2,847,600	
8	Construct Field Support Complex, Phase I	0100	\$ 4,962,000		\$ 4,962,000	
9	Construct Visiting Scientist Center	0100	\$ 2,146,000		\$ 2,146,000	
10	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2016 - 2018 Biennium Totals		\$ 16,475,000	\$ 2,847,600	\$ 19,322,600	

Priority	2018-2020 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1c	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
11	Construct Field Support Complex, Phase II	0100	\$ 3,683,000		\$ 3,683,000	
12	Construct Eastern Shore Visiting Scientist Complex	0100	\$ 4,767,000		\$ 4,767,000	
13	Construct Education & Research Building	0100	\$ 9,924,000		\$ 9,924,000	
14	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2018 - 2020 Biennium Totals		\$ 20,374,000		\$ 20,374,000	

**COLLEGE OF WILLIAM AND MARY
CAPITAL OUTLAY PROJECT PROGRESS REPORT**

204-17650 Construct: Integrated Science Center Ph 3

Design Team: EYP

Biennium: 2008-2010

Budget: \$85 million (\$74.18 proposed by BCOM)

Contractor: Whiting Turner

Funding Source: VCBA

Obligated to date: \$8,296,013

Description: The project constructs a 113,000 GSF facility, designed for scientific research in existing applications (applied science, biology, chemistry, and psychology), future inter-disciplinary programs (STEM), and computer modeling. The project is included in the Commonwealth's VCBA pooled project program.

Progress: Cost data submitted to BCOM on November 9th yielded a Dec 13th (2012) Funding Report recommending \$74.180M in lieu of the \$85.0 M requested. The Project Team conducted a face to face meeting with BCOM on March 4th (2013) to discuss researched design changes that can be made without impacting program. However, BCOM insists the \$74.180M project budget is sufficient. The College, after consideration of numerous additional budget cuts, will proceed with the current design.

204-17652 Renovate: Tucker Hall

Design Team: Cunningham-Quill

Biennium: 2008-2010

Budget: \$11,530,576

Contractor: Donley's

Funding Source: VCBA

Obligated to date: \$10,368,364

Description: The project reconfigures and improves the 1909 era Tucker Hall, last upgraded in 1980 when the Law School moved to its South Henry Street campus, and the department of English moved in. Building systems, instructional space, access, and technology will be modernized.

Progress: Installation of an additional stair tower, elevator shaft and select structural steel reinforcement is complete. Framing and building system rough-in are in progress on all floors. Project completion is expected by August, 2013 to enable classes to resume in fall 2013.

204-17809 Improve: Athletic Facilities (Umbrella)

Design Team: Multiple

Biennia: 2012-2014

Budget: \$2,589,437 (\$6.5M in authority)

Contractor: Multiple

Funding Source: 9d bonds

Obligated to Date: \$1,617,387

Description: Three sub-projects will address long standing athletic facility deficiencies.

April 17- 19, 2013

Page 2 of 8

The sub-projects are William & Mary Hall Roof Replacement, Busch Field Lighting Repairs and Zable Stadium Window Replacement.

Progress: In 2012, Busch Field lighting repairs were completed on June 24th, and W&M Hall Roof replacement was completed October 30th. Replacement of Zable Stadium Windows is scheduled for summer 2013. Savings from the \$2.6M will be programmed to address the next most critical priorities.

204 – 17934 Sadler Center Dining Addition

Design Team: Clark-Nexsen

Biennium: 2012-2014

Budget: \$8,000,000

Contractor: Whiting Turner

Funding Source: VCBA (9d bond)

Obligated to date: \$2,266,824

Description: The project will add 300 seats, increase serving stations to include a late night lounge, and completely renovate the kitchen in order to meet demand resulting from implementation of the mandatory meal plan program in 2011-12.

Progress: Construction of the foundation is complete. Steel erection was completed in March. Construction of the exterior envelope and rough-in of the building interior is in progress, and will proceed until mid-May, when the south wall of the existing dining room will be breached in order to tie in the new addition and begin renovation of the existing dining room and kitchen. The project is on schedule to meet substantial completion by the first week of August, 2013.

204 – 17994 Renovate: Tyler Hall

Design Team: Mitchell-Matthews

Biennium: 2012-2014

Budget: \$16.36M (requested)

Contractor: W.M. Jordan

Funding Source: VCBA (state)

Obligated to date: \$1,359,360

Description: The project will reconfigure and improve the 1909 era Tyler Hall, last upgraded in 1980. Building systems, instructional space, and technology will be modernized. The attic level will be built-out as faculty office space.

Progress: BCOM issued a revised Schematic Cost Review Report in January (2013) that restored a portion of the funds deducted, increasing their project budget recommendation from \$13.56M to \$15.2M. The College met with BCOM cost reviewers on March 4th to review College analysis of BCOM suggested scope reductions. Based on this discussion, the College is proceeding with preliminary design based on a budget of \$15.96M.

The completion of Preliminary Drawings (detailed design) for BCOM cost review is scheduled for June, 2013. Completion of construction drawings is estimated for

April 17- 19, 2013

Page 3 of 8

November, 2013. Construction will begin once final funding is approved. Project completion is estimated to be June, 2015.

204 – 18001 Renovate: The Brafferton and Brafferton Kitchen

Design Team: GWWO

Biennium: 2012-2014

Budget: \$3.4M

Contractor: Virtexco

Funding Source: Private funds/VCBA funds

Obligated to Date: \$3,043,940

Description: The project renews building systems within the Brafferton and Brafferton kitchen. The project will seal the exterior envelope (roof, windows, foundation), install state of the art building systems (HVAC, Fire systems, HA access), and restore affected building fabric.

Progress: Basement fit out is nearing completion. Building system installation in both the Brafferton and the Brafferton kitchen is near completion, to include installation of new electrical wiring, HVAC, fire alarm, fire sprinkler, domestic water and sewer. Interior finishes are on schedule. Project completion: July, 2013.

204 – 18002 Improve: Accessibility Infrastructure

Design Team: Clark-Nexsen

Biennium: 2012-2014

Budget: \$3,000,000

Contractor: TBD

Funding Source: \$1.4M GF/\$1.6M VCBA

Obligated to date: \$0

Description: Study to examine and improve accessibility issues at facilities not currently targeted for renovation within the next decade, and to assess and improve various campus pathway conditions.

Progress: The A/E has completed conceptual estimates of sub-projects in order to allow prioritization of work within available funds. Construction will begin in summer 2013.

204 – 18003 Improve: Lake Matoaka Dam Spillway

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3,169,182

Contractor: TBD

Funding Source: VCBA

Obligated to date: \$235,937

Description: State Dam Safety Regulations now require that the spillways of all high hazard dams must pass two times (2x) the probable maximum flood (PMF) and withstand overtopping. The project will enable the dam to withstand overtopping by armoring the downstream face of the dam using articulated concrete blocks (ACB).

April 17- 19, 2013

Page 4 of 8

Progress: The College has coordinated the design concept with the Division of Dam Safety. Construction drawings will be complete by September, 2013. The six month construction will begin May, 2014, following extensive project review of the completed design by multiple agencies with oversight.

204 – 18004 Improve: Campus Stormwater Infrastructure

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3, 391,198

Contractor: TBD

Funding Source: VCBA

Obligated to date: \$0

Description: The College will create a new Stormwater Management Plan to achieve compliance with new state stormwater regulation and emerging federal Total Maximum Daily Limit (TMDL) pollutant guidelines for the protection of the Chesapeake Bay. The plan will ensure future projects achieve regulatory compliance. Planning will include inventory of existing stormwater structures, and "watershed modeling" to determine existing stormwater flow and sediment/contaminant loadings.

Progress: The initial funds for stormwater master-planning were approved by BCOM on February 25th(2013). The plan will map future campus growth and determine the College's Total Maximum Daily Load (TMDL) waste load allocation, while developing compliance designs to retrofit existing BMPs. The Master Plan will be complete in nine months, and will inform subsequent design/construction requirements.

204 – 18005 Construct: Cooling Plant and Replace Utilities, Phase IV

Design Team: RMF

Biennium: 2012-2014

Budget: \$3,500,000

Contractor: TBD

Funding Source: VCBA

Obligated to date: \$234,631

Description: Fit out of the Power Plant cooling addition with a 400 ton thermal storage "ice" plant to provide "peak shaving" capability during periods of peak power demand for campus cooling. The Thermal Storage will also provide operating redundancy for existing three 900 ton chillers.

Progress: Preliminary design and associated code review are complete. Construction drawings are in progress and will be complete by June, 2013 to enable a summer 2013 start. Estimated construction duration is six months.

204-17555 Improve: Dormitory Renovations

Design Team: Multiple

Biennium: 2008-2010

Budget: \$2.5M

Contractor: Multiple

Funding Source: 9c bonds

Obligated to Date: \$2,414,075

April 17- 19, 2013

Page 5 of 8

Description: The last project is design of Barrett Hall window replacement and chilled water piping to accommodate future air-conditioning.

Progress: Design, code review, and bidding are complete. Window replacement is scheduled for summer 2013 under project 204-17933. Chilled water piping connections will be installed in summer 2014 under 17933 as well.

204-17808 Construct: New Fraternity Housing

Design Team: Moseley-Treanor Associates

Biennium: 2010-2012

Budget: \$26.8M

Contractor: WM Jordan

Funding Source: 9c Bonds

Obligated to date: \$25,068,463

Description: Design of a Fraternity Complex consisting of eleven 17-bed fraternity houses (total 187) and a community building.

Progress: Structural framing is complete on all houses. Construction of the exterior envelope and simultaneous building system rough-in are in progress on all houses. Interior finishes are in progress on houses 2, 3, 10 and 11. Wet weather has affected work progress, and the construction manager has initiated a recovery schedule to achieve occupancy by August. The Community Building completion will follow house occupancy in September.

204-17811 Improve: Dormitory Renovations (Umbrella)

Design Team: Multiple

Biennium: 2010-2012

Budget: \$4.5M

Contractor: Multiple

Funding Source: 9c bonds

Obligated to Date: \$3,817,605

Description: Final project: Reves Hall Fire Alarm/HVAC modifications.

Progress: Code review of the fire alarm design is complete. Bids were received on April 9th to support summer, 2013 construction of the fire alarm system. HVAC design to eliminate condensation issues is on schedule for summer, 2014, construction.

204-17933 Improve: Dormitory Renovations (Umbrella)

Design Team: Multiple

Biennium: 2010-2012

Budget: \$5.0M

Contractor: Multiple

Funding Source: 9c bonds

Obligated to Date: \$722,308

Description: Projects will include construction of Barrett Hall window replacement and chilled water piping; Old Dominion window replacement; Landrum roof replacement; renovations of Chandler Hall and renovation of Landrum Hall if funding permits.

April 17- 19, 2013

Page 6 of 8

Progress: As noted above, Barrett Hall window replacement and chilled water piping designs have been executed under project 204-17555. Design for Chandler Hall renovation is in progress. The RFP for design of Landrum Hall renovation will be issued in July 2013 to support summer, 2014 construction.

204-17933-01 Renovate: Chandler Hall

Design Team: Boynton-Rothschild-Rowland

Biennium: 2012-2014

Budget: \$841,300

Contractor: TBD

Funding Source: 9c bonds

Obligated to date: \$722,308

Description: A full interior & exterior renovation of the 151 bed Chandler Hall, including roof replacement, window replacement, building systems replacement, and interior finishes.

Progress: Construction drawings were submitted for code review and parallel GMP development on March 19th. Construction is scheduled to start after commencement 2013, and will be complete by June, 2014.

204- TBD Construct: Law School Expansion

Design Team: TBD

Biennium: 2012-2014

Budget: \$14.0M

Contractor: TBD

Funding Source: 0302; 9(d) debt

Obligated to date: \$0

Description: Proposed project includes expansion and small renovation to accommodate small seminars, law practicums/legal clinics, and food & dining for students. Enrollment has grown nearly 20%, and the need for additional programming & support space along with it. Law Students do not have access to food facilities like students do on main campus, or even at the Schools of Business and Education.

Progress: The 2013 General Assembly has approved non-general fund support, with authorization to issue \$12.0M in debt. The debt incurred will be supported by a mix of student fees and private funds. A project feasibility study to reconcile scope and cost will be complete by the end of April. Design will begin as soon as funding is in place, and a construction manager (CM) will be the construction procurement method. Design and construction are estimated to take 12 and 14 months, respectively.

204 – TBD Performing Arts Quarter Feasibility Study

Design Team: Moseley/HGA

Biennium: 2012-2014

Budget: TBD

Contractor: TBD

Funding Source: HEO/0306

Obligated to Date: \$0

April 17- 19, 2013

Page 7 of 8

Description: Using data from previous studies, the study will develop options for the adaptive reuse of PBK Hall in conjunction with the potential construction of new space to the south and east of PBK to house Music, Theater and Dance.

Progress: The A/E team of Moseley/Hammel Green Abrahamson (HGA) was selected following interviews in December, 2012. Three workshops have been conducted to date in order to refine the space program and develop associated costs to support a phased, three project / three biennia program to address facility needs in Music, Theater, Speech and Dance, and Art and Art History, in order. This cost data will be included in the 2014 - 2020 Capital Plan. A study based on the revised scope, construction sequence and cost will be complete by mid-May.

204- TBD Campus Master Plan

Design Team: TBD

Biennium: 2012-2014

Budget: TBD

Contractor: TBD

Funding Source: College O&M

Obligated to date: \$0

Description: A Campus Master Plan will be created to replace the plan developed in 1987 and updated in 2003. The plan will develop a long range vision for growth and renewal strategies, including land use development, facility programming, sustainability, infrastructure development, real estate, transportation, and parking strategies. The plan will comply with state guidelines established in the 2004 Virginia Construction and Professional Services Manual, Chapter 13: Site and Utility Plans, and the College's 2006 Restructuring Management Agreement.

Progress: A/E proposals were received on February 21st. A short list of firms was interviewed on March 21st and 22nd. The final selection was pending reference checks at the time of this report.

A kick-off meeting will occur in May to support data collection during summer, 2013. The final plan will be complete no later than Fall, 2014, in order to support development of the 2016 – 2022 Six Year Plan in spring, 2015.

April 17- 19, 2013

Page 8 of 8 **2012 – 2014 Major Repair and Maintenance Reserve**

2010 - 2012 (Carry Forward): \$2,006,071

2012 - 2014 Appropriation: \$2,825,634

FY 2013: \$1,412,817

FY 2014: \$1,412,817

Grand Total: \$4,831,7052010 - 2012

Project Commitments/Spent to Date: \$2,006,071

2012 - 2014

Projects Completed: \$ 385,778

Projects ready for bid/award: \$1,180,000

- 204 – 00050 Replace: Halon Systems (Blow)
- 204 – 00027-1 Ewell Hall Attic Fire Alarm Replacement
- 204 – TBD Hoke House Addition Repairs
- 204 – TBD Muscarelle Fire Alarm/Fire Sprinkler Repl

Projects in design: \$1,259,856

- 204 – 00007 ADA Accessibility (Jones Hall Elevator)
- 204 – 00009 – 5 Sorority Court Waterline Repairs
- 204 – 00009 – 6 W&M Hall Area Street Lighting Repairs
- 204 – 00075 Stormwater System Repairs
- 204 – 13004 Reves Fire Alarm
- 204 – 06014 Jones Hall DDC Controls
- 204 – TBD Swem Gutter/Lintel Repair
- 204 – TBD Classroom Renovations

Grand Total: \$4,831,705

**COLLEGE OF WILLIAM AND MARY
RESOLUTION TO APPROVE
2014-2020 CAPITAL OUTLAY PLAN**

Whereas, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget, requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

Whereas, the College has developed its proposed capital outlay six year plan for the biennia 2014-2020 based on the Governor's historical guidance regarding previous six-year capital plans; and

Whereas, the first biennium, which will be the focus of potential action by the 2014 legislature, reflects the next primary academic priority of the College, development and reformation of the Phi Beta Kappa Hall area for the Arts, Performing Arts, Dance, and Music, known informally as the "Arts Quarter," as well as continuing investment in general renovation and infrastructure, including dormitories and other auxiliary facilities; and

Whereas, the College will undertake a Campus Master Plan effort over the next eighteen months, culminating in presentation to the Board for final approval in November 2014; and

Whereas, the 2014 Campus Master Plan will inform the development of the next capital plan for 2016-2022, after having undergone a thorough and robust review of programs, facilities, infrastructure, and adaptability, adjacency, and highest and best use; and

Whereas, the College expects to make several submittals to the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) between April 2013 and September 2013; and in the course of that process, staff will develop, refine and adjust project budgets, which may change the estimates reflected in this resolution;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the 2014-2020 Capital Outlay Plan as recommended; and

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take the actions necessary to fulfill the College's response to the Governor and supporting agencies with respect to the 2014-2020 Capital Outlay Plan.

2014-2016 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	Major Repairs and Maintenance Reserve (MR) Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair. Typical projects include replacement of mechanical systems (HVAC, plumbing, electrical, etc.); built-in equipment and components; foundations, roofs, walls, and windows; and interior finishes, including floors and handicapped accessibility.	\$7,635,000 GF
2	Construct: Fine & Performing Arts Complex, Phase 1 Using data from the preplanning study currently underway, the College will develop options for the adaptive reuse of PBK Hall in conjunction with the potential construction of new space to the south and east of PBK for housing Music, Theater and Dance. The three project / three biennia program will address facility needs in Music, Theater, Speech, Dance, and Art and Art History. The College expects to have the first phase scoped and cost estimated in time for the initial submittal to DPB. The ensuing phases will be estimated and scoped in time to meet subsequent submittals over the Summer of 2013.	\$52,322,000 GF
3	Construct: West Campus Utility Plant Supports ostensibly the final phase of heating & cooling replacement work on the campus, servicing facilities on the south (new) & west campuses. A preplanning study is underway to determine the reach and extent of this plant which may be located adjacent to Adair Hall.	\$19,700,000 GF
4	Plan: IT Data Center Supports preplanning study for a new Information Technology Facility. The IT machine room in Jones Hall is undersized, underpowered, under-cooled, under-secured, and inflexible. In addition, the machine room at Blow Hall has similar issues. IT requires a new, consolidated facility which can accommodate and respond to continuous technological innovation in the areas of academic instruction & research, and administrative computing. This facility may also serve as a major classroom facility depending on the fate of Morton, Jones, and Adair, during the Campus Master Plan effort, concluding in Fall of 2014.	\$250,000 GF

- 5 Improve: Athletic Facilities \$10,000,000 NGF**
 Supports umbrella projects for various non-general fund (NGF) athletic facilities to address equipment replacement and building system upgrades. The list of projects will be rolling, dependent on priority, urgency, and fee limitations given that the work will be funded via fee-supported debt. Each biennium will contain a placeholder for these types of projects.
- 6 Improve: Auxiliary Facilities \$10,000,000 NGF**
 Supports umbrella projects for various NGF auxiliary facilities to address equipment replacement and building system upgrades, including food service and any “spirit stores” (new nomenclature for stores with heavily branded retail component).
- 7 Renovate: Dormitories \$16,000,000 NGF**
 Continues the College’s two-decade long investment in dormitory renovations and improvements. With the completion of the new Fraternity Complex, and the acquisition of the Hospitality House Hotel, the College is now able to take entire dorms off-line for full-blown roof-to-foundation renovation work, instead of piecemeal projects fitted into the ten-week summer breaks. After Chandler Hall (summer 2013), the next dorm renovation project will be Landrum Hall (summer 2014), neither of which were touched during the previous twenty-year, \$50.0M effort.

2016-2018 BIENNIUM

- 1b Maintenance Reserve \$7,075,000 GF**
 Always the first capital priority in any institution’s biennial plan, the MR request funds only newly identified major repair & replacement projects, and does not represent the College’s deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair.
- 8 Construct: Fine & Performing Arts Complex, Phase 2 \$59,522,000 GF**
 Please see Phase 1 under 2014-16 (#2) for a full project description. Following completion of the preplanning study, the College expects to have the ensuing phases estimated and scoped in time to meet subsequent capital budget submittals over summer 2013.
- 9 Construct: IT Data Center \$14.0M-\$20.0M GF**
 Supports construction of a new Information Technology Facility, following completion of a Pre-Planning Study in 2014-2016, and the College’s Campus Master Plan of 2014. IT requires a new, consolidated facility which can accommodate and respond to continuous technological innovation in the areas of academic instruction & research, and administrative computing.

- 10 Construct: Sanitary Sewer \$3,000,000 GF**
Supports the expansion and replacement project to improve sewage pumping capacity due to increased demand created by 2002-2012 decade-long construction growth throughout the South (New) Campus and Jamestown Road corridor. The project will accommodate future growth created by construction of the Integrated Science Center 3 (ISC 3), and the three phases of work to support the Fine & Performing Arts. This project will also relieve compression upon City of Williamsburg systems created by the campus growth and demand.
- 11 Improve Blow Hall Exterior Structure \$5,400,000 GF**
Supports replacement of windows, building envelope work, and HVAC replacement. Blow Hall was last renovated in 1990. Home to various student support activities such as Bursar, Registrar, Financial Aid, and Student Leadership and Volunteer development, the building, which was once a gym with a pool, is heavily used.
- 12 Construct: Facilities Maintenance Shops \$17,000,000 GF**
Supports the design, renovation (14,120 GSF) and expansion (28,100 GSF) of the FM shops area, to include new space for the code review team and administrative functions; new housing for vehicles and warehousing of equipment; and new roadway/circulation and security.
- 13 Construct: Population Lab \$6,500,000 GF**
Supports reconstruction and expansion of a heavily used animal lab located next to the Tennis Center. The project will upgrade and improve facilities to meet national standards, which will boost College standing with the National Science Foundation and improve eligibility for grants. This facility supports primarily biology and psychology curriculum and research.
- 14 Renovate & Expand Student Health Center \$10,000,000 NGF**
In 2006, the College received \$900K in NGF authority to design the renovation (9,500 GSF) and expansion (4,500 GSF+) of the student health center, which has not been renovated since its construction nearly 40 years ago. The expansion will allow accommodation of mental health services, which have become over the past decade an increasingly important component of student health service offerings.
- 15 Improve: Athletic Facilities \$10,000,000 NGF**
Supports umbrella projects for various non-general fund (NGF) athletic facilities to address equipment replacement and building system upgrades for these types of projects.

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|----|---|-------------------------|
| 16 | <p>Improve: Auxiliary Facilities</p> <p>Supports umbrella projects for various NGF auxiliary facilities to address equipment replacement and building system upgrades, including food service and “spirit stores.”</p> | \$10,000,000 NGF |
| 17 | <p>Renovate: Dormitories</p> <p>Continues the College’s two-decade long investment in dorm renovations and improvements.</p> | \$11,025,000 NGF |

2018-2020 BIENNITIUM

- | | | |
|----|---|------------------------|
| 1c | Maintenance Reserve | \$7,720,000 GF |
| | Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair. | |
| 18 | Construct: Fine & Performing Arts Complex, Phase 3 | \$32,100,000 GF |
| | Please see Phase 1 under 2014-16 (#2) for a full project description. Following completion of the preplanning study, the College expects to have the ensuing phases estimated and scoped in time to meet subsequent capital budget submittals over summer 2013. | |
| 19 | Renovate: Ewell Hall | \$21,600,000 GF |
| | Supports complete building & system renovation. Originally built in 1926 and last renovated in 1986, Ewell Hall has been home to Music and the Dean of Arts and Sciences. The Fine & Performing Arts Complex preplanning study, as well as the 2014 Campus Master Plan will inform the scope of the project. | |
| 20 | Renovate: Morton Hall | \$28,800,000 GF |
| | Supports renovation of the College's largest single classroom building, with over twenty classrooms in a variety of set-ups, from flat to tiered, from seminar to fixed seating. The building will be reviewed closely during the 2014 Campus Master Plan. | |
| 21 | Renovate: Jones Hall | \$30,400,000 GF |
| | Supports complete renovation of a complex academic building, currently home to Math and the College's entire Academic and Administrative Computing systems and staff. The facility is underpowered, under-cooled, under-secured, and inflexible (see project #4 above in 2014-2016). This is another facility that deserves close review under the 2014 Campus Master Plan. | |

- | | | |
|----|---|-------------------------|
| 22 | Improve: Adair Hall | \$31,600,000 GF |
| | Supports improvements to building systems and the reconfiguration of space to better support the kinesiology program. Overtime, Adair has transitioned from just a gym to a human laboratory. The program's identity may be better served by a different facility: another project for the 2014 Campus Master Plan. | |
| 23 | Renovate: Washington Hall | \$26,000,000 GF |
| | Supports complete renovation of building systems, modernization of instructional and research space, improvements to accessibility and fire safety/suppression, as well as reconfiguration of support space. Anthropology has become a more lab-intensive discipline, while Modern Languages has increased dramatically in its curricular offerings, and over-seas studies. Washington Hall was last renovated in 1990. | |
| 24 | Renovate: William & Mary Hall Infrastructure | \$28,700,000 NGF |
| | Supports a comprehensive renovation of existing facility systems, including replacement of primary HVAC, roof areas, storefront windows and doors, lighting, technology, fire safety/suppression and accessibility. | |
| 25 | Improve: Athletic Facilities | \$10,000,000 NGF |
| | Supports umbrella projects for various auxiliary (NGF) facilities to address equipment replacement and building system upgrades. | |
| 26 | Improve: Auxiliary Facilities | \$10,000,000 NGF |
| | Supports umbrella projects for various NGF auxiliary facilities to address equipment replacement and building system upgrades, including food service and "spirit stores". | |
| 27 | Renovate: Dormitories | \$11,650,000 NGF |
| | Continues the College's dormitory renovation program, which funds major replacement and improvement projects. | |

College of William and Mary 2014-2020 Capital Outlay Plan

Priority	2014 - 2016 Capital Program Request Project	Fund	General Funds	Non-General Funds	TOTAL Project Request	Prior Appropriations	Comments
1a	Maintenance Reserve	0100	\$7,635,000	\$0	\$7,635,000		
2	Construct: Fine and Performing Arts Complex, Phase	0100	\$52,322,000	\$0	\$52,322,000	\$11,380,000	Private funds for Music Facility.
3	Construct: West Campus Utility Plant	0100	\$19,700,000	\$0	\$19,700,000		
4	Plan: IT Data Center	0100	\$250,000	\$0	\$250,000		
5	Improve: Athletic Facilities	0815	\$0	\$10,000,000	\$10,000,000		
6	Improve: Auxiliary Facilities	0815	\$0	\$10,000,000	\$10,000,000		
7	Renovate: Dormitories	0813	\$0	\$16,000,000	\$16,000,000		
	2014-2016 Biennium Totals		\$79,907,000	\$36,000,000	\$115,907,000	\$11,380,000	

Priority	2016 - 2018 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations	Comments
1b	Maintenance Reserve	0100	\$7,075,000	\$0	\$7,075,000		
8	Construct: Fine and Performing Arts Complex, Ph 2	0100	\$59,522,000	\$0	\$59,522,000		
9	Construct: IT Data Center	0100	\$20,000,000	\$0	\$20,000,000		
10	Construct: Sanitary Sewer	0100	\$3,000,000	\$0	\$3,000,000		
11	Improve: Blow Hall Exterior Envelope	0100	\$5,400,000	\$0	\$5,400,000		
12	Construct: Facilities Maintenance Shops	0100	\$17,000,000	\$0	\$17,000,000		
13	Construct: Population Lab	0100	\$6,500,000	\$0	\$6,500,000		
14	Construct: Student Health Center Addition/Renovatio	0815	\$0	\$10,100,000	\$10,100,000	\$900,000	Incl/ Counseling Clinic.Planning only.
15	Improve: Athletic Facilities	0815	\$0	\$10,000,000	\$10,000,000		
16	Improve: Auxiliary Facilities	0815	\$0	\$10,000,000	\$10,000,000		
17	Renovate: Dormitories	0813	\$0	\$11,025,000	\$11,025,000		
	2016-2018 Biennium Totals		\$118,497,000	\$41,125,000	\$159,622,000	\$900,000	

Priority	2018 - 2020 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations	Comments
1c	Maintenance Reserve	0100	\$7,720,000	\$0	\$7,720,000		
18	Construct: Fine and Performing Arts Complex, Ph 3	0100	\$32,100,000	\$0	\$32,100,000		
19	Renovate: Ewell Hall	0100	\$21,600,000	\$0	\$21,600,000		
20	Renovate: Morton Hall	0100	\$28,800,000	\$0	\$28,800,000		
21	Renovate: Hugh Jones Hall	0100	\$30,400,000	\$0	\$30,400,000		
22	Renovate: Adair Hall	0100	\$31,600,000	\$0	\$31,600,000		
23	Improve: Washington Hall	0100	\$26,000,000	\$0	\$26,000,000		
24	Renovate: William and Mary Hall Infrastructure	0815	\$0	\$28,700,000	\$28,700,000		
25	Improve: Athletic Facilities	0815	\$0	\$10,000,000	\$10,000,000		
26	Improve: Auxiliary Facilities	0815	\$0	\$10,000,000	\$10,000,000		
27	Renovate: Dormitories	0813	\$0	\$11,650,000	\$11,650,000	\$0	
	2018-2020 Biennium Totals		\$178,220,000	\$60,350,000	\$238,570,000	\$0	

**COLLEGE OF WILLIAM AND MARY
RESOLUTION TO APPROVE PROPERTY ACQUISITION:
415 RICHMOND ROAD**

WHEREAS, from time to time, the College has the opportunity to purchase property that is adjacent to the campus, of strategic interest to the College, at a bargain price to the institution, or for some other equally compelling reason; and

WHEREAS, the 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the Code of Virginia, as renewed in 2009, allows the Board of Visitors to use its non-general funds to purchase property without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

WHEREAS, the Agreement authorized the College to establish its own policies and procedures for the purchase of property, using the Commonwealth's due diligence policies as a model template; and

WHEREAS, the College has been negotiating with the owners of 415 Richmond Road and have come to agreement on purchase price; and

WHEREAS, the property is adjacent to College holdings and of strategic interest to the College as student residential space and with the potential for additional revenue development, and brings with it a significant parking inventory; and

WHEREAS, the College recently concluded its due diligence activity on the property and determined the building is in good condition with secure title; and

WHEREAS, the College has determined that the debt necessary to purchase the building and land will be recovered by the room rate structure; and

THEREFORE, the College recommends approval of the property acquisition by the Board, with a closing date of May 31, 2013.

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, that approval is given to the College to purchase 415 Richmond Road at the agreed-upon price, and in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

FURTHER RESOLVED, That the Vice President for Finance, the Vice President for Administration, and the University General Counsel are authorized to execute any and all documents pertaining to the acquisition.

**COLLEGE OF WILLIAM AND MARY
RESOLUTION TO APPROVE
RENAMING THE OLD FRATERNITY COMPLEX:
“GREEN & GOLD VILLAGE”**

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 a brand new twelve-building community of Fraternity Houses lining Ukrop Way; and

WHEREAS, the old fraternity complex, which opened in the Fall of 1968, will be renovated to house freshmen; and

WHEREAS, the complex is made up of three separate structures, consisting of linked Units A-E, F-J, and K-M; and

WHEREAS, the old complex deserves a new name to reflect its new identity, with the understanding that the names can be changed again at any time by Board action; and

WHEREAS, the College administration recommends for Board approval, renaming the 1968 complex “Green & Gold Village” to emphasize and encourage “Tribe” spirit among freshmen;

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 1968 fraternity complex as the “Green & Gold Village;” and the naming of the three separate structures that make up the complex “Griffin Hall,” “Eagle Hall” and “Lion Hall,” as recommended.

COMMITTEE ON ALUMNI RELATIONS

April 18, 2013

11:45 a.m. – 12:30 p.m.

Board Room - Blow Memorial Hall

Kendrick F. Ashton, Jr., Chair

Peter A. Snyder, Vice Chair

- I. Opening Remarks – Mr. Ashton
- II. Alumni Association Report – Executive Vice President Karen R. Cottrell
- III. Data Integrity Report – Assistant Vice President John S. Kane
- IV. Discussion
- V. Adjourn

COMMITTEE ON NOMINATIONS

April 18, 2013

12:30 – 1:30 p.m.

Board Conference Room - Blow Memorial Hall

Sue H. Gerdelman, Chair

John E. Littel

L. Clifford Schroeder, Sr.

- I. Introductory Remarks – Ms. Gerdelman
- II. Closed Session
- III. Open Session - Certification of Closed Session **Resolution**
- IV. Adjourn

COMMITTEE ON STUDENT AFFAIRS

April 18, 2013

2:45 – 3:30 p.m.

Board Room - Blow Memorial Hall

Leigh A. Pence, Chair

John C. Thomas, Vice Chair

- I. Introductory Remarks - Ms. Pence

- II. Report from Vice President for Student Affairs – Virginia M. Ambler
 - A. Radio Station Report
 - 1. WCWM-FM Annual Report 2012-13 - Enclosure H .
 - B. Vice President's Update
 - 1. Spring 2013 Initiatives
 - 2. New Residential Facilities: Positive Changes for Campus Living
 - 3. Managing Risk and Strengthening Community: Hazing Prevention and Education at W&M

- III. Report from Student Liaisons

- IV. Discussion

- V. Adjourn

April 17-19, 2013

Page 1 of 2

**COLLEGE OF WILLIAM AND MARY
WCWM-FM Annual Report 2012-2013**

In accordance with the Board of Visitors' operating policies for WCWM-FM, the following report is submitted as an annual review of the station's operations for 2012-2013.

WCWM-FM (90.9 MHz.) is a student-funded, student-run, radio station approved by the Publications Council of the College. The operating budget for the 2012-2013 fiscal year is \$20,465, which is derived from the student activities portion of the General Fee. The amount allocated by the Publications Council covers basic operating expenses such as a contracted engineer, electricity, phone service, memberships, subscriptions and computer leases. Major repairs, equipment purchases or replacement items, when necessary, are covered through a special reserve fund maintained by the Publications Council.

As a requirement of the Publications Council, each editor/station manager presents his/her annual goals and objectives to the group during the first meeting of the fall semester. Membership consists of undergraduate and graduate students who show an interest in working at the station. The station actively recruits new freshmen and transfer students at the annual Activities Fair during Orientation. New members can also join by contacting the station and attending their weekly station meetings.

Training and orientation sessions are very important to the success of the station, and provide consistency from year to year. Before DJs can go on-air they must meet pre-established training guidelines and complete a required number of volunteer hours. WCWM's leadership is primarily responsible for this training. Our contracted engineer, Mr. Joe Wetherbee, holds training sessions for the station's leaders at the beginning of each semester to discuss FCC guidelines and general station protocol.

WCWM has a contract with RDX Systems to perform monthly inspections, measurements and calibrations and to monitor transmission frequency to maintain WCWM transmitters in accordance with FCC regulations. RDX Systems provide on call emergency repair service 24-hour per day, seven days a week and responds to emergency calls within 24 hours.

Todd Van Luing is our current station manager. Todd was very active in the operation of the station prior to becoming the manager and has continued to work to make the station more visible on campus. Last Spring WCWM promoted WCWMFest, co-sponsoring with other student organizations to providing the campus with a day of entertainment and an opportunity for campus engagement. WCWM is also reaching out to the College community through social media such as facebook and twitter.

WCWM continues to be productive and is making every effort to stay current with today's broadcast technology. WCWM is currently providing a streaming broadcast and are working with WM TV to establish a music channel on the campus cable TV system.

Board of Visitors

Enclosure H

April 17-19, 2013

Page 2 of 2

Elections for a new station manager usually take place in early April. Todd will work closely with the newly elected station manager during the last month of the semester to assure continued success in the operation of the station. Student involvement in the station continues to increase yearly.

Anne Arseneau, Director
Office of Student Leadership Development

Anita Forrest, Student Publications Media Adviser
Office of Student Leadership Development

COMMITTEE ON DEVELOPMENT

April 18, 2013

3:30 – 4:30 p.m.

Board Room - Blow Memorial Hall

Thomas R. Frantz, Chair
L. Clifford Schroeder, Sr., Vice Chair
Michael Tang, Vice Chair

- I. Opening Remarks – Mr. Frantz
- II. Approval of Minutes – February 7-8, 2013
- III. University Development Report – Associate Vice President Earl T. Granger, III
- IV. Closed Session (if necessary)
- V. Open Session - Certification of Closed Session **Resolution**
- VI. Discussion
- VII. Adjourn

COMMITTEE ON DEVELOPMENT
MINUTES – FEBRUARY 7-8, 2013

MINUTES
Committee on Development
February 7-8, 2013
Matoaka Woods Room – School of Education
Board Room – Blow Memorial Hall

Board of Visitors Attendees: Thomas R. Frantz, Chair; L. Clifford Schroeder, Sr., Vice Chair; Michael Tang, Vice Chair; Kendrick F. Ashton, Jr.; Ann Green Baise; Charles A. Banks III, Edward L. Flippen, Sue H. Gerdelman, John E. Littel; Leigh A. Pence; Peter A. Snyder; Todd A. Stottlemeyer, Michael Tang; John C. Thomas, Rector Jeffrey B. Trammell, Faculty Representative William J. Hausman, Student Representative Curtis A. Mills.

William & Mary Foundation Trustees in attendance: David A. Boor, Craig W. Broderick, D. Bruce Christian, Juan F. Conde, Patrick S. Cousins, Scott M. Custer, Lynn M. Dillon, Maryellen F. Feeley, Michael P. Foradas, Nancy B. Gofus, Michael P. Hennessy, Frederick Henritze, Alan D. Hilliker, Elizabeth C. Jennings, Shelley C. Jennings, Audra L. Lalley, Sophic K. Lee, Devin I. Murphy, Carroll W. Owens, Jr., Donald G. Owens, Anne P. Sharp, Ellen R. Stofan, Martha F. Tack, H. Thomas Watkins III, Donnan C. Wintermute.

Alumni Association Board of Directors in attendance: Christopher P. Adkins, Janet R. Atwater, Ralph E. Burnette, Jr., Glenn W. Crafford, Barbara C. Joynes, David N. Kelley, Kathryn W. Lawler, Timothy J. Mulvaney, Peter M. Nance, Susan S. Newman.

Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Jennifer M. Bateman, Anissia Bryant, Katharine Conley, Carrie Cooper, William D. Copan, Karen R. Cottrell, Davison M. Douglas, Edward C. Driscoll, Jr., Lee J. Foster, Michael J. Fox, James R. Golden, Earl T. Granger, III, Stephen E. Hanson, Kelly S. Holdcraft, Samuel E. Jones, John S. Kane, Anna B. Martin, Virginia L. McLaughlin, Teresa L. Munford, Brian W. Whitson, Sandra J. Wilms.

On Thursday, February 7, Chair Thomas R. Frantz called the joint meeting of the Board of Visitors Committee on Development and the William & Mary Foundation Development Committee to order at 2:15 p.m. in the Matoaka Woods Room in the School of Education.

Noting that this would be a joint session, Mr. Frantz moved that the Board of Visitors Committee on Development convene in Closed Session to discuss specific recommendations related to fundraising initiatives, priorities and strategies as well as current development activities, as provided for in Section 2.2-371 I.A.8, 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 two Committees went into closed session at 2:20 p.m.

The Committees reconvened in open session at 5:25 p.m. Mr. Frantz reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act.

Committee on Development
MINUTES
Page 2

Motion was seconded by Mr. Thomas and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

Following closing remarks by Rector Jeffrey Trammell and there being no further business, the joint meeting adjourned at 5:27 p.m.

On Friday, February 8, the Committee on Development convened in the Board Room in Blow Memorial Hall at 10:37 a.m.

Attendees: Thomas R. Frantz, Chair; L. Clifford Schroeder, Sr., Vice Chair; Michael Tang, Vice Chair. Board members present: Rector Jeffrey B. Trammell, Kendrick F. Ashton, Jr., Ann G. Baise, Charles A. Banks, III, Edward E. Flippen, Sue H. Gerdelman, John E. Littel, Robert E. Scott, Peter A. Snyder, Todd A. Stottlemeyer, John C. Thomas; Faculty Representative William J. Hausman and Staff Liaison Lydia C. Whitaker. Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Francis C. Bradford, Kiersten L. Boyce, Edward C. Driscoll, Jr., Michael J. Fox, W. Fanchon Glover, James R. Golden, Stephen E. Hanson, Jennifer B. Latour, Deborah A. Love, Anna B. Martin, Michael L. Stump, John T. Wells, Brian W. Whitson, Sandra J. Wilms and other administrative staff.

Mr. Frantz presided as chair and, recognizing that a quorum was present, asked for a motion to adopt the minutes of the meeting of November 29, 2012. Motion was seconded by Mr. Scott and approved by voice vote of the Committee.

Mr. Frantz commented briefly on **Resolution 14**, Amendment of the Roby-Sherman Scholarship Fund, and asked for a motion to approve it. Motion was made by Mr. Banks, seconded by Mr. Thomas and approved by voice vote.

Following a brief discussion on fund raising, and there being no further business, the Committee adjourned at 10:41 a.m.

February 7, 2013

CERTIFICATION OF CLOSED SESSION

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

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

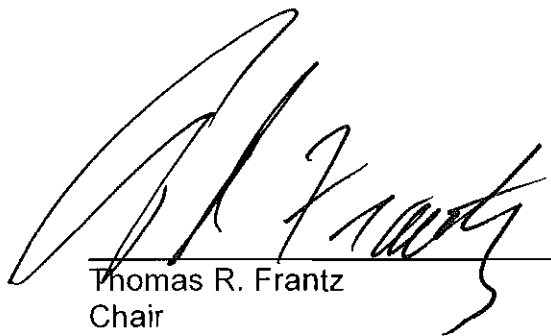
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Development, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which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

VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Thomas R. Frantz
Chair
Committee on Development

COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

April 19, 2013

8:30 – 9:30 a.m.

Board Room – Blow Memorial Hall

Michael Tang, Chair

Edward L. Flippen, Vice Chair

Robert E. Scott, Vice Chair

Peter A. Snyder, Vice Chair

- I. Introductory Remarks – Mr. Tang
- II. Strategic Planning – Provost Michael R. Halleran and Vice President James R. Golden
 - A. Strategic Plan 2014-2018: Overview and General Discussion
 - B. University Dashboard – Enclosure I.
- III. Global Engagement Strategy – Vice Provost for International Affairs Stephen E. Hanson
- IV. New Ventures – EVMS Update -- Provost Halleran
- V. Communications – National Media and Broadcast Studio – Vice President Golden

WILLIAM & MARY TOP LEVEL DASHBOARD

Measures†	W&M 2008-09	W&M 2009-10	W&M 2010-11	W&M 2011-12	W&M 2012-13	Target	UVA **	Brown* **
Challenge 1 – Leading Liberal Arts University								
1. Undergraduate acceptance rate ^a	34%	34%	32%	35%	32%	34%	33% (Fall 2011)	9% (Fall 2011)
2. Undergraduate yield rate ^a	35%	34%	35%	33%	33% Prelim.	34%	44% (Fall 2011)	55% (Fall 2011)
3. Undergraduate 25 th – 75 th percentile SAT score range ^{b1}	1250-1440	1240-1450	1260-1440	1240-1450	1250-1460 Prelim.	1250-1450	1240-1460 (Fall 2011)	1340-1520 (Fall 2011)
4. Undergraduate graduation rates ^a	91% 2003 cohort	90% 2004 cohort	91% 2005 cohort	Avail. 5/2013 2006 cohort	Avail. 5/2014 2007 cohort	93%	94% 2005 cohort	95% 2005 cohort
5. Student: faculty ratio ^{b8}	11:1	12:1	12:1	12:1	Avail. 4/2013	<13:1	16:1 (Fall 2011)	9:1 (Fall 2011)
6. Undergraduate small class percentage (2-19 students) ^b	45%	48%	47%	48%	49%	50%	53% (Fall 2011)	70% (Fall 2011)
Challenge 2 – Diversity								
7. Undergraduate students who are members of historically underrepresented groups ^{a9}	22%	23%	25%	26%	27%		27% (Fall 2011)	33% (Fall 2011)
8. Undergraduate students who are nonresident aliens ^a	2%	2%	3%	3%	4%		6% (Fall 2011)	11% (Fall 2011)
9. Graduate/professional students who are members of historically underrepresented groups ^{a9}	13%	13%	14%	15%	16%		17% (Fall 2011)	22% (Fall 2011)
10. Graduate students who are nonresident aliens ^a	10%	12%	11%	12%	13%		12% (Fall 2011)	27% (Fall 2011)
11. Average per-borrower cumulative undergraduate debt ^{c3}	\$18,410 (2009 grads)	\$21,367 (2010 grads)	\$20,835 (2011 grads)	\$24,344 (2012 grads)	Avail. 2/2014 (2013 grads)	<\$20,000	\$21,591 (2012 grads)	\$23,521 (2012 grads)
Challenge 3 – Lifelong Connection								
12. Alumni giving participation rate: undergraduates with degrees ^d	22.4%	23.4%	23.9%	Avail. 9/2013	Avail. 9/2014	30% by 2014	22% (USNews)	35.3% (FY2011)
Challenge 4 – Business Plan								
13. US News & World Report: Financial resources rank ^b	88	85	97	112	Avail. 9/2013	<70	53 (2011-12)	26 (2011-12)
14. Total sponsored program expenditures (millions) ^a	\$50	\$54	\$57	Avail. 4/2013	Avail. 4/2014	\$60 by 2014	\$354 (2010-11)	\$121 (2010-11)
15. Debt Service as Percent of Operating Expense ^f	4.9%	6.7%	5.9%	6.6%	Avail. 9/2013	<7%	Not available	Not available
16. Annual Total Value of Private Gifts (in millions) ^{b6}	\$51	\$43	\$41	Avail. 9/2013	Avail. 9/2014	50	\$219 (2010-11)	\$164 (2010-11)
17. Endowment per student ^e	\$65,711	\$71,406	\$81,408	\$82,870	Avail 11/2013		\$195,175 (2010-11)	\$298,425 (2010-11)
Challenge 5 – Administrative Resources and Infrastructure								
18. All E&G Facilities Condition Index ^{a5}	11.0%	7.6%	7.8%	6.3%	6.9%	<10%	7.5% (2011-12)	Not available
Challenge 6 – Communications								
19. US News & World Report: National Universities ^b (Ranking for year data collected)	33	31 (tie)	33 (tie)	33 (tie)	Avail. 9/2013		24 (tie) (2011-12)	15 (tie) (2011-12)
20. US News & World Report: Public Universities ^b (Ranking for year data collected)	6	6	6	6	Avail. 9/2013		2 (tie) (2011-12)	Not applicable

+Preliminary list. A measure of the quality of faculty is under discussion.

*Years vary by data availability as noted in W&M data

**Denotes schools with a medical school and engineering program

^a From Integrated Postsecondary Education Data System of US Dept. of Education Nat'l Center for Education Statistics (data for required reports could vary among schools by one year for some measures)

^b From US News & World Report: rankings published in September based on data submitted in previous spring. Reported for year data collected.

^c From Common Data Set (or institutional website, as available)

^d From Council for Aid to Education/Voluntary Support of Education

^e Calculated by facilities management for submission to State Council of Higher Education

^f Internal calculation using data included in the College's annual audited financial statements

^g From National Association of College and University Business Officers (NACUBO)

¹ Calculated by adding the 25th and 75th percentiles for Critical Reading and the percentiles for Math.

² Figures are estimates for current year or actual for previous year

³ Average cumulative principal borrowed by undergraduate borrowers who started as freshmen at the institution and who had earned bachelor's in year previous to when IPEDS report was submitted

⁴ Includes W&M and VIMS operating and non-operating expenditures; excludes independent operations, auxiliary and hospital services expenditures. Operating expenditures include instruction, research, public service, academic support, student services, institutional support, operation/maintenance of plant. FTE count includes both graduate and undergraduate students and is based on Fall Headcount (similar to NACUBO).

⁵ The Facilities Condition Index (FCI) is a fitness indicator for the College's facilities and infrastructure. The FCI is the ratio of known maintenance deficiencies to the current replacement value of academic facilities. Industry standards suggest that an FCI of 5% or less indicates good condition, 5% to 10% fair condition, and above 10% poor condition. "All E&G Facilities" are those facilities supported by general funds allocated by the Commonwealth. These facilities include "major" E&G facilities (classrooms, class lab facilities, Wren Building, Admissions, Blow Memorial Hall, Cohen Career Center) and "minor" E&G facilities (e.g., Jamestown Road Houses, Galt Houses, Quonset Huts, physical plant-related facilities). E&G facilities do not have a revenue generating component and exclude facilities that are self-supporting such as dormitories, athletic facilities, food service facilities.

⁶ Annual rate based on Council for Aid to Education/ Voluntary Support of Education. For UVA, 2-year average from US News & World Report is used

⁷ Also includes race reported as unknown and non-resident alien

⁸ Does not include faculty or students in stand-alone graduate or professional programs (i.e., Law and, prior to 2010, VIMS)

⁹ Underrepresented groups include American Indian or Alaska Native, Asian, Native Hawaiian/ Other Pacific Islander, Black or African American, Hispanic or Latino, Two or more races. Underrepresented groups do not include White, Unknown, Nonresident aliens.

COMMITTEE ON FINANCIAL AFFAIRS
April 19, 2013

Board Room - Blow Memorial Hall

Todd A. Stottlemeyer, Chair
Charles A. Banks III, Vice Chair
Edward L. Flippen, Vice Chair

AGENDA AND MATERIAL UNDER SEPARATE COVER
DISCUSSION WILL BE HELD IN FULL BOARD MEETING

January 16, 2013

**THE COLLEGE OF WILLIAM AND MARY
BOARD OF VISITORS
OFFICERS AND COMMITTEES**

2012-2013

EXECUTIVE COMMITTEE

Jeffrey B. Trammell, Chair
Charles A. Banks III, Vice Chair
Dennis H. Liberson, Secretary
Robert E. Scott
Todd A. Stottlemeyer
Michael Tang
John C. Thomas

COMMITTEE ON ACADEMIC AFFAIRS

Robert E. Scott, Chair
Todd A. Stottlemeyer, Vice Chair
Peter A. Snyder
Michael Tang
Michael R. Halleran

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

Charles A. Banks III, Chair
Dennis H. Liberson, Vice Chair
Ann Green Baise
Thomas R. Frantz
Sue H. Gerdelman
L. Clifford Schroeder, Sr.
Peter A. Snyder
John C. Thomas
Michael R. Halleran
Anna B. Martin

COMMITTEE ON ATHLETICS

Peter A. Snyder, Chair
Kendrick F. Ashton, Jr., Vice Chair
Keith S. Fimian
Thomas R. Frantz
Sue H. Gerdelman
Todd A. Stottlemeyer
Edward C. Driscoll, Jr.

COMMITTEE ON AUDIT AND COMPLIANCE

John C. Thomas, Chair
Michael Tang, Vice Chair
Edward L. Flippen
John E. Littel
Leigh A. Pence
L. Clifford Schroeder, Sr.
Michael L. Stump

COMMITTEE ON FINANCIAL AFFAIRS

Todd A. Stottlemyer, Chair
Charles A. Banks III, Vice Chair
Edward L. Flippen, Vice Chair
Kendrick F. Ashton, Jr.
Thomas R. Frantz
Robert E. Scott
Michael R. Halleran
Samuel E. Jones

RICHARD BLAND COLLEGE COMMITTEE

Dennis H. Liberson, Chair
Ann Green Baise, Vice Chair
Kendrick F. Ashton, Jr.
Keith S. Fimian
Edward L. Flippen
Sue H. Gerdelman
John E. Littel
Debbie L. Sydow

COMMITTEES OF THE WHOLE:

COMMITTEE ON ALUMNI RELATIONS

Kendrick F. Ashton, Jr., Chair
Peter A. Snyder, Vice Chair
Karen R. Cottrell

COMMITTEE ON DEVELOPMENT

Thomas R. Frantz, Chair
L. Clifford Schroeder, Sr., Vice Chair
Michael Tang, Vice Chair
Earl T. Granger III

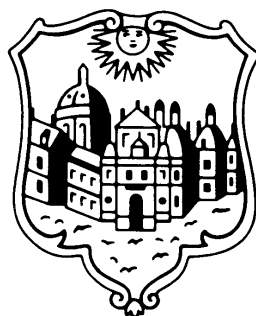
COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

Michael Tang, Chair
Edward L. Flippen, Vice Chair
Robert E. Scott, Vice Chair
Peter A. Snyder, Vice Chair
Michael R. Halleran
James R. Golden

COMMITTEE ON STUDENT AFFAIRS

Leigh A. Pence, Chair
John C. Thomas, Vice Chair
Virginia M. Ambler

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



WILLIAM
& MARY

ANNUAL BOARD MEETING

Board Room - Blow Memorial Hall

April 19, 2013

ANNUAL MEETING AGENDA
Board of Visitors
The College of William and Mary

April 19, 2013 - 9:45 a.m.
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Jeffrey B. Trammell
- II. Approval of Minutes – February 7-8, 2013 Mr. Trammell
- III. Opening Remarks Mr. Trammell
President W. Taylor Reveley III
- IV. Committee on Financial Affairs Todd A. Stottlemeyer
- *Agenda and material under separate cover***
- V. Closed Session (if necessary) Mr. Trammell
- VI. Open Session - Certification of Closed Session **Resolution** Mr. Trammell
- VII. Reports of Standing Committee chairs
 - A. Committee on Audit and Compliance John C. Thomas
 - B. Committee on Athletics Peter A. Snyder
 - C. Richard Bland College Committee Dennis H. Liberson
 - 1. **Resolution 1:** Resolution to Approve Richard Bland College's 2014-2019 Strategic Plan *tab #1*
 - 2. **Resolution 2:** Faculty Promotion *tab #2*
 - 3. **Resolution 3:** Award of Academic Tenure *tab #3*
 - 4. **Resolution 4:** Retirement of Dorothy P. Edwards
Director of Information Technology Services *tab #4*
 - 5. **Resolution 5:** Retirement of Chalmer L. Pritchard, Jr.
Division of Science and Quantitative Methods *tab #5*
 - 6. **Resolution 6:** Retirement of Margaret J. Sommer
Division of Science and Quantitative Methods *tab #6*
 - 7. **Resolution 7:** Retirement of Jacqueline W. Davis
Enrollment Services Specialist *tab #7*
 - 8. **Resolution 8:** FY 2013-2014 Tuition and Fees *tab #8*
 - 9. **Resolution 9:** 2013-2014 Operating Budget Proposal *tab #9*

Board of Visitors
MEETING AGENDA
April 19, 2013

D. Committee on Administration, Buildings and Grounds Charles A. Banks III

1. **Resolution 21:** Virginia Institute of Marine Science
Resolution to Approve 2014-2020 Capital
Outlay Plan *tab #21*
2. **Resolution 22:** College of William and Mary
Resolution to Approve 2014-2020 Capital
Outlay Plan *tab #22*
3. **Resolution 23:** Resolution to Approve Property
Acquisition: 415 Richmond Road *tab #23*
4. **Resolution 24:** Resolution to Approve Renaming the Old
Fraternity Complex: "Green & Gold Village:

E. Committee on Academic Affairs Robert S. Scott

1. **Resolution 10:** Appointment to Fill Vacancy in the
Executive Faculty *tab #10*
2. **Resolution 11:** Appointments to Fill Vacancies in the
Instructional Faculty *tab #11*
3. **Resolution 12:** Appointments to Fill Vacancies in the
Professional Faculty *tab #12*
4. **Resolution 13:** Faculty Promotions *tab #13*
5. **Resolution 14:** Designated Professorships *tab #14*
6. **Resolution 15:** Faculty Leaves of Absence *tab #15*
7. **Resolution 16:** Retirement of Gary C. DeFotis
Department of Chemistry *tab #16*
8. **Resolution 17:** Retirement of Dorothy E. Finnegan
School of Education *tab #17*
9. **Resolution 18:** Retirement of I. Trotter Hardy
William and Mary School of Law *tab #18*
10. **Resolution 19:** Retirement of Ronald Hoffman
Department of History *tab #19*
11. **Resolution 20:** Retirement of Jacquelyn Y. McLendon
Department of English *tab #20*

VII. Old Business Mr. Trammell

VIII. New Business Mr. Trammell

A. Nominating Committee Report Sue H. Gerdelman

B. Reappointment of Board of Visitors representative to Real Estate
Foundation Board for 2013-2015 term

Board of Visitors
MEETING AGENDA
April 19, 2013

- | | |
|---|--------------|
| IX. Executive Session | Mr. Trammell |
| X. Open Session - Certification of Closed Session Resolution | Mr. Trammell |
| XI. Closing remarks | |
| XII. Adjournment | Mr. Trammell |

BLOW ROOM 201:

Lunch available

FULL BOARD MEETING
MINUTES – FEBRUARY 6-8, 2013

MINUTES

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

February 6 - 8, 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, February 6-8, 2013.

On Wednesday, February 6, the Executive Committee met from 5:18 to 6:38 p.m. in the Rector's Office. That evening the full Board convened for dinner in Room 201 of Blow Memorial Hall.

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	Todd A. Stottlemeyer
Thomas R. Frantz	Michael Tang
Sue H. Gerdelman	John C. Thomas
John E. Littel	Jeffrey B. Trammell, Rector

Absent: Keith S. Fimian
Dennis H. Liberson
Peter A. Snyder

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

At 7:45 p.m. the Rector convened the full Board in Blow Memorial Hall Room 201, and asked for a motion that, pursuant to Section 2.2-3711.A.1. and 8., of the Code of Virginia, the meeting be closed for the purpose of discussing personnel matters pertaining to the evaluation of a specific executive employee, and discussion of contracts for services or work to be performed by the College. Motion was made by Mr. Banks, seconded by Mr. Trammell and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 7:45 p.m.

The Board reconvened in open session at 9:00 p.m. Mr. Trammell reviewed the topics discussed during closed session, then asked for a motion to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Banks, seconded by Mr. Trammell and approved by roll call vote of the Board members conducted by Vice Rector of the Board Charles Banks. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 9:00 p.m.

On Thursday morning, February 7, the Committee on Athletics met jointly with the William and Mary Foundation Athletics Subcommittee in Room 201 and the Richard Bland College Committee met in the Board Conference Room while the Committee on Administration, Buildings and Grounds, the Committee on Audit and Compliance, the Committee on Academic Affairs and the Committee on Student Affairs met in the Board Room in Blow Memorial Hall. On Thursday afternoon, the Committee on Development met jointly with the William and Mary Foundation Board of Trustees and the Alumni Association Board of Directors in the Matoaka Woods Room at the School of Education.

Those present on Thursday were:

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

Absent: Keith S. Fimian
Dennis H. Liberson

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	Michael L. Stump
Earl T. Granger, III	Brian W. Whitson
Samuel E. Jones	Sandra J. Wilms
Anna B. Martin	

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

At 11:00 a.m., following the conclusion of the Committee on Academic Affairs, the Rector convened the Board for the Provost Report and Faculty Presentation. Mr. Scott called on Provost Michael Halleran who provided an update on four new creative adaptation awards, the success of the online course evaluation pilot and several items on the eLearning front. A brief discussion ensued.

Faculty Liaison Committee Chair Professor Suzanne Raitt and Professor Sharon Zuber, Director of The Writing Resource Center at Swem Library, discussed the teaching of writing at William and Mary. A brief discussion ensued.

At 11:50 a.m., the Board convened as a committee of the whole for the **Committee on Student Affairs**. Ms. Pence presided as chair and introduced Vice President for Student Affairs Virginia Ambler. Ms. Ambler provided an update on the major Student Affairs searches underway for the Dean of Students and the Associate Vice President for Health and Wellness, and commented on the Health Center re-accreditation process. She discussed the re-envisioning of the former Office of Student Activities, which has been renamed the Office of Student Leadership Development, under the direction of Anne Arseneau, and re-focused to use personnel resources to create an innovative staffing model that will give more hands-on support to clubs and organizations, publications, etc. She noted the recent death of Sherman Cohen, the namesake of the Cohen Career Center, and discussed several winter career trips sponsored by the Center. Ms. Ambler provided an overview of Student Affairs budgets and a brief discussion ensued.

Student Assembly President Curt Mills advised that student liaison Drew Chlan had resigned and introduced T.J. O'Sullivan as the new student liaison.

Student liaisons Kylee Ponder and T.J. O'Sullivan provided an overview of the four branches of student government, followed by a brief explanation of Student Activities funding, and discussion of Student Assembly initiatives as well as upcoming events. Following a brief discussion, and there being no further business, the Committee adjourned at 12:20 p.m.

The Board moved to the School of Education for lunch and the afternoon joint meeting with the William and Mary Foundation Board of Trustees and the Alumni Association Board of Directors in the Matoaka Woods Room of the School of Education.

At 1:45 p.m., Rector Jeffrey B. Trammell called the meeting to order and welcomed the group. In his brief introductory remarks, the Rector outlined the format for the meeting. Mr. Trammell introduced H. Thomas Watkins III, Chair of the William & Mary Foundation, who stressed the importance of the three boards working together, then introduced Peter M. Nance, Alumni Association President, who discussed the importance of collaboration to broaden the outreach of the Association to insure lifelong relationships and a strengthened role for alumni in the life of the College.

President Reveley delivered welcoming remarks, then the Rector introduced Tom Frantz, Chair of the Board of Visitors Committee on Development, and Ellen Stofan, Chair of the Foundation Development Committee.

Mr. Frantz called the meeting of the Committee on Development to order at 2:17 p.m. and presided. In brief opening remarks he noted that the meeting would be a joint session with

the Foundation Development Committee. From 2:20 p.m. to 5:25 p.m. the committees met in closed session.

Following closing remarks by Rector Jeffrey Trammell and there being no further business, the joint meeting adjourned at 5:27 p.m.

On Friday, February 8, the Committee on Financial Affairs and the Committee on Strategic Initiatives met in the Board Room, prior to the full Board meeting.

Those present were:

Kendrick F. Ashton, Jr.
Ann Green Baise
Charles A. Banks III
Edward L. Flippen
Thomas R. Frantz
Sue H. Gerdelman
John E. Littel
L. Clifford Schroeder, Sr.
Robert E. Scott

Peter A. Snyder
Todd A. Stottlemeyer
Michael Tang
John C. Thomas
Jeffrey B. Trammell, Rector
Faculty representatives: William J. Hausman
Barbara Morgan
Student representatives: Curtis A. Mills
Jessica Salazar

Absent: Keith S. Fimian
Dennis H. Liberson
Leigh A. Pence

Others present were:

W. Taylor Reveley III
Michael R. Halleran
Virginia M. Ambler
Edward C. Driscoll, Jr.
James R. Golden
Samuel E. Jones
Anna B. Martin

Kiersten L. Boyce
Frances C. Bradford
Michael J. Fox
W. Fanchon Glover
Michael L. Stump
Brian W. Whitson
Sandra J. Wilms

Also in attendance were University Counsel Deborah Love, Staff Liaison Lydia C. Whitaker, Dean Katharine Conley, Dean Lawrence B. Pulley, Dean John T. Wells, Richard Bland College President Debbie L. Sydow, members of the William and Mary Faculty and Student Liaison Committees, and other William and Mary and Richard Bland staff.

The Committee on Financial Affairs met from 8:30 to 9:25 a.m.

At 9:35 a.m. the Board convened as a committee of the whole for the **Committee on Strategic Initiatives and New Ventures**. Michael Tang presided as chair and briefly reviewed the agenda.

Provost Michael Halleran and Vice President Golden gave an update on the strategic planning process and presented a PowerPoint presentation that discussed 15 proposed initiatives for FY2014-2018. A general discussion ensued.

Under new ventures, Mr. Golden provided a brief status report on the EVMS proposal and advised that Jennifer Mellor, Director of the Schroeder Center for Health Policy, had been appointed as the William and Mary representative coordinating discussions with EVMS. Provost Halleran provided an update on funding and the plans for a joint effort in the area of health care delivery science. A brief discussion ensued.

Mr. Golden asked Dean of the Mason School of Business Larry Pulley to brief the Board on the new blended MBA E-Learning Initiative. Dean Pulley discussed the market realities that have led to the decision to develop this new initiative, beginning in January 2014. A general discussion ensued.

Associate Vice President for Government Relations Fran Bradford provided an overview of the 2013 General Assembly session and a short summary of possible legislative actions. Following a brief discussion, and there being no further business, the Committee adjourned at 10:37 a.m.

The Committee on Development met briefly from 10:37 to 10:41 a.m.

There being no further business, the committees adjourned at 10:41 a.m.

Following a short break, the Rector convened the full Board at 11:00 a.m.

Recognizing that a quorum was present, the Rector asked for a motion to adopt the minutes of the meeting of November 28-30, 2012. Motion was made by Mr. Scott, seconded by Mr. Stottlemeyer and approved by voice vote.

In his opening remarks, the Rector commented on the success of the joint meeting with the Foundation and Alumni Association boards, noting the governance boards were moving forward together with a common purpose. He reminded the Board that members of the Cypher Society would join them for lunch following the conclusion of the meeting, and advised that Charter Day ceremony tickets and a parking pass as well as a book on the Michelangelo exhibit from the Muscarelle Art Museum had been distributed.

President Reveley commented briefly on the productive conversations at yesterday's joint session and noted the Chancellor had announced that he was giving his papers to Swem Library.

The Rector moved that the Board of Visitors of the College of William and Mary convene in closed session for the purpose of discussing 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; and discussing specific recommendations related to fundraising strategies as well as current development activities; as provided for in Section 2.2-3711.A.1., 7., and 8. 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 11:08 a.m.

The Board reconvened in open session at 11:17 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 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 called for the reports of the standing committee chairs.

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

Mr. Banks moved adoption of **Resolution 15**, Resolution to Approve Capital Project: Expand & Renovate Law School, distributed during the Committee meeting at the request of the President. Motion was seconded by Mr. Tang and approved by voice vote. (**Resolution 15** is appended.)

Mr. Snyder reported for the **Committee on Athletics**, noting that the Committee had met jointly with the William & Mary Foundation Athletics Subcommittee. Mr. Snyder briefly reviewed the agenda. There were no action items.

Mr. Thomas reported for the **Committee on Audit and Compliance**, and briefly reviewed the agenda.

Mr. Thomas moved adoption of **Resolution 2**, Revision of the Office of Internal Audit Charter. Motion was seconded by Mr. Scott and approved by voice vote.

Mr. Thomas moved adoption of **Resolution 3**, Compliance Program Charter. Motion was seconded by Mr. Scott and approved by voice vote.

In the absence of Mr. Liberson, Vice Chair Ann Baise reported for the **Richard Bland College Committee**, and briefly reviewed the agenda. Ms. Baise advised that President Sydow's inauguration was being postponed and instead a fund-raising event to benefit Richard Bland College would be considered. The meeting of the Richard Bland College Committee will still be held on the Petersburg campus on April 25 in order to have an in-depth discussion on the Strategic Plan. All Board members were encouraged to attend.

Ms. Baise moved adoption of **Resolution 1**, Appointments to Fill Vacancies in the Professional Faculty. Motion was seconded by Mr. Flippen and approved by voice vote.

President Sydow briefly commented on the draft Strategic Plan, noting that its results will be measured by key performance indicators and metrics to measure its success.

Mr. Stottlemeyer reported for the **Committee on Financial Affairs**, briefly reviewed the agenda and thanked Sam Jones and his team for their continued hard work. Mr. Stottlemeyer advised that the investments subcommittee will meet prior to the April Board meeting.

Mr. Stottlemeyer moved adoption of **Resolution 12**, Cash Management Investment Policy. Motion was seconded by Mr. Flippen and approved by voice vote

Mr. Stottlemeyer moved adoption of **Resolution 13**, Corporate Resolution to Transact Business and Confirm Authorized Business Agents for the College of William and Mary. Motion was seconded by Mr. Flippen and approved by voice vote

Mr. Stottlemeyer moved adoption of **Resolution 17**, Fee for Undergraduate Business Majors and Minors, distributed during the Committee meeting at the request of the President. Motion was seconded by Mr. Banks and approved by voice vote, with Mr. Snyder voting nay. (**Resolution 17** is appended.)

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

Mr. Scott moved as a block adoption of **Resolution 4**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 6**, Faculty Promotions; **Resolution 7**, Designated Professorships; **Resolution 8**, Retirement of Robert J. Diaz, School of Marine Science; **Resolution 9**, Retirement of Carl H. Hobbs III, School of Marine Science; **Resolution 10**, Retirement of Howard I. Kator, School of Marine Science, and **Resolution 11**, Retirement of John D. Milliman, School of Marine Science. Motion was seconded by Mr. Stottlemeyer and approved by voice vote.

Mr. Scott moved adoption of **Resolution 5**, Award of Academic Tenure. Motion was seconded by Mr. Stottlemeyer and approved by voice vote, with Mr. Snyder voting nay.

Mr. Scott asked for a motion to adopt **Resolution 16**, Appointment to Fill Vacancy in the Executive Faculty, distributed in the Committee meeting at the request of the President. Motion was made by Mr. Littel, seconded by Mr. Stottlemeyer and approved by voice vote. (**Resolution 16** is appended.)

Commenting briefly on the joint meeting with the William & Mary Foundation Trustees and Alumni Association Board of Directors, the Rector noted that these meetings are clearly informative and productive, and the involvement of other leadership boards in future meetings might be considered.

The Rector moved to officially confer the honorary degree of Doctor of Public Service on Lois M. Critchfield at Charter Day 2013. Motion was seconded by Mr. Scott and approved by voice vote. President Reveley briefly commented on Ms. Critchfield's contributions to the College, especially through her involvement with the Reves Center.

Mr. Frantz reported for the **Committee on Development**, noting that there was one action item.

Mr. Frantz asked for a motion to adopt **Resolution 14**, Amendment of the Roby-Sherman Scholarship Fund. Motion was made by Mr. Flippen, seconded by Mr. Schroeder and approved by voice vote.

Under Old Business, Mr. Trammell advised that, although President Sydow's inauguration would not be held in April, the Richard Bland College Committee is still scheduled to meet on the Richard Bland campus on April 25, and encouraged all Board members to attend.

Under New Business, Mr. Trammell appointed an ad hoc Nominating Committee – Sue Gerdelman, chair; John Littel, and Cliff Schroeder – noting the election of officers would take place at the April meeting. The Rector encouraged those interested in running for office to make their interest known to the chair of the committee by March 1.

Mr. Trammell advised that he would be working on efforts to encourage former members of the Board of Visitors to continue to be engaged, active and working on best practices for the College.

Mr. Tang presented the following resolution on behalf of the Rector, hereby designated **Resolution 18**, and moved its adoption:

The Board recognizes the strategic importance of e-Learning to William and Mary's Mason School of Business and to the College.

Further, the Board fully endorses the Business School's e-Learning Blended MBA Program, including its aggressive time table and its collaborations with the College's broader e-Learning initiatives.

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

The Rector commented on the upcoming commemoration in 2019 of the 400th anniversary of the arrival of African slaves to North America, noting its importance to the College as it relates to the Lemon Project and the Bray School initiative.

Ms. Baise commended Steve Tewksbury, the students, as well as Aaron De Groft and his staff at the Muscarelle, and the Dean of University Libraries Carrie Cooper for the events held yesterday evening at the Museum and Swem Library.

The Rector advised the Board that a project to display photographs of previous boards was being undertaken with assistance from Swem Archives and Creative Services.

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; as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Banks 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 12:02 p.m.

The Board reconvened in open session at 12:44 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. Stottlemeyer and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 12:44 p.m.

Board of Visitors

February 6, 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

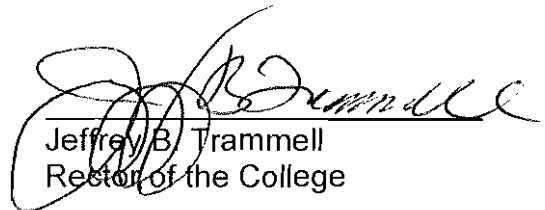
AYES:

14

NAYS:

0

ABSENT DURING CLOSED SESSION:



Jeffrey B. Trammell
Rector of the College

Board of Visitors

February 8, 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: 14

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Rector of the College

**RESOLUTION TO APPROVE
CAPITAL PROJECT:
Expand & Renovate Law School**

WHEREAS, from time to time, the College requires the initiation of capital projects outside of the normal Commonwealth biennial cycle; and

WHEREAS, the 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the Code of Virginia (the "Act"), as renewed, requires the Board of Visitors to approve any capital projects meeting the definition; and

WHEREAS the Agreement allows the Board of Visitors to approve capital projects at any time; and

WHEREAS, the Agreement allows the Board of Visitors to authorize only non-general funds projects without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

WHEREAS, the Agreement requires the Board of Visitors to seek General Assembly approval of any non-general fund debt authority; and

WHEREAS, under the Agreement, the College has established the appropriate policies and procedures to initiate, develop, manage and complete such projects;

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, to approve initiation of the capital project listed in this resolution, and in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

FURTHER RESOLVED, that the Board authorizes the Vice President for Administration to pursue all necessary steps for the accomplishment of said project(s).

<u>PROJECT TITLE</u>	<u>FUNDING</u>
----------------------	----------------

Expand & Renovate Law School

\$14,000,000 NGF

The proposed project will expand with some minor renovations to accommodate the top three facility needs and priorities of the Law School: 1) small seminar rooms; 2) law practicum, legal clinic, and legal writing space; and 3) multipurpose food, dining & assembly space for students. Enrollment has grown nearly 20%, and the need for additional space to support expanded programs has grown along with it. In addition, law students easily spend over 100 hours a week in the Law School, including nights and weekends. They have very limited access to food facilities on site or within easy walking distance, unlike students on main campus. This project will address these targeted short-comings.

The College submitted an amendment to the 2013 General Assembly for non-general fund support, with authorization to use private funds and to issue 9d pooled bond debt. The debt incurred will be supported by a mix of student fees and private funds.

COLLEGE OF WILLIAM AND MARY

FEE FOR UNDERGRADUATE BUSINESS MAJORS AND MINORS

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia is authorized to set tuition and fee charges for the university's various academic programs; and

WHEREAS, the Mason School of Business requires additional investment to maintain and enhance the quality of its undergraduate business offerings; and

WHEREAS, the Mason School of Business requests that the Board of Visitors authorize an undergraduate business fee applicable to declared majors and minors, such fee to be phased in over a two-year period; and

WHEREAS, the revenue from this fee will be used to sustain the undergraduate curriculum, enhance study abroad and international field experiences, improve student professional and career development support, and expand student internship opportunities; and

WHEREAS, twenty-five percent of the revenue from this fee will be allocated to student financial assistance, ensuring affordability to prospective business majors with financial need;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia, on the recommendation of the President, approves effective for FY 2014 an undergraduate business fee of \$750 per semester for declared undergraduate business majors, increasing to \$1,500 per semester for FY 2015; and,

BE IT FURTHER RESOLVED, That the Board of Visitors approves effective for FY 2014 an undergraduate business fee of \$375 per semester for declared undergraduate business minors, increasing to \$750 per semester for FY 2015.

Board of Visitors

Resolution 16

February 6-8, 2013

Page 1 of 1

COLLEGE OF WILLIAM AND MARY
APPOINTMENT TO FILL VACANCY IN THE
EXECUTIVE FACULTY

A vacancy in the Executive Faculty of the College of William and Mary has resulted because of a resignation, termination or the approval of additional authorized position.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointment of the following individual to fill this position:

MATTHEW T. LAMBERT, Vice President for Development, University
Development, effective March 1, 2013

B.A., College of William and Mary, 1999

M.A., The Ohio State University, 2002

Ed.D., University of Pennsylvania, 2012

Georgetown University, Office of Advancement

Associate Vice President for University Development, 2009-2013

Executive Director of Development and Engagement, 2008-2009

Senior Director of Development and Engagement, 2005-2008

Director of Class Advancement and Parent Programs, 2004-2005

Director of Class Advancement, 2004

Associate Director of Class Advancement, 2002-2004

The Ohio State University, Fisher College of Business

Associate to the Director of Development and Alumni Affairs, 2000-2002

Board of Visitors

February 8, 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;

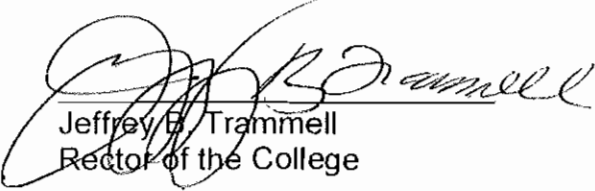
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 14

NAYS: 0

ABSENT DURING CLOSED SESSION:


Jeffrey B. Trammell
Rector of the College

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

April 17-19, 2013
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, <i>tab #1</i>	Resolution to Approve Richard Bland College's 2014-2019 Strategic Plan
Resolution 2, <i>tab #2</i>	Faculty Promotion
Resolution 3, <i>tab #3</i>	Award of Academic Tenure
Resolution 4, <i>tab #4</i>	Retirement of Dorothy P. Edwards Director of Information Technology Services
Resolution 5, <i>tab #5</i>	Retirement of Chalmer L. Pritchard, Jr. Division of Science and Quantitative Methods
Resolution 6, <i>tab #6</i>	Retirement of Margret J. Sommer Division of Science and Quantitative Methods
Resolution 7, <i>tab #7</i>	Retirement of Jacqueline W. Davis Enrollment Services Specialist
Resolution 8, <i>tab #8</i>	FY 2013-2014 Tuition and Fees
Resolution 9, <i>tab #9</i>	2013-2014 Operating Budget Proposal

COLLEGE OF WILLIAM AND MARY

Resolution 10, <i>tab #10</i>	Appointment to Fill Vacancy in the Executive Faculty
Resolution 11, <i>tab #11</i>	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 12, <i>tab #12</i>	Appointments to Fill Vacancies in the Professional Faculty
Resolution 13, <i>tab #13</i>	Faculty Promotions

Board of Visitors
AGENDA ITEMS
April 17-19, 2013

Resolution 14, <i>tab #14</i>	Designated Professorships
Resolution 15, <i>tab #15</i>	Faculty Leaves of Absence
Resolution 16, <i>tab #16</i>	Retirement of Gary C. DeFotis Department of Chemistry
Resolution 17, <i>tab #17</i>	Retirement of Dorothy E. Finnegan School of Education
Resolution 18, <i>tab #18</i>	Retirement of I. Trotter Hardy William and Mary School of Law
Resolution 19, <i>tab #19</i>	Retirement of Ronald Hoffman Department of History
Resolution 20, <i>tab #20</i>	Retirement of Jacquelyn Y. McLendon Department of English
Resolution 21, <i>tab #21</i>	Virginia Institute of Marine Science - Resolution to Approve 2014-2020 Capital Outlay Plan
Resolution 22, <i>tab #22</i>	College of William and Mary – Resolution to Approve 2014-2020 Capital Outlay Plan
Resolution 23, <i>tab #23</i>	Resolution to Approve Property Acquisition: 415 Richmond Road
Resolution 24, <i>tab #24</i>	Resolution to Approve Renaming the Old Fraternity Complex: "Green & Gold Village"

RICHARD BLAND COLLEGE
RESOLUTIONS

**RESOLUTION TO APPROVE RICHARD BLAND COLLEGE'S
2014-2019 STRATEGIC PLAN**

Following a comprehensive planning process, which included extensive input from Richard Bland College stakeholders and extensive analysis of pertinent industry data, performance metrics, historical information, current environmental conditions and future trends, the President recommends Board approval of the 2014-2019 Strategic Plan for Richard Bland College, entitled RBC-19. The RBC-19 Executive Summary (*attached*) contains a revised mission and vision statements, strategic goals, and key performance indicators (KPIs) that focus on elevating the quality, relevance and reputation of Richard Bland College (RBC) in direct support of the goals of the Commonwealth of Virginia.

Appropriately leveraging its affiliation with the College of William and Mary, RBC-19 seeks to capitalize on Richard Bland College's unique position in Virginia public higher education. As technology and funding shifts drive major changes in the higher education industry, RBC's small size (<1,500 full-time students & <100 full-time employees) and limited academic portfolio (2 associate degrees) make it particularly well positioned to test and advance academic and administrative innovation. Richard Bland has the capacity to serve as a model for testing and applying innovative, outcomes-driven solutions in higher education. Through effective communications (branding and marketing), RBC has the potential to attract urban, suburban and rural students who seek an affordable, residential two-year college experience at its expansive and picturesque physical campus located near historic Petersburg, Virginia, which is a short drive from the nation's capital and other significant historic landmarks. Key performance indicators will be monitored and progress regularly reported to RBC stakeholders in the interest of transparency and accountability.

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia hereby approves the 2014-2019 Strategic Plan for Richard Bland College, RBC-19.

BE IT FURTHER RESOLVED, That the Board commends the work of the entire Richard Bland College community in this effort.



RICHARD BLAND COLLEGE OF THE COLLEGE OF WILLIAM & MARY

RBC-19

2014-2019 STRATEGIC PLAN: AN EXECUTIVE SUMMARY

HISTORY

Richard Bland College was founded in 1960 as a division of The College of William & Mary in Virginia to provide the first two years of baccalaureate education to local citizens at minimal cost. By 1975 the mission had expanded to include meeting the “educational and cultural demands of the citizens of the Commonwealth, other states, and foreign nations.” With the addition of residence halls in 2008, this picturesque campus located near historic Petersburg, Virginia, emerged as a vibrant and diverse living-learning community.

MISSION

To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

VISION

As an extension of William & Mary, Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education.

VALUES

- integrity and honesty
- student & faculty engagement
- innovation
- exploration and discovery
- diversity and openness
- shared responsibility for student success

GOALS

The five-year strategic plan focuses on goals in three key areas:
STUDENTS, PROGRAMS & DELIVERY, AND OPERATIONS & RESOURCES

#1 STUDENTS

Goal: To achieve an enrollment target of 2,000 students.

- Create a strategic enrollment management plan (SEM), and align enrollment-related policies, practices and services with the mission, vision, brand and SEM goals;
- facilitate and inspire learning through proven and innovative teaching and support methodologies;
- design and implement a research-based, comprehensive and creative first-year learning experience; and
- improve retention, graduation and transfer rates.

#2 PROGRAMS & DELIVERY

Goal: To be optimally responsive to documented market demand:

- Modify existing and create new curricula to provide the right and best portfolio of academic program offerings;
- establish a Center for Strategic Initiatives that delivers education solutions in response to market demand;
- selectively serve as a beta site for innovative solutions in higher education instruction, academic support and management; and
- deliver courses and programs at times, locations and in modalities that optimize resources and accommodate student schedules and preferences.

#3 OPERATIONS & RESOURCES

Goal: To establish and maintain a high performance organization and ensure financial and environmental sustainability:

- Develop and implement financial and sustainability master plans;
- collect, analyze, disseminate and utilize pertinent performance-related information to drive quality and continuous improvement;
- develop and implement revenue enhancement plans; and
- deploy all financial, physical, IT and human resources in direct support of the mission, vision and strategic goals.

KEY PERFORMANCE INDICATORS

A data dashboard will be developed to monitor progress toward the achievement of key performance indicators:

- Increase enrollment: 2,000 students / 1,500 FTES;
- elevate brand and reputation: yield rates from 3-county/3-city area high schools and throughout the Commonwealth will improve by at least 5 percentage points;
- expand market-driven programs and modes of delivery: add 6 new degree programs, 10 new certificates, 40 or more total guaranteed admission and articulation agreements, and deliver 100% of programs online, off-site, or other means convenient to students;
- improve student satisfaction: students will rate their overall satisfaction with Richard Bland College at 90% or higher on CCSSE;
- decrease overhead expenses: decrease percent of expenses related to institutional support and operations/physical plant, based upon IPEDS data, by at least 5 percentage points; and
- increase net auxiliary resources: net auxiliary resources will increase by at least 5 percentage points.

**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.

**RICHARD BLAND COLLEGE
AWARD OF ACADEMIC TENURE**

The following members of the instructional faculty of Richard Bland College have been recommended for the award of academic tenure 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 award of academic tenure to the following faculty members, effective with the beginning of the 2013-2014 academic year.

DARLENE J. MITTEN, Associate Professor of English and Speech/Theatre

A.S., Richard Bland College, 1990

B.F.A., Longwood College, 1994

M.A., Ohio University, 1996

Professor Mitten taught theatre and speech communication courses at Mary Washington College and Central Texas College prior to joining the faculty of Richard Bland College. As a member of the Richard Bland College faculty, she has directed theatrical productions and served as advisor to the speech team and the student newspaper. Her student evaluations evidence Professor Mitten's dedication to student learning.

LEJEANNA M. RAYMOND, Associate Professor of English

B.A., Presbyterian College, 1993

M.S.D., Baptist Theological Seminary, 1998

M.A., University of North Carolina at Greensboro, 2005

Professor Raymond served as an instructor of English and Developmental Studies at Piedmont Community College in North Carolina prior to joining the faculty of Richard Bland College. As a member of the Richard Bland College faculty, she has been promoted in faculty rank and served as an advisor to the student newspaper. Her student evaluations evidence Professor Raymond's dedication to student learning.

**RICHARD BLAND COLLEGE
RETIREMENT OF DOROTHY P. EDWARDS
DIRECTOR OF INFORMATION TECHNOLOGY SERVICES**

Dorothy P. Edwards joined the administration of Richard Bland College in 1980. During her tenure, she has served as Director of Information Technology Services. Ms. Edwards will retire May 1, 2013, after 32 years of service.

Ms. Edwards received her A.B. from Randolph-Macon Woman's College, Cum Laude and Phi Beta Kappa in 1965, and her M.S. from Virginia Commonwealth University in 1981.

Ms. Edwards was actively involved in the Virginia Innovative Approach to Y2K under the Century Date Change Initiative Project for the Commonwealth of Virginia. She has served as Chair of the Information Technology Planning Committee at Richard Bland College since the committee was established by former President, Dr. Clarence Maze, in October 1985. She also served as Banner iSIS Project Manager from 2003 until the successful completion of the project in April 2006. Ms. Edwards is a former member of the Board of the Association of Collegiate Computing Services (ACCS) which is the technology professional group for higher education in Virginia, and served as Chair from 1997 through 1998.

With sincere gratitude for her outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Ms. Edwards to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Dorothy P. Edwards and expresses its appreciation for her thirty-two years of loyal service to Richard Bland College and its mission.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Dorothy P. Edwards with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
RETIREMENT OF CHALMER L. PRITCHARD, JR.
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

With the completion of the new gym and the institution of a complete intramural athletic program, Chalmer L. Pritchard, Jr., joined the faculty at Richard Bland College in September 1973 as Instructor of Physical Education. His appointment to Assistant Professor was confirmed in August 1977, and in February 1985, he was promoted to Associate Professor. He was granted tenure in April 1979.

Professor Pritchard was RBC's Basketball Coach from 1976 to 1994 and served as Chairman of the Division II Basketball Committee of Region X-NJCAA. He is a member of the National Association of Basketball Coaches and the NJCAA Basketball Coaches Association. He was named Richard Bland College's Athletic Director in April 1988.

Professional memberships include the Virginia Association of Health, Physical Education, Recreation and Dance; American Association of Health, Physical Education, Recreation and Dance; American Running and Fitness Association; National Strength and Conditioning Association; and the American College of Sports Medicine. Professor Pritchard was selected for *Who's Who among America's Teachers* in 1996.

Professor Pritchard obtained a Bachelor's degree in physical education in 1973 from the College of William and Mary and a Master's degree of Education from Virginia State University in 1976. He briefly attended Richard Bland College, completed 18 hours of graduate study in Physical Education from the University of Virginia from 1979-1981, received certification as a Certified Strength and Conditioning Specialist in August 2006, and became a Certified Personal Trainer through the National Strength and Conditioning Association.

With sincere gratitude for Professor Pritchard's outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Professor Pritchard to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Chalmer L. Pritchard, Jr., on June 1, 2013; expresses its appreciation to him for the many contributions he has made to Richard Bland College; and with deep gratitude for his thirty-nine years of devoted service to the College, approves a change in status from Associate Professor of Physical Education to Associate Professor of Physical Education, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Chalmer L. Pritchard, Jr., with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
RETIREMENT OF MARGARET J. SOMMER
DIVISION OF SCIENCE AND QUANTITATIVE METHODS**

Margaret J. Sommer joined the faculty at Richard Bland College in August 1994 as Instructor of Mathematics. Her appointment to Assistant Professor was confirmed in January 1998, and in August 2003 she was promoted to Associate Professor. Professor Sommer was granted tenure in August 2001.

Professor Sommer obtained her Master's Degree of Education in Mathematics in 1992 from Virginia State University and her Bachelor's degree in Music Education in 1969 from Wisconsin State University. She is a member of Kappa Delta Pi, National Education Honor Society, and was selected for *Who's Who among America's Teachers* four times. She received the *Health and Wellness Outstanding Faculty Award* for 2003-2004. Her professional memberships include the Virginia Mathematics Association of Two-Year Colleges and the National Association for Developmental Education.

Professor Sommer has served as faculty advisor for the Richard Bland College History Club and Mathematics Club, as well as the RBC Democrats, and has been a participant in numerous RBC activities, such as judging the annual Science Fair, Friends of the RBC Library and Adopt-a-Highway Activities.

With sincere gratitude for Professor Sommer's outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Professor Sommer to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Margaret J. Sommer on June 1, 2013; expresses its appreciation to her for the many contributions she has made to Richard Bland College; and with deep gratitude for her eighteen years of devoted service to Richard Bland College; approves a change in status from Associate Professor of Mathematics to Associate Professor of Mathematics, Emerita.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Margaret J. Sommer with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
RETIREMENT OF JACQUELINE W. DAVIS
ENROLLMENT SERVICES SPECIALIST**

Jacqueline W. Davis joined Richard Bland College on a part-time basis in March 1987, and became a full-time employee in September 1988. Previously, she was employed by the Federal Government in the U.S. Army Logistics Center. During her tenure at Richard Bland, she has held various support roles in the Center for Student Affairs, and has provided outstanding service to the College and its students. In 2004, she assisted in the implementation of the Banner iSIS project.

With sincere gratitude for her outstanding contributions to Richard Bland College and its students, and on behalf of the entire campus community, the President of Richard Bland College commends Ms. Davis to the Board of Visitors for recognition.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Jacqueline W. Davis on July 1, 2013, and expresses its appreciation for her twenty-five years of dedicated service to Richard Bland College.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Ms. Jacqueline W. Davis with best wishes for success in all future endeavors.

**RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEES**

The following tuition and fee recommendations are recommended by the administration to meet the 2013-2014 funding requirements for academic programs, student support services, residence hall operations, and 2014-2019 strategic plan (RBC-19) goals. The administration recommends a re-set of tuition over the next four years to enhance the quality of the educational experience, to prepare students for successful transfer and to execute strategic plan goals.

For fiscal year 2014, it is recommended that tuition and mandatory E&G fees for an in-state student increase 7.9%, and tuition and mandatory E&G fees for an out-of-state student increase 1.8%. Tuition and fees for students living in the residence halls will actually decrease due to a restructure in the tuition and fee schedule.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the FY 2013-2014 Tuition and Fee Summary, room rates and other charges as shown on the attached schedules.

**RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEE SUMMARY**

	ACTUAL FY 2012-13	PROPOSED FY 2013-14	PERCENT CHANGE	DOLLAR CHANGE
IN-STATE				
Full-Time Commuter (Per Semester):				
	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$1,556	\$1,695		\$139
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$1,597	\$1,723	7.9%	\$126
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	15	25		10
Student Activities	45	175		130
Auxiliary Technology Fee	0	37		37
Intramural Athletics	12	0		-12
Health Services	75	0		-75
Food Service Fee	35	0		-35
Total Mandatory Non-E&G Fees	\$232	\$287	23.7%	\$55
Total Tuition and Mandatory Fees	\$1,829	\$2,010 *	9.9%	\$181
IN-STATE				
Full-Time Non-Commuter (Per Semester):				
	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$1,556	\$1,695		\$139
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$1,597	\$1,723	7.9%	\$126
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	110	25		-85
Student Activities	95	175		80
Intramural Athletics	30	0		-30
Health Services	75	0		-75
Auxiliary Technology Fee	200	37		-163
Food Service Fee	35	0		-35
Total Mandatory Non-E&G Fees	\$595	\$287	-51.8%	-\$308
Total Tuition and Mandatory Fees	\$2,192	\$2,010 *	-8.3%	-\$182

*Students taking more than 18 credit hours will be charged for additional hours at the part-time tuition rate.

RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEE SUMMARY

	ACTUAL FY 2012-13	PROPOSED FY 2013-14	PERCENT CHANGE	DOLLAR CHANGE
OUT-OF-STATE				
Full-Time Commuter (Per Semester):	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$6,364	\$6,490		\$126
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$6,405	\$6,518	1.8%	\$113
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	15	25		10
Student Activities	45	175		130
Intramural Athletics	12	0		-12
Health Services	75	0		-75
Auxiliary Technology Fee	0	37		37
Food Service Fee	35	0		-35
Capital Fee	125	125		0
Total Mandatory Non-E&G Fees	\$357	\$412	15.4%	\$55
Total Tuition and Mandatory Fees	\$6,762	\$6,930 *	2.5%	\$168
OUT-OF-STATE				
Full-Time Non-Commuter (Per Semester):	<i>Tuition and Mandatory E&G Fees</i>			
Tuition	\$6,364	\$6,490		\$126
Comprehensive Fee	14	0		-14
E&G Technology Fee	27	28		1
Total Tuition & Mandatory E&G Fees	\$6,405	\$6,518	1.8%	\$113
	<i>Mandatory Non-E&G Fees</i>			
Parking	\$50	\$50		\$0
Auxiliary Enterprise Fee	110	25		-85
Student Activities	95	175		80
Intramural Athletics	30	0		-30
Health Services	75	0		-75
Auxiliary Technology Fee	200	37		-163
Food Service Fee	35	0		-35
Capital Fee	125	125		0
Total Mandatory Non-E&G Fees	\$720	\$412	-42.8%	-\$308
Total Tuition and Mandatory Fees	\$7,125	\$6,930 *	-2.7%	-\$195

*Students taking more than 18 credit hours will be charged for additional hours at the part-time tuition rate.

April 17 - 19, 2013

Page 4 of 4

**RICHARD BLAND COLLEGE
FY 2013-2014 TUITION AND FEE SUMMARY**

	ACTUAL FY 2012-13	PROPOSED FY 2013-14	PERCENT CHANGE	DOLLAR CHANGE
IN-STATE				
Part-Time (Per Credit):				
Tuition	\$121	\$142	17.4%	\$21
Comprehensive Fee	2	0	-100.0%	-2
E&G Technology Fee	4	6	50.0%	2
Parking	5	5	0.0%	0
Auxiliary Enterprise Fee	2	4	100.0%	2
Student Activities	0	15	100.0%	15
Auxiliary Technology Fee	0	8	100.0%	8
Total Tuition and Fees	\$134	\$180	34.3%	\$46
OUT-OF-STATE				
Part-Time (Per Credit):				
Tuition	\$533	\$541	1.5%	\$8
Comprehensive Fee	2	0	-100.0%	-2
E&G Technology Fee	4	6	50.0%	2
Parking	5	5	0.0%	0
Auxiliary Enterprise Fee	2	4	100.0%	2
Student Activities	0	15	100.0%	15
Auxiliary Technology Fee	0	8	100.0%	8
Capital Fee	15	15	0.0%	0
Total Tuition and Fees	\$561	\$594	5.9%	\$33
OTHER FEES (Per Semester):				
* Application Fee	\$25	\$25	0.0%	\$0
Room (Weighted Average)	4,835	3,840	-20.6%	-995
Room Change Fee	25	50	100.0%	25
Honors Program (In-State)	0	500	100.0%	500
Honors Program (Out-of-State)	0	1,000	100.0%	1,000
Transcript Fee	0	5	100.0%	5
Late Fee	50	50	0.0%	0
Returned Check Fee	50	50	0.0%	0
Parking (Per Violation)	30	30	0.0%	0
Faculty/Staff Parking (Annual)	35	35	0.0%	0

* One-Time Fee (Mandatory Non-E&G fee)

**RICHARD BLAND COLLEGE
2013-2014 OPERATING BUDGET PROPOSAL**

Anticipated fees, appropriations and transfers are projected to generate the following revenue to meet the operating needs of the College for 2013-14:

Educational & General Programs	\$ 10,082,246
Scholarships & Loan Assistance	514,107
Auxiliary Enterprises	3,150,094
Financial Assistance for E&G Services	25,000
Private Funds (Scholarships)	<u>22,000</u>
 TOTAL	 \$13,793,447

This budget is based on a proposed budget that has not been approved by the Governor. Any adjustments or revisions required by the final actions of the General Assembly and the Governor will be reported in the Fiscal Year 2014 operating budget reports.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the operating budget for Richard Bland College for the 2013-2014 Fiscal Year.

April 17 -19, 2013

Page 2 of 4

RICHARD BLAND COLLEGE
2013-2014 OPERATING BUDGET PROPOSAL

EDUCATIONAL & GENERAL

<u>REVENUE</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>Proposed</u> <u>2013-14</u>	<u>% Change</u> <u>2013-14</u>
General Funds	\$ 6,062,200	\$ 5,234,621	\$ 4,908,736	\$ 5,245,000	\$ 5,473,340	4.4%
Nongeneral	3,509,190	3,714,578	3,733,224	4,200,000	4,448,906	5.9%
Central Appropriations	(148,222)	(133,352)	86,971	37,000	150,000	305.4%
Prior Year Reappropriations	112	24,800	177,533	150,000	10,000	-93.3%
ARRA	155,539	200,000	520,569	-	-	-
General Fund Reversion	(819,526)	-	-	-	-	-
General Fund Carryover	-	-	(96,131)	-	-	-
TOTAL REVENUE	\$ 8,759,293	\$ 9,040,647	\$ 9,330,902	\$ 9,632,000	\$ 10,082,246	4.7%

<u>EXPENDITURES</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>Proposed</u> <u>2013-14</u>	<u>% Change</u> <u>2013-14</u>
Instruction	\$ 3,082,695	\$ 2,890,044	\$ 2,180,586	\$ 3,637,000	\$ 4,002,960	10.1%
Public Service	-	-	400	1,000	1,080	8.0%
Academic Support	329,583	291,137	312,967	400,000	457,000	14.3%
Student Services	984,503	988,323	1,072,911	1,160,000	1,327,800	14.5%
Institutional Support	2,766,213	2,773,697	2,748,172	2,750,000	2,820,000	2.5%
Operation of Plant	1,415,317	1,719,711	1,957,696	1,324,000	1,379,920	4.2%
ARRA	155,539	200,000	520,579	-	-	-
Contingency	-	-	-	360,000	93,486	-74.0%
TOTAL EXPENDITURES	\$ 8,733,850	\$ 8,863,112	\$ 8,793,311	\$ 9,632,000	\$ 10,082,246	4.7%

April 17 -19, 2013

Page 3 of 4

SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID

	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Approved</u> <u>2012-13</u>	<u>Proposed</u> <u>2013-14</u>	<u>% Change</u> <u>2013-14</u>
<u>REVENUE</u>						
General Funds	\$ 313,819	\$ 331,255	\$ 398,528	\$ 381,736	454,107	19.0%
Nongeneral Funds	40,000	50,000	60,000	60,000	60,000	0.0%
TOTAL REVENUE	\$ 353,819	\$ 381,255	\$ 458,528	\$ 441,736	\$ 514,107	16.4%
<u>EXPENDITURES</u>						
Scholarships	\$ 353,819	\$ 381,255	\$ 458,528	\$ 441,736	\$ 514,107	16.4%

FINANCIAL ASSISTANCE FOR E & G PROGRAMS
SPONSORED PROGRAMS

<u>REVENUE</u>						
General Funds	\$ -	\$ -	\$ -	\$ -	-	0.0%
Nongeneral Funds	19,700	9,668	10,708	25,000	25,000	0.0%
TOTAL REVENUE	\$ 19,700	\$ 9,668	\$ 10,708	\$ 25,000	\$ 25,000	0.0%
<u>EXPENDITURES</u>						
Sponsored Programs	\$ 19,700	\$ 9,668	\$ 10,708	\$ 6,704	\$ 25,000	272.9%

April 17 -19, 2013

Page 4 of 4

RICHARD BLAND COLLEGE **2013-2014 OPERATING BUDGET PROPOSAL**

AUXILIARY ENTERPRISES

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Approved 2012-13	Proposed 2013-14
Beginning Fund Balance	\$ 1,704,628	\$ 1,655,677	\$ 1,659,216	\$ 1,006,000	\$ 950,000
<u>REVENUE</u>					
Residences	1,832,350	2,073,819	2,125,838	2,250,000	2,600,000
Special Funds	9,480	9,840	5,100	30,000	10,000
Auxiliary Fees	159,304	164,692	172,976	150,000	120,094
Parking	147,640	144,915	133,603	140,000	140,000
Athletics	22,100	22,910	23,813	25,000	100,000
Student Activity Fee				-	100,000
Health Services	151,503	148,635	141,975	150,000	-
Food/Vending Services	79,275	79,500	91,490	80,000	80,000
TOTAL REVENUE	\$ 2,401,652	\$ 2,644,311	\$ 2,694,795	\$ 2,825,000	\$ 3,150,094

<u>EXPENDITURES</u>					
Residences	\$ 374,044	\$ 348,679	\$ 461,371	\$ 700,000	\$ 700,000
Debt Service on Residence Halls	1,608,874	1,608,874	1,608,874	1,500,000	1,200,000
General Operating	138,660	232,473	110,957	100,000	100,000
Parking	9,000	138,013	2,223	50,000	50,000
Athletics	12,640	18,805	20,103	24,000	150,000
Health Services	114,142	120,150	117,929	135,000	-
Food Services	98,726	87,778	94,592	60,000	55,000
Indirect Costs	94,317	86,000	215,000	200,000	225,000
Renewal/Replacement*	-	-	-	70,000	500,000
TOTAL EXPENDITURES	\$ 2,450,403	\$ 2,640,772	\$ 2,631,049	\$ 2,839,000	\$ 2,980,000
Ending Fund Balance	\$ 1,655,877	\$ 1,659,216	\$ 1,722,962	\$ 992,000	\$ 1,120,094

PRIVATE FUNDS

<u>REVENUE</u>					
Private Funds	\$ 14,215	\$ 7,690	\$ 16,033	\$ 22,000	\$ 22,000
<u>EXPENDITURES</u>					
Endowment Scholarships	\$ 15,600	\$ 21,193	\$ 15,700	\$ 22,000	\$ 22,000

* Includes \$200,000 to convert singles to doubles and \$250,000 for match on Ernst Hall renovation for FY14

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.

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.

COLLEGE OF WILLIAM AND MARY
RESOLUTIONS

COLLEGE OF WILLIAM AND MARY
APPOINTMENT TO FILL VACANCY IN THE
EXECUTIVE FACULTY

A vacancy in the Executive Faculty of the College of William and Mary has resulted because of a resignation, termination or the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointment of the following individual to fill this position:

SPENCER GAREY NILES, Dean, School of Education, effective
July 1, 2013

B.S., Bloomsburg University, 1976
M.Ed., Lehigh University, 1983
Ph.D., The Pennsylvania State University, 1986

The Pennsylvania State University
Department Head and Distinguished Professor, 2011-2013
Co-Director, Center for the Study of Career Development and
Public Policy, 2009-2013
Department Head, Counselor Education, Counseling Psychology,
and Rehabilitation Services, 2005-2011
Interim Department Head, Spring 2002
Professor, Professor-in-Charge, Counselor Education, Coordinator,
Doctoral Counselor Education Doctoral Program, 2000-2005

University of Virginia
Assistant Dean, Curry School of Education 1998-2000
Professor, Counselor Education Program, 1998-2000
Associate Professor, Counselor Education Program, 1993-1998
Assistant Professor, Counselor Education Program, 1987-1993

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

Vacancies in the Instructional Faculty of the College of William and Mary have resulted because of resignations, terminations and the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the 2013-2014 academic year:

FAHAD AHMAD BISHARA, Assistant Professor of History

B.A., University of Southern California, 2004
M.A., University of Exeter, 2006
Ph.D., Duke University, 2012

GÉRARD L. CHOUIN, Assistant Professor of History

B.A. (1991); M.A. (1992); M.Phil. (1993), Université Paris-1 Panthéon-Sorbonne
Ph.D., Syracuse University, 2009

University of Ibadan, Nigeria
Director, French Institute for Research in Africa, 2010-2013

French Cooperation, Ministry of Education, Banjul, The Gambia
Head of Project, 2008-2010

French Cooperation, Centre for French Teaching and Documentation,
Enugu, Nigeria
Head of Project, 2004-2008

EDDIE RICE COLE, Assistant Professor of Education

B.S., Tennessee State University, 2007
M.S. (2009); Ph.D. (Candidate), Indiana University

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

EVAN J. CRIDDLE, Professor of Law with Tenure

B.A., Brigham Young University, 2000
J.D., Yale Law School, 2003

Syracuse University College of Law
Associate Professor, 2011-2013
Assistant Professor, 2007-2011

Cleary Gottlibb Steen & Hamilton, LLP
Litigation Associate, 2004-2007

United States Court of Appeals for the Ninth Circuit
Law Clerk, The Honorable J. Clifford Wallace, 2003-2004

HEIDI S. FISHER, Assistant Professor of Biology

B.S. (2000); M.S. (2001), University of California, San Diego
Ph.D., Boston University, 2006

Harvard University
Postdoctoral Fellow, National Institutes of Health, 2007-2013

Texas A&M University
Postdoctoral Researcher, 2006-2007

ELIZABETH P. FOSTER, Clinical Assistant Professor of Business

B.S., University of Virginia, 1982
M.S., Old Dominion University, 2009

College of William and Mary
Clinical Lecturer, Fall 2011-Spring 2012

Old Dominion University
Tidewater Community College
College of William and Mary
Adjunct Professor, Spring 2010-Spring 2011

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

ELIZABETH P. FOSTER (cont'd)

KPMG, LLP

Audit Partner, 1995-2007

Audit Manager and Senior Audit Manager, 1987-1995

Audit Staff and Senior Accountant, 1982-1987

JAMES M. KIMBROUGH, IV, Assistant Professor of Military Science

B.S., United States Military Academy, West Point, 1995

M.A., United States Air Force Institute of Technology, 2008

DAVID M. LONG, Assistant Professor of Business

B.S. Presbyterian College, 1995

M.B.A. (2004); Ph.D. (Candidate), University of Florida

THOMAS J. MCSWEENEY, Assistant Professor of Law

B.A., College of William and Mary, 2002

J.D. (2005); L.L.M. (2005), Cornell Law School

M.A. (2009); Ph.D. (2011), Cornell University

Cornell Law School

Visiting Assistant Professor, 2011-2013

CHRISTINE PETROVITS, Associate Professor of Business

B.B.A. (1994); M.B.A. (1999), College of William and Mary

Ph.D., University of North Carolina at Chapel Hill, 2005

George Washington University School of Business

Assistant Professor, 2010-2013

Stern School of Business, New York University

Assistant Professor, 2005-2010

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
INSTRUCTIONAL FACULTY

JACQUELINE A. RODRIGUEZ, Assistant Professor of Education

B.A., The George Washington University, 2003

M.A., American University, 2007

Ph.D. (Candidate), University of Central Florida

HANNAH ROSEN, Assistant Professor of History

B.A., Cornell University, 1985

M.A. (1989); Ph.D. (1999), University of Chicago

University of Michigan, Institute for Research on Women and Gender
Assistant Research Scientist, 2009-2013

Director, Program in Gender, Race and History, 2009-2013

Interim Associate Director for Graduate Programs and
Scholarship, 2009-2013

University of Michigan, Ann Arbor

Assistant Professor, 2000-2009

Princeton University

Lecturer, 2000

CHRISTOPHER SEAN TUCKER, Assistant Professor of Philosophy

B.A. (2003); M.A. (2003), Emory University

Ph.D., Purdue University, 2008

University of Auckland

Lecturer, 2010-2013

University of Notre Dame

Research Fellow, 2009-2010

Stonehill College

Assistant Professor, 2008-2009

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY

Vacancies in the Professional Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional authorized positions.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the appointments of the following individuals to fill these positions effective with the dates listed below:

CYNTHIA A. GLAVAS, Director of Auxiliary Services, effective
March 4, 2013

B.S., B.A. (1994); M.B.A (1996), American University

Old Dominion University

Associate Director of Business Operations, Housing and Residence
Life, 2010-2013

American University

Financial Manager, Auxiliary Services, 2005-2010

Director of Auxiliary Services, 2004-2005

Special Assistant to the Vice President of Finance and
Treasurer, 2003-2004

Contracts Manager, Auxiliary Services, 2000-2003

Washington College of Law

Assistant Director of Facilities, 1995-1998

IAN JOHNSON, Marketing and Communications Manager, University
Relations, effective March 11, 2013

B.A., Longwood University, 2008

M.S., Virginia Commonwealth University, 2010

The Martin Agency, Studio Squared
Strategist, 2010-2012

Robinson Radio, Inc.

Research and Data Analyst Intern, 2009

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONAL FACULTY

SANI SILVENNOINEN, Director of Major Gifts, University Development,
effective March 11, 2013

B.A., Yale University, 1997

M.A., University of Jyväskylä, Finland, 2001

American University in Bulgaria

Vice President for Institutional Advancement, 2011-2013

Johns Hopkins Carey Business School

Director of Development, 2008-2011

Brakeley Ltd.

Interim Campaign Director, Helsinki University of Technology, 2006-2008

Yale University, Office of Development

Development Officer, Major Gifts, 2002-2006

Development Officer, Yale College Annual Fund, 2001-2002

MARJORIE S. THOMAS, Dean of Students, Office of Student Affairs,
effective July 1, 2013

B.A., Florida International University, 1993

M.Ed., University of Georgia, 1995

J.D., Florida Agricultural and Mechanical University, 2006

College of Charleston

Associate Vice President for Student Affairs, 2011-2013

Director of the McNair Scholars Program, 2009-2013

Student Resource Coordinator, 2009-2013

Assistant Vice President for Student Affairs, 2007-2011

University of Miami

University Ombudsman and Assistant to the Vice President for
Student Affairs, 1998-2003

Associate Director, Multicultural Student Affairs, 1997-1998

Assistant Director and Coordinator of Minority Recruitment,
Office of Admission, 1995-1997

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
DESIGNATED PROFESSORSHIPS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for designated professorships.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the designated professorships for the following members of the Faculty of the College, effective with the 2013-2014 academic year:

CHRISTOPHER J. ABELT, Chancellor Professor of Chemistry

FRANCIE CATE-ARRIES, Weingartner Professor of Hispanic Studies

MARTIN D. GALLIVAN, Margaret L. Hamilton Associate Professor of Anthropology

VIRGINIA TORCZON, Chancellor Professor of Computer Science

COLLEGE OF WILLIAM AND MARY
FACULTY LEAVES OF ABSENCE

The following faculty members have requested leaves of absence without pay or partial pay during the 2013-2014 academic year for the reasons given.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves these leaves of absence:

AYFER KARAKAYA-STUMP, Assistant Professor of History, to accept a fellowship at the American Research Institute in Turkey.

CINDY HAHAMOVITCH, Professor of History, to accept a fellowship with the National Humanities Center.

HARVEY J. LANGHOLTZ, Professor of Psychology, to work with the United Nations Peacekeepers.

CHARLES F. MCGOVERN, Associate Professor of History and American Studies, to accept a fellowship with the National Humanities Center.

MATTHEW W. MOSCA, Assistant Professor of History, to accept a Mellon Fellowship from the School of Historical Studies of the Institute for Advanced Study.

RANI D. MULLEN, Associate Professor of Government, to accept a Fulbright-Nehru Fellowship in New Delhi, India.

RONALD B. SCHECHTER, Associate Professor of History, to accept a fellowship at the Oxford Centre for Hebrew and Jewish Studies.

SIMON A. STOW, Associate Professor of Government, to accept a Copeland Fellowship at Amherst College.

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GARY C. DeFOTIS
DEPARTMENT OF CHEMISTRY

Gary C. DeFotis obtained his B.Sc. in chemistry with a minor in mathematics from the University of Illinois at Chicago in 1968 and his Ph.D. in physical chemistry from the University of Chicago in 1977. Prior to joining the College in 1980 as an Assistant Professor of Chemistry, he was a postdoctoral research associate at the University of Illinois at Chicago and an assistant professor of chemistry at Michigan State University. He was promoted to associate professor in 1984, to full professor in 1989, and held the Garrett-Robb-Guy chair for two separate terms. Professor DeFotis has been a visiting senior scientist at Service de Physique de l'Etat Condense, CEA-Saclay, France, The Royal Institution in London, the Institute of Physical and Chemical Research (RIKEN) in Saitama, Japan, and the Physics Department of the University of California, Santa Cruz.

Professor DeFotis is a physical chemist with a substantial record in both research and mentoring students. He has supervised the undergraduate honors research and senior research of over one hundred students and co-published some seventy peer-reviewed scientific papers with students. His areas of specialization include magnetochemistry, magnetic phase transitions, low dimensional magnetic systems, and spin glasses. "Magnetism of Solid Oxygen," published by the American Physical Society in 1981, is very highly cited. He has undertaken research on several unusual pentacoordinate ferric compounds, an extensive family of quasi-2D magnets, a new transition metal halide monohydrate series, conducted extremely extensive investigations of mixed magnets (published on fourteen different systems), and most recently pursued studies of deuterated magnetic systems. His research has been supported through sixteen principal investigator grants: six from the National Science Foundation, seven from the Petroleum Research Fund, and one each from the Research Corporation, Jeffress Memorial Trust, and IEEE Magnetics Society.

His scholarship and teaching have been recognized by the College with the Alumni Fellowship Award in 1982, the Phi Beta Kappa Award for the Advancement of Scholarship in 1987, election to Phi Beta Kappa as a faculty initiate in 1989, and receipt of the Plumeri Award for Faculty Excellence in 2010. External acclaim has been even more impressive. In 1989, he was the first faculty member at a public institution to be awarded a Dreyfus Mentorship/Fellowship; he is the only member of the Chemistry faculty to have been honored with the American Chemical Society Award for Research at an Undergraduate Institution (1997) and the State Council of Higher Education for Virginia Outstanding Faculty Award (1998).

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Gary C. DeFotis; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for

April 17-19, 2013

Page 2 of 2

his thirty-three years of devoted service to the university, a change in status from Professor of Chemistry to Garrett-Robb-Guy Professor of Chemistry, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF DOROTHY E. FINNEGAN
SCHOOL OF EDUCATION

Dorothy E. Finnegan joined the faculty of the School of Education in 1993 as an Assistant Professor in Higher Education. With a B.A. in Sociology and Physical Education from William Penn College in 1969, an M.A. from Ball State University in Cultural Anthropology in 1972, a D.A. in Social Anthropology from Western Colorado University in 1981, and a Ph.D. in Higher Education from Penn State University in 1992, Professor Finnegan has devoted more than 40 years to higher education. She began her teaching career in 1970 at Colby-Sawyer College where she was awarded tenure and promoted to the rank of Associate Professor in Anthropology. She quickly advanced into leadership positions, serving as Interim Director of Continuing Education and Associate Dean of the Faculty - Director of Academic Services. From 1984 through 1988, Professor Finnegan was Associate Professor in Anthropology and Dean of Instruction at La Roche College. In 1988, she began a new phase of her career by pursuing a second doctorate in the field of higher education. While working on her dissertation at Penn State, Professor Finnegan served as a Visiting Fellow and Research Consultant at the New England Resource Center for Higher Education. Prior to her appointment at the College of William and Mary, she was an Assistant Professor in the Higher Education Program at Oklahoma State University.

Professor Finnegan has taught core courses in Educational Policy, Planning, and Leadership (EPPL) master's and doctoral programs. Her course, The History of Higher Education, became a rite of passage for students in the program. Over the years, students consistently praised her passion for teaching, knowledge of content, ability to help them develop as scholars, and her accessibility as a professor. These same traits made her a popular and effective dissertation chair with 33 dissertations completed by her students to date. She has been a consistent and strong presence in the Higher Education Program, advising significant numbers of students and staying in touch to mentor them as alumni.

As a scholar, Professor Finnegan has focused on faculty careers, the history of educational contributions of the YMCA, and the evolution of a variant of academic freedom in Belgium. Her studies of faculty work and institutional cultures are considered germinal in the field of higher education. She has published numerous articles, book chapters and book reviews. In 2003, she co-authored a study of factors that contributed to mission change in public colleges and universities for the State Council of Higher Education for Virginia. Professor Finnegan has regularly presented papers at annual conferences of the Association for the Study of Higher Education (ASHE) and the American Educational Research Association (AERA).

April 17-19, 2013

Page 2 of 2

When asked in 2010 to research the history of education at the College of William and Mary in preparation for the School of Education's 50th Anniversary, Professor Finnegan worked diligently with two doctoral students to conduct a rigorous review of archival documents and numerous individual interviews. The work was published in pamphlet form as "A Short History" and captured in a timeline affixed to the wall of the Professional Development Center of the School of Education.

Professor Finnegan has been actively involved in governance at program, school, and college levels. She represented the School of Education on the William and Mary Faculty Assembly, where she served twice on the Executive Committee as Secretary. She also completed two terms on the Faculty Compensation Board. Nationally, Professor Finnegan has served in numerous leadership roles within ASHE and AERA. Her leadership for nine years as a Trustee for her alma mater, William Penn College, is especially noteworthy.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Dorothy E. Finnegan; expresses its appreciation to her for the many contributions she has made to the College of William and Mary; and approves, with deep gratitude for her twenty-one years of devoted service to the university, a change in status from Professor of Education to Professor of Education, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF I. TROTTER HARDY
WILLIAM AND MARY SCHOOL OF LAW

I. Trotter Hardy joined the faculty of the William and Mary School of Law in 1982, after enjoying a successful career in systems analysis and programming. After obtaining his B.A. from the University of Virginia in 1968 and his Master's Degree in Information Systems and Operations Research from American University in 1974, Professor Hardy worked as a computer scientist for the National Bureau of Standards. Professor Hardy then turned his sights on law and graduated Order of the Coif from Duke University Law School in 1981. While at Duke, Professor Hardy served as co-Articles Editor of the Duke Law Journal. After graduation, he served as a law clerk to the Honorable John D. Butzner on the U.S. Court of Appeals for the Fourth Circuit and joined the William and Mary Law School directly after that.

Professor Hardy has specialized in intellectual property law and has published a plethora of influential articles on intellectual property law, focusing in particular on various aspects of Copyright Law. Recognized internationally for his expertise, Professor Hardy won a Fulbright Award in 2009 to teach as the Fulbright Professor of Intellectual Property Law at the Catholic University of Lisbon. Earlier, he was selected to be the Visiting Distinguished Professor of Law at the Center for Information and Intellectual Property Law at the University of Houston. During the mid-1990's explosion of internet technology, he consulted with the United States Copyright Office as Scholar in Residence and Technical Advisor to the Register of Copyrights in Washington, D.C. He has lectured at many U.S. universities, as well as in England, Canada, Switzerland, Portugal, Korea, Japan, Hong Kong, and China.

Professor Hardy has also brought his first career to bear on his second by becoming involved in a host of cutting-edge technological initiatives. He has been a member of the National Research Council's Committee on Promoting Access to Scientific and Technical Data and the International Advisory Board of the *International Review of Law Computers & Technology*. He founded the *Journal of Online Law*, a journal dealing with law and policy issues in computer networking, as well as CYBERIAL, an online discussion group devoted to the law and policy of computer communications. Professor Hardy has served on the Board of Directors of the Center for Computer-Assisted Legal Instruction, and he was a member of the Executive Board of the AALS Law and Computers Section.

Since 2000, Professor Hardy has served as the Law School's Associate Dean of Technology. In that role, he has been responsible for setting technology-related policies; designing and programming the Law School's internal web server; supervising technical support personnel; and overseeing implementation and maintenance of the Law School's primary web site.

April 17-19, 2013

Page 2 of 2

Known for his penetrating questions and acerbic wit, Professor Hardy has stretched and challenged scores of William and Mary law students during his three decades in the classroom. His first-year Torts class is an especially prized assignment for incoming students who know that they will leave at the end of the semester well-versed not only in sophisticated torts concepts but in legal reasoning, argumentation and analysis.

Professor Hardy also has strong family ties to William and Mary. His sister graduated in 1966, and his father in the early 1920s. His father was the first William and Mary football player to go on to play professional football after college. Professor Hardy's great, great-uncle, Edwin Taliaferro, was both a William and Mary graduate and a Professor of Latin and Romance in the 1850s. His grandfather, W.C.L. Taliaferro was a William and Mary graduate and twice president of the Alumni Society. Finally, his great-grandfather, William Booth Taliaferro, also a graduate, was instrumental in urging the state to take over the College as a public university after the Civil War. Taliaferro Hall, on Jamestown Road, is named for him.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor I. Trotter Hardy; expresses its appreciation to him for the many contributions he has made to the School of Law and the College of William and Mary; and approves, with deep gratitude for his thirty years of devoted service, a change in status from Professor of Law to Professor of Law, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF RONALD HOFFMAN
DEPARTMENT OF HISTORY

Ronald Hoffman received his B.A. from George Peabody College in 1964; his M.A. from the University of Wisconsin in 1965, and his Ph.D. from the University of Wisconsin in 1969 and came to William and Mary in 1992 as the seventh director of the Institute of Early American History and Culture. Founded in 1943 by the College of William and Mary and the Colonial Williamsburg Foundation, the Institute was renamed in 1996, in recognition of a generous endowment given by Mr. and Mrs. Malvern H. Omohundro, Jr. Since assuming the directorship, Professor Hoffman has greatly expanded the Institute's international scope and presence by sponsoring major conferences in Africa, Canada, the Caribbean, Israel, Turkey and the United Kingdom. He has reaffirmed the Institute's status as the preeminent center for Early American history in the United States. Among his most important domestic initiatives has been the inauguration of the Institute's annual conference that provides a forum for the work of younger scholars in the field. In securing the Omohundro bequest, Professor Hoffman measurably increased the resources available for sustaining the Institute's signature publications, the renowned *William and Mary Quarterly* and prize-winning books, and its vital program of postdoctoral fellowships.

Professor Hoffman has also been an important graduate mentor and undergraduate teacher for the Lyon G. Tyler Department of History. His courses on the American Revolution have offered students the opportunity to learn about the seminal event that produced the United States, not only from the founders' perspectives but also from the experiences of the women and men, enslaved and free, whose lives were profoundly shaped by a war fought in the name of freedom and equality. Throughout his tenure at the College and as Director, Professor Hoffman has strongly supported collaboration among the History Department, Colonial Williamsburg, and the Omohundro Institute in exploring the early American past.

The author of two monographs, Professor Hoffman is the project editor of the Charles Carroll of Carrollton Papers. His three-volume edition of the Carroll Papers, *Dear Papa, Dear Charley* won the prestigious J. Franklin Jameson Prize for documentary editing, given every five years by the American Historical Association. An important scholar of the American Revolution, he has also contributed to historical scholarship as the editor or co-editor of 17 volumes and has published numerous scholarly articles. His achievements have been recognized by major fellowships and grants from the National Endowment for the Humanities, the National Historical Publications and Records Commission, and the Charles Carroll of Carrollton Foundation, among other agencies, and by his service on a number of advisory and editorial boards, including The Papers of Thomas Jefferson, the Robert H. Smith International Center for Jefferson Studies, the C. V. Starr Center for the Study of the

American Experience, and the Center for the Study of Democracy of St. Mary's College of Maryland.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Ronald Hoffman; expresses its appreciation to him for the many contributions he has made to the College of William and Mary; and approves, with deep gratitude for his twenty-one years of devoted service to the university, a change in status from Professor of History to Professor of History, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JACQUELYN Y. McLENDON
DEPARTMENT OF ENGLISH

Jacquelyn Y. McLendon began her career at the College of William and Mary as an Associate Professor in 1992. Professor McLendon received her B.A. in English from Temple University in 1979, and her M.A. (1981) and Ph.D. (1986) in English from Case Western Reserve University. Her previous teaching experience included three years at Amherst College and three years at Hofstra University. In 2007, after a ten-year stint as director of Black Studies and a six-year term as English Department associate chair, Professor McLendon was promoted to Professor.

During her tenure, Professor McLendon has been a significant force in William and Mary's transformation into a truly diversified faculty, student body and curriculum. From the beginning of her career at William and Mary, she has been instrumental in helping to modernize and update the English Department curriculum, and she did so by designing and teaching an impressively large number of survey and special topics courses in African-American literature. Professor McLendon has also been a central figure in the evolution of the Black Studies Program, which she directed from the program's inception in 1997 until 2007, and she has continued to be an important force in the program after it was reconfigured as Africana Studies. During the same period – from 1995 to 2001 – she served as associate chair of the English Department. At the same time Professor McLendon was central to the expansion of the American Studies graduate curriculum. The College's African-American Studies program emerged as one of the primary strengths of the American Studies Graduate Program and helped establish the program's national standing. Several of her former students are now teaching at colleges and universities across the country.

Professor McLendon is one of the country's most prominent authorities on the Harlem Renaissance. Her 1995 book *The Politics of Color in the Fiction of Jessie Fauset and Nella Larsen*, is still considered authoritative in African-American Studies; over the past fifteen years she has received frequent invitations to lecture across the country and abroad. She is also one of the main editors of the database titled *The Pearson Custom Library of American Literature*, and she is the primary editor for the anchor volume of the *Pearson Library of American Literature, 1945-Present*, as well as the two volumes of *African American Literature*. In addition, she is the author of a young adult biography, *Phillis Wheatley: Revolutionary Poet*, as well as numerous articles, book chapters, encyclopedia entries and book reviews. Most recently, she was invited by the Modern Language Association, the country's premiere literary studies organization, to edit a volume on Nella Larsen in their prestigious *Approaches to Teaching* series.

Professor McLendon has been able to maintain very high standards in her scholarship and in the classroom despite bearing heavy governance responsibilities year in and year out. She has been an exemplary leader in the English Department and Africana Studies, a conscientious and highly effective mentor to undergraduate and graduate students, and one of the country's most respected scholars in African-American literature. Even in her last year before retirement, Professor McLendon continues to lead by example, as a participant in the 2012 E-learning Professional Development (ePD) course and as a pioneer in blending online and computer resources with conventional classroom teaching. In all respects, Professor McLendon has been a pivotal figure in the massive changes the College has undergone in the last 21 years, and the success of the English Department and the Africana Studies Program owes a very large debt, as does William and Mary, to her tireless work in the program, in the English Department, and throughout the College as a whole.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Jacquelyn Y. McLendon; expresses its appreciation to her for the many contributions she has made to the College of William and Mary; and approves, with deep gratitude for her twenty-one years of devoted service to the university, a change in status from Professor of English to Professor of English, Emerita.

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

VIRGINIA INSTITUTE OF MARINE SCIENCE

**RESOLUTION TO APPROVE
2014-2020 CAPITAL OUTLAY PLAN**

Whereas, in the late spring of each odd numbered year, the Governor, through the Department of Planning and budget, requests that higher education institutions develop their next (rolling) six-year capital outlay plans; and

Whereas, VIMS has developed its proposed capital outlay six year plan for the biennia 2014-2020 based on the Governor's historical guidance on previous six year capital plans; and

Whereas, the plan reflects the capital outlay needs as identified in the comprehensive master plan which was completed in March 2011. The bulk of the plan is to construct modernized replacement buildings for substandard/outdated facilities, move buildings out of the floodplain, and purchase properties contiguous to the campus;

THEREFORE, BE IT RESOLVED, that the Board of Visitors of The College of William and Mary in Virginia approves the 2014-2020 Capital Outlay Plan for the Virginia Institute of Marine Science as recommended; and

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take the actions necessary to fulfill VIMS' response to the Governor and supporting agencies with respect to the 2014-2020 Capital Outlay Plan.

**VIRGINIA INSTITUTE OF MARINE SCIENCE
2014-2020 CAPITAL OUTLAY PLAN**

2014-2016 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	Major Repairs and Maintenance Reserve Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.	\$700,000 GF
2	Construct New Oyster Hatchery Supports the construction of a new 22,000 square-foot Hatchery Complex to replace the 40 year old VIMS Oyster Hatchery and will include office and laboratory space for oyster restoration, industry and economic development, marine finfish culture, educational space, and a concrete pier.	\$14,105,000 GF
3	Construct Eastern Shore Admin. & Education Complex Supports the design and construction of three new buildings that total 10,200 square-feet to replace outdated buildings vulnerable to flooding on the Wachapreague campus. The complex includes administrative offices, an educational conference center with classrooms, convertible meeting rooms, a distance learning classroom, and a maintenance shop to support buildings, grounds, and vessel repairs.	\$5,632,000 GF
4	Expand and Renovate Watermen's Hall Funds the renovation and expansion of Watermen's Hall that is critical to meeting the programmatic, technological, and instructional needs of graduate marine education at VIMS. The project includes renovation of existing laboratories, classrooms, a renovation/expansion of the research library, and a 11,800 square-foot addition for an educational center with classrooms, conference rooms, convertible meeting rooms, and an informal lounge. The research library addition includes increased book and journal shelf space, rare book and chart space, expanded study/reading area, and computer study areas.	\$10,439,000 GF
5	Property Acquisitions, Gloucester Point & Wachapreague Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.	\$1,300,000 GF

2014-2016 BIENNIUM TOTAL: \$32,176,000 GF

2016-2018 BIENNIUM

- 1b Major Repairs and Maintenance Reserve \$700,000 GF**
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.
- 6 Construct Addition to the Fisheries Science Building \$7,367,000 GF**
Supports a 13,900 square-foot addition to the Fisheries Science Building to expand the laboratory and office requirements of the Department of Fisheries Science.
- 7 Construct Amphitheater Green Space \$2,847,600 NGF**
Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is cited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay.
- 8 Construct Field Support Complex, Phase I \$4,962,000 GF**
Supports the construction of a new 10,000 square-foot administration building for vessel and field research operations.
- 9 Construct Visiting Scientist Center \$2,146,000 GF**
Provides 5,000 square-feet of adequate and necessary space for visiting scientists and student groups on the Institute campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site.
- 10 Property Acquisitions, Gloucester Point & Wachapreague \$1,300,000 GF**
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.

2016-2018 BIENNIUM TOTAL: \$16,475,000 GF
\$2,847,600 NGF

2018-2020 BIENNIUM

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|-----------|--|-----------------------|
| 1c | Major Repairs and Maintenance Reserve
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs. | \$700,000 GF |
| | | |
| 11 | Construct Field Support Complex, Phase II
Supports the construction of a 4,300 square-foot vessel maintenance shop and a 4,000 square-foot storage facility located next to the Field Support Center. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus. | \$3,683,000 GF |
| | | |
| 12 | Construct Eastern Shore Visiting Scientist Complex
Provides 9,500 square-feet of adequate and necessary space for visiting scientists and student groups on the Wachapreague campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site. | \$4,767,000 GF |
| | | |
| 13 | Construct Education and Research Building
Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute. | \$9,924,000 GF |
| | | |
| 14 | Property Acquisitions, Gloucester Point & Wachapreague
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction. | \$1,300,000 GF |

2018-2020 BIENNIUM TOTAL:***\$20,374,000 GF*****2014-2020 CAPITAL PLAN TOTAL:****\$71,872,600 Total**

April 17-19, 2013

2014 - 2020 Virginia Institute of Marine Science Six-Year Capital Outlay Plan

Priority	2014-2016 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1a	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
2	Construct New Oyster Hatchery	0100	\$ 14,105,000		\$ 14,105,000	
3	Construct Eastern Shore Administration & Education Complex	0100	\$ 5,632,000		\$ 5,632,000	
4	Expand & Renovate Watermen's Hall	0100	\$ 10,439,000		\$ 10,439,000	
5	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2014 - 2016 Biennium Totals		\$ 32,176,000		\$ 32,176,000	

Priority	2016-2018 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1b	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
6	Construct Addition to the Fisheries Science Building	0100	\$ 7,367,000		\$ 7,367,000	
7	Construct Amphitheater Green Space			\$ 2,847,600	\$ 2,847,600	
8	Construct Field Support Complex, Phase I	0100	\$ 4,962,000		\$ 4,962,000	
9	Construct Visiting Scientist Center	0100	\$ 2,146,000		\$ 2,146,000	
10	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2016 - 2018 Biennium Totals		\$ 16,475,000	\$ 2,847,600	\$ 19,322,600	

Priority	2018-2020 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1c	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
11	Construct Field Support Complex, Phase II	0100	\$ 3,683,000		\$ 3,683,000	
12	Construct Eastern Shore Visiting Scientist Complex	0100	\$ 4,767,000		\$ 4,767,000	
13	Construct Education & Research Building	0100	\$ 9,924,000		\$ 9,924,000	
14	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
	2018 - 2020 Biennium Totals		\$ 20,374,000		\$ 20,374,000	

**COLLEGE OF WILLIAM AND MARY
RESOLUTION TO APPROVE
2014-2020 CAPITAL OUTLAY PLAN**

Whereas, in the late spring of each odd numbered year, the Governor, through the Department of Planning and Budget, requests that higher education institutions develop their next (rolling) six-year capital outlay plan; and

Whereas, the College has developed its proposed capital outlay six year plan for the biennia 2014-2020 based on the Governor's historical guidance regarding previous six-year capital plans; and

Whereas, the first biennium, which will be the focus of potential action by the 2014 legislature, reflects the next primary academic priority of the College, development and reformation of the Phi Beta Kappa Hall area for the Arts, Performing Arts, Dance, and Music, known informally as the "Arts Quarter," as well as continuing investment in general renovation and infrastructure, including dormitories and other auxiliary facilities; and

Whereas, the College will undertake a Campus Master Plan effort over the next eighteen months, culminating in presentation to the Board for final approval in November 2014; and

Whereas, the 2014 Campus Master Plan will inform the development of the next capital plan for 2016-2022, after having undergone a thorough and robust review of programs, facilities, infrastructure, and adaptability, adjacency, and highest and best use; and

Whereas, the College expects to make several submittals to the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) between April 2013 and September 2013; and in the course of that process, staff will develop, refine and adjust project budgets, which may change the estimates reflected in this resolution;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the 2014-2020 Capital Outlay Plan as recommended; and

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take the actions necessary to fulfill the College's response to the Governor and supporting agencies with respect to the 2014-2020 Capital Outlay Plan.

2014-2016 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	Major Repairs and Maintenance Reserve (MR) Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair. Typical projects include replacement of mechanical systems (HVAC, plumbing, electrical, etc.); built-in equipment and components; foundations, roofs, walls, and windows; and interior finishes, including floors and handicapped accessibility.	\$7,635,000 GF
2	Construct: Fine & Performing Arts Complex, Phase 1 Using data from the preplanning study currently underway, the College will develop options for the adaptive reuse of PBK Hall in conjunction with the potential construction of new space to the south and east of PBK for housing Music, Theater and Dance. The three project / three biennia program will address facility needs in Music, Theater, Speech, Dance, and Art and Art History. The College expects to have the first phase scoped and cost estimated in time for the initial submittal to DPB. The ensuing phases will be estimated and scoped in time to meet subsequent submittals over the Summer of 2013.	\$52,322,000 GF
3	Construct: West Campus Utility Plant Supports ostensibly the final phase of heating & cooling replacement work on the campus, servicing facilities on the south (new) & west campuses. A preplanning study is underway to determine the reach and extent of this plant which may be located adjacent to Adair Hall.	\$19,700,000 GF
4	Plan: IT Data Center Supports preplanning study for a new Information Technology Facility. The IT machine room in Jones Hall is undersized, underpowered, under-cooled, under-secured, and inflexible. In addition, the machine room at Blow Hall has similar issues. IT requires a new, consolidated facility which can accommodate and respond to continuous technological innovation in the areas of academic instruction & research, and administrative computing. This facility may also serve as a major classroom facility depending on the fate of Morton, Jones, and Adair, during the Campus Master Plan effort, concluding in Fall of 2014.	\$250,000 GF

- 5 Improve: Athletic Facilities \$10,000,000 NGF**
 Supports umbrella projects for various non-general fund (NGF) athletic facilities to address equipment replacement and building system upgrades. The list of projects will be rolling, dependent on priority, urgency, and fee limitations given that the work will be funded via fee-supported debt. Each biennium will contain a placeholder for these types of projects.
- 6 Improve: Auxiliary Facilities \$10,000,000 NGF**
 Supports umbrella projects for various NGF auxiliary facilities to address equipment replacement and building system upgrades, including food service and any “spirit stores” (new nomenclature for stores with heavily branded retail component).
- 7 Renovate: Dormitories \$16,000,000 NGF**
 Continues the College’s two-decade long investment in dormitory renovations and improvements. With the completion of the new Fraternity Complex, and the acquisition of the Hospitality House Hotel, the College is now able to take entire dorms off-line for full-blown roof-to-foundation renovation work, instead of piecemeal projects fitted into the ten-week summer breaks. After Chandler Hall (summer 2013), the next dorm renovation project will be Landrum Hall (summer 2014), neither of which were touched during the previous twenty-year, \$50.0M effort.

2016-2018 BIENNIUM

- 1b Maintenance Reserve \$7,075,000 GF**
 Always the first capital priority in any institution’s biennial plan, the MR request funds only newly identified major repair & replacement projects, and does not represent the College’s deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair.
- 8 Construct: Fine & Performing Arts Complex, Phase 2 \$59,522,000 GF**
 Please see Phase 1 under 2014-16 (#2) for a full project description. Following completion of the preplanning study, the College expects to have the ensuing phases estimated and scoped in time to meet subsequent capital budget submittals over summer 2013.
- 9 Construct: IT Data Center \$14.0M-\$20.0M GF**
 Supports construction of a new Information Technology Facility, following completion of a Pre-Planning Study in 2014-2016, and the College’s Campus Master Plan of 2014. IT requires a new, consolidated facility which can accommodate and respond to continuous technological innovation in the areas of academic instruction & research, and administrative computing.

- 10 Construct: Sanitary Sewer \$3,000,000 GF**
Supports the expansion and replacement project to improve sewage pumping capacity due to increased demand created by 2002-2012 decade-long construction growth throughout the South (New) Campus and Jamestown Road corridor. The project will accommodate future growth created by construction of the Integrated Science Center 3 (ISC 3), and the three phases of work to support the Fine & Performing Arts. This project will also relieve compression upon City of Williamsburg systems created by the campus growth and demand.
- 11 Improve Blow Hall Exterior Structure \$5,400,000 GF**
Supports replacement of windows, building envelope work, and HVAC replacement. Blow Hall was last renovated in 1990. Home to various student support activities such as Bursar, Registrar, Financial Aid, and Student Leadership and Volunteer development, the building, which was once a gym with a pool, is heavily used.
- 12 Construct: Facilities Maintenance Shops \$17,000,000 GF**
Supports the design, renovation (14,120 GSF) and expansion (28,100 GSF) of the FM shops area, to include new space for the code review team and administrative functions; new housing for vehicles and warehousing of equipment; and new roadway/circulation and security.
- 13 Construct: Population Lab \$6,500,000 GF**
Supports reconstruction and expansion of a heavily used animal lab located next to the Tennis Center. The project will upgrade and improve facilities to meet national standards, which will boost College standing with the National Science Foundation and improve eligibility for grants. This facility supports primarily biology and psychology curriculum and research.
- 14 Renovate & Expand Student Health Center \$10,000,000 NGF**
In 2006, the College received \$900K in NGF authority to design the renovation (9,500 GSF) and expansion (4,500 GSF+) of the student health center, which has not been renovated since its construction nearly 40 years ago. The expansion will allow accommodation of mental health services, which have become over the past decade an increasingly important component of student health service offerings.
- 15 Improve: Athletic Facilities \$10,000,000 NGF**
Supports umbrella projects for various non-general fund (NGF) athletic facilities to address equipment replacement and building system upgrades for these types of projects.

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| 16 | Improve: Auxiliary Facilities
Supports umbrella projects for various NGF auxiliary facilities to address equipment replacement and building system upgrades, including food service and “spirit stores.” | \$10,000,000 NGF |
| 17 | Renovate: Dormitories
Continues the College’s two-decade long investment in dorm renovations and improvements. | \$11,025,000 NGF |

2018-2020 BIENNIUM

- | | |
|----|---|
| 1c | <p>Maintenance Reserve \$7,720,000 GF</p> <p>Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair.</p> |
| 18 | <p>Construct: Fine & Performing Arts Complex, Phase 3 \$32,100,000 GF</p> <p>Please see Phase 1 under 2014-16 (#2) for a full project description. Following completion of the preplanning study, the College expects to have the ensuing phases estimated and scoped in time to meet subsequent capital budget submittals over summer 2013.</p> |
| 19 | <p>Renovate: Ewell Hall \$21,600,000 GF</p> <p>Supports complete building & system renovation. Originally built in 1926 and last renovated in 1986, Ewell Hall has been home to Music and the Dean of Arts and Sciences. The Fine & Performing Arts Complex preplanning study, as well as the 2014 Campus Master Plan will inform the scope of the project.</p> |
| 20 | <p>Renovate: Morton Hall \$28,800,000 GF</p> <p>Supports renovation of the College's largest single classroom building, with over twenty classrooms in a variety of set-ups, from flat to tiered, from seminar to fixed seating. The building will be reviewed closely during the 2014 Campus Master Plan.</p> |
| 21 | <p>Renovate: Jones Hall \$30,400,000 GF</p> <p>Supports complete renovation of a complex academic building, currently home to Math and the College's entire Academic and Administrative Computing systems and staff. The facility is underpowered, under-cooled, under-secured, and inflexible (see project #4 above in 2014-2016). This is another facility that deserves close review under the 2014 Campus Master Plan.</p> |

- 22 Improve: Adair Hall \$31,600,000 GF**
Supports improvements to building systems and the reconfiguration of space to better support the kinesiology program. Overtime, Adair has transitioned from just a gym to a human laboratory. The program's identity may be better served by a different facility: another project for the 2014 Campus Master Plan.
- 23 Renovate: Washington Hall \$26,000,000 GF**
Supports complete renovation of building systems, modernization of instructional and research space, improvements to accessibility and fire safety/suppression, as well as reconfiguration of support space. Anthropology has become a more lab-intensive discipline, while Modern Languages has increased dramatically in its curricular offerings, and over-seas studies. Washington Hall was last renovated in 1990.
- 24 Renovate: William & Mary Hall Infrastructure \$28,700,000 NGF**
Supports a comprehensive renovation of existing facility systems, including replacement of primary HVAC, roof areas, storefront windows and doors, lighting, technology, fire safety/suppression and accessibility.
- 25 Improve: Athletic Facilities \$10,000,000 NGF**
Supports umbrella projects for various auxiliary (NGF) facilities to address equipment replacement and building system upgrades.
- 26 Improve: Auxiliary Facilities \$10,000,000 NGF**
Supports umbrella projects for various NGF auxiliary facilities to address equipment replacement and building system upgrades, including food service and "spirit stores".
- 27 Renovate: Dormitories \$11,650,000 NGF**
Continues the College's dormitory renovation program, which funds major replacement and improvement projects.

April 17-19, 2013

Page 7 of 7

College of William and Mary 2014-2020 Capital Outlay Plan

Priority	2014 - 2016 Capital Program Request Project	Fund	General Funds	Non-General Funds	TOTAL Project Request	Prior Appropriations	Comments
1a	Maintenance Reserve	0100	\$7,635,000	\$0	\$7,635,000		
2	Construct: Fine and Performing Arts Complex, Phase	0100	\$52,322,000	\$0	\$52,322,000	\$11,380,000	Private funds for Music Facility.
3	Construct: West Campus Utility Plant	0100	\$19,700,000	\$0	\$19,700,000		
4	Plan: IT Data Center	0100	\$250,000	\$0	\$250,000		
5	Improve: Athletic Facilities	0815	\$0	\$10,000,000	\$10,000,000		
6	Improve: Auxiliary Facilities	0815	\$0	\$10,000,000	\$10,000,000		
7	Renovate: Dormitories	0813	\$0	\$16,000,000	\$16,000,000		
	2014-2016 Biennium Totals		\$79,907,000	\$36,000,000	\$115,907,000	\$11,380,000	

Priority	2016 - 2018 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations	Comments
1b	Maintenance Reserve	0100	\$7,075,000	\$0	\$7,075,000		
8	Construct: Fine and Performing Arts Complex, Ph 2	0100	\$59,522,000	\$0	\$59,522,000		
9	Construct: IT Data Center	0100	\$20,000,000	\$0	\$20,000,000		
10	Construct: Sanitary Sewer	0100	\$3,000,000	\$0	\$3,000,000		
11	Improve: Blow Hall Exterior Envelope	0100	\$5,400,000	\$0	\$5,400,000		
12	Construct: Facilities Maintenance Shops	0100	\$17,000,000	\$0	\$17,000,000		
13	Construct: Population Lab	0100	\$6,500,000	\$0	\$6,500,000		
14	Construct: Student Health Center Addition/Renovatio	0815	\$0	\$10,100,000	\$10,100,000	\$900,000	Incl/ Counseling Clinic, Planning only.
15	Improve: Athletic Facilities	0815	\$0	\$10,000,000	\$10,000,000		
16	Improve: Auxiliary Facilities	0815	\$0	\$11,025,000	\$11,025,000		
17	Renovate: Dormitories	0813	\$0	\$11,025,000	\$11,025,000		
	2016-2018 Biennium Totals		\$118,497,000	\$41,125,000	\$159,622,000	\$900,000	

Priority	2018 - 2020 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations	Comments
1c	Maintenance Reserve	0100	\$7,720,000	\$0	\$7,720,000		
18	Construct: Fine and Performing Arts Complex, Ph 3	0100	\$32,100,000	\$0	\$32,100,000		
19	Renovate: Ewell Hall	0100	\$21,600,000	\$0	\$21,600,000		
20	Renovate: Morton Hall	0100	\$28,800,000	\$0	\$28,800,000		
21	Renovate: Hugh Jones Hall	0100	\$30,400,000	\$0	\$30,400,000		
22	Renovate: Adair Hall	0100	\$31,600,000	\$0	\$31,600,000		
23	Improve: Washington Hall	0100	\$26,000,000	\$0	\$26,000,000		
24	Renovate: William and Mary Hall Infrastructure	0815	\$0	\$28,700,000	\$28,700,000		
25	Improve: Athletic Facilities	0815	\$0	\$10,000,000	\$10,000,000		
26	Improve: Auxiliary Facilities	0815	\$0	\$10,000,000	\$10,000,000		
27	Renovate: Dormitories	0813	\$0	\$11,650,000	\$11,650,000		
	2018-2020 Biennium Totals		\$178,220,000	\$60,350,000	\$238,570,000	\$0	

**COLLEGE OF WILLIAM AND MARY
RESOLUTION TO APPROVE PROPERTY ACQUISITION:
415 RICHMOND ROAD**

WHEREAS, from time to time, the College has the opportunity to purchase property that is adjacent to the campus, of strategic interest to the College, at a bargain price to the institution, or for some other equally compelling reason; and

WHEREAS, the 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of the Title 23 of the Code of Virginia, as renewed in 2009, allows the Board of Visitors to use its non-general funds to purchase property without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

WHEREAS, the Agreement authorized the College to establish its own policies and procedures for the purchase of property, using the Commonwealth's due diligence policies as a model template; and

WHEREAS, the College has been negotiating with the owners of 415 Richmond Road and have come to agreement on purchase price; and

WHEREAS, the property is adjacent to College holdings and of strategic interest to the College as student residential space and with the potential for additional revenue development, and brings with it a significant parking inventory; and

WHEREAS, the College recently concluded its due diligence activity on the property and determined the building is in good condition with secure title; and

WHEREAS, the College has determined that the debt necessary to purchase the building and land will be recovered by the room rate structure; and

THEREFORE, the College recommends approval of the property acquisition by the Board, with a closing date of May 31, 2013.

THEREFORE, BE IT RESOLVED, by the Rector and the Board of Visitors of The College of William and Mary in Virginia, that approval is given to the College to purchase 415 Richmond Road at the agreed-upon price, and in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

FURTHER RESOLVED, That the Vice President for Finance, the Vice President for Administration, and the University General Counsel are authorized to execute any and all documents pertaining to the acquisition.

**COLLEGE OF WILLIAM AND MARY
RESOLUTION TO APPROVE
RENAMING THE OLD FRATERNITY COMPLEX:
“GREEN & GOLD VILLAGE”**

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 a brand new twelve-building community of Fraternity Houses lining Ukrop Way; and

WHEREAS, the old fraternity complex, which opened in the Fall of 1968, will be renovated to house freshmen; and

WHEREAS, the complex is made up of three separate structures, consisting of linked Units A-E, F-J, and K-M; and

WHEREAS, the old complex deserves a new name to reflect its new identity, with the understanding that the names can be changed again at any time by Board action; and

WHEREAS, the College administration recommends for Board approval, renaming the 1968 complex “Green & Gold Village” to emphasize and encourage “Tribe” spirit among freshmen;

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 1968 fraternity complex as the “Green & Gold Village;” and the naming of the three separate structures that make up the complex “Griffin Hall,” “Eagle Hall” and “Lion Hall,” as recommended.

**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
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 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 and 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 1 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.

CLOSED MEETINGS

The Board of Visitors may consider in closed session certain matters, including those listed below. The Code is very specific as to how these matters will be described in public session and in closing the meeting the motion must be specific as to the matters to be considered in closed session. There may be no discussion in closed session of matters not identified in the original motion.

I move that the _____ Committee convene in Closed Session for the purpose of discussing _____, as provided for in Section 2.2-3711.A., ____ .

<u>Code Section</u>	<u>Topic</u>
2.2-3711.A.1.	Personnel matters involving identifiable college employees (i.e., appointments, performance evaluations, leaves, etc.) or discussion of candidates for employment.
2.2-3711.A.2.	Matters concerning any identifiable student
2.2-3711.A.3.	Acquisition of real property for a public purpose or disposition of publicly held real property
2.2-3711.A.4.	Protection of individual privacy in personal matters not related to public business
2.2-3711.A.6.	Investment of public funds where bargaining or competition is involved
2.2-3711.A.7.	Consultation with legal counsel and briefings by staff members pertaining to actual or probable litigation or consultation with legal counsel regarding specific legal matters requiring legal advice
2.2-3711.A.8.	Gifts, bequests and fund-raising activities, or grants and contracts for services or work to be performed by the College
2.2-3711.A.10.	Honorary degrees
2.2-3711.A.19.	Reports or plans related to security of any College facility, building or structure, or safety of persons using such facility, building or structure
2.2-3711.A.29.	Public contracts involving the expenditure of public funds

§2.2-3712.D. - At the conclusion of any closed meeting, the Board of Visitors shall immediately reconvene in open meeting and shall take a roll call or other recorded vote to be included in the minutes, certifying that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Any member of the public body who believes that there was a departure from the requirements of subdivisions (i) and (ii), shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place. The statement shall be recorded in the minutes.

BOARD OF VISITORS MEETING DATES

2013

April 17-19 (Commencement weekend May 10-12)

April 25 – Richard Bland College Committee at RBC

September 25-27

November 20-22

APRIL 2013