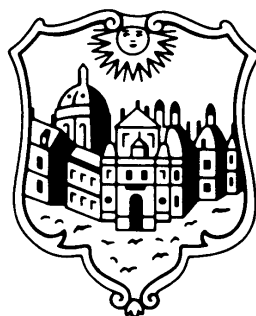


BOARD OF VISITORS  
OF THE COLLEGE  
OF WILLIAM AND MARY  
IN VIRGINIA

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WILLIAM  
& MARY

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BOARD MEETING

*Board Room - Blow Memorial Hall*

September 26, 2014

## **SCHEDULE**

Board of Visitors Committee Meetings  
The College of William and Mary

September 24-26, 2014  
Blow Memorial Hall - College of William and Mary

### **WEDNESDAY, SEPTEMBER 24:**

#### **BOARD DINING ROOM**

3:00 p.m.                Coffee available

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

3:30-5:00 p.m.        Richard Bland College Committee                                John E. Littel, Chair  
                                 (President Sydow)    Ann Green Baise, Vice Chair  
                                 Lynn M. Dillon  
                                 Sue H. Gerdelman  
                                 William H. Payne II

- A.    Approval of Minutes - April 24, 2014
- B.    General Reports
- C.    Informational Material
  - 1.    Enclosure A, pages 11-13
  - 2.    Enclosure B, pages 14-16
  - 3.    Enclosure C, pages 17-19
  - 4.    Enclosure D, pages 20-21
  - 5.    Enclosure E, pages 22-23
- D.    Closed Session (if necessary)

#### **RECTOR'S OFFICE - EXECUTIVE COMMITTEE**

5:00-6:30 p.m.        Executive Committee    Todd A. Stottlemeyer, Chair  
                                 (Mr. Fox)    Robert E. Scott, Vice Chair  
                                 Kendrick F. Ashton, Jr.    Thomas R. Frantz, Secretary  
                                 Ann Green Baise  
                                 Sue H. Gerdelman  
                                 H. Thomas Watkins III

- A.    Approval of Minutes – April 23, 2014
- B.    Discussion topics
- C.    Closed Session (if necessary)

#### **PLUMERI HOUSE - 119 CHANDLER COURT**

7:00 p.m.                Reception and Dinner

## THURSDAY, SEPTEMBER 25:

## BOARD DINING ROOM

7:45 a.m. Breakfast available

## BOARD ROOM - COMMITTEE ON ACADEMIC AFFAIRS

8:30-9:30 a.m.	<u>Committee on Academic Affairs</u> (Provost Halleran) Lynn M. Dillon Thomas R. Frantz William H. Payne II Lisa E. Roday Suzanne Raitt, Faculty Representative	Robert E. Scott, Chair Kendrick F. Ashton, Jr., Vice Chair
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- A. Approval of Minutes – April 24, 2014
- B. Report from Provost
- C. Report from Faculty Liaison Committee Chair
- D. Closed Session (if necessary)
- E. Action Materials
  - 1. **Resolution 1**, pages 26-28
  - 2. **Resolution 2**, pages 29-35
  - 3. **Resolution 3**, pages 36-51
  - 4. **Resolution 4**, page 52
  - 5. **Resolution 5**, page 53
  - 6. **Resolution 6**, page 54
  - 7. **Resolution 7**, pages 55-56
  - 8. **Resolution 8**, pages 57-67

**BOARD CONFERENCE ROOM - COMMITTEE ON AUDIT AND COMPLIANCE**

8:30-9:45 a.m.	<u>Committee on Audit and Compliance</u> (Mr. Erdahl) Ann Green Baise John E. Littel Christopher M. Little DeRonda M. Short	John Charles Thomas, Chair Leigh A. Pence, Vice Chair
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- A. Approval of Minutes – April 24, 2014
- B. Closed Session (if necessary)
- C. Report from Director of Internal Audit
- D. Report from Chief Compliance Officer

**THURSDAY, SEPTEMBER 25:**

**BOARD ROOM - COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

9:45-10:45 a.m. Committee on Administration, Buildings Ann Green Baise, Chair  
and Grounds John Charles Thomas, Vice Chair  
 (Ms. Martin)  
 Keith S. Fimian  
 William H. Payne II  
 DeRonda M. Short  
 Peter A. Snyder  
 David Dessler, faculty representative

- A. Approval of Minutes – April 24, 2014
- B. Report from Building Official
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. Enclosure F, pages 70-72
  - 2. **Resolution 9**, page 73
- D. Report from Vice President for Administration
  - 1. Enclosure G, pages 74-81
  - 2. **Resolution 10**, pages 82-83
- E. Closed Session (if necessary)

**BOARD ROOM - COMMITTEE ON ADVANCEMENT**

10:45-11:45 a.m. Committee on Advancement  
(Mr. Lambert)

Sue H. Gerdelman, Chair  
Lynn M. Dillon, Vice Chair  
Keith S. Fimian, Vice Chair  
Christopher M. Little, Vice Chair  
Leigh A. Pence, Vice Chair  
H. Thomas Watkins III, Vice Chair

- A. Approval of Minutes
  - 1. April 24, 2014
  - 2. May 28, 2014
  - 3. September 12, 2014
- B. University Advancement Report
- C. Closed Session (if necessary)

## BLOW ROOM 201:

12:10 -1:25 p.m. Lunch with students

**THURSDAY, SEPTEMBER 25:**

**BOARD ROOM**

1:30-2:30 p.m. Provost Report and Faculty Presentation

**BOARD ROOM - COMMITTEE ON STUDENT AFFAIRS**

2:30-3:15 p.m.. Committee on Student Affairs  
(Ms. Ambler)

Leigh A. Pence, Chair  
Keith S. Fimian, Vice Chair  
Lisa E. Roday, Vice Chair  
Peter A. Snyder, Vice Chair

- A. Report from Vice President for Student Affairs
  - 1. Beginning of Year Updates
  - 2. Diversity and Inclusion Initiatives in Student Affairs
- B. Report from Student Liaisons

**BOARD ROOM – FULL BOARD OF VISITORS MEETING**

3:15-4:30 p.m. Full Board meeting

Mr. Stottlemeyer

**BOARD ROOM – COMMITTEE ON ATHLETICS**

4:30-5:30 a.m. Committee on Athletics  
(Mr. Driscoll)

Peter A. Snyder, Chair  
Keith S. Fimian, Vice Chair

Thomas R. Frantz  
Sue H. Gerdelman  
DeRonda M. Short  
H. Thomas Watkins III  
Bill Cooke, faculty representative

- A. Approval of Minutes – April 24, 2014
- B. NCAA Governance
- C. Zable Renovation
- D. Fall Sports Update
- E. Events
- F. Closed Session (if necessary)

5:30 p.m. Recess and move to Wren Building

Board of Visitors  
SCHEDULE  
September 24-26, 2014

**THURSDAY, SEPTEMBER 25:**

**SIR CHRISTOPHER WREN BUILDING:**

**BLUE ROOM**

6:00 p.m.                Recitation of Board pledge, pinning of new members and signing of  
Board Roster Book

**WREN PORTICO AND GREAT HALL**

6:30 p.m.                Board Reception

7:15 p.m.                Board Dinner honoring retiring Board members

**FRIDAY, SEPTEMBER 26:**

**BOARD DINING ROOM**

7:30 a.m. Breakfast available

**BOARD ROOM**

8:00-9:45 a.m. Committee on Strategic Initiatives  
and New Ventures  
(Provost Halleran, Mr. Broaddus)

Thomas R. Frantz, Chair  
John E. Littel, Vice Chair  
Robert E. Scott, Vice Chair  
Peter A. Snyder, Vice Chair  
H. Thomas Watkins III, Vice Chair

- A. Closed Session (If necessary)
- B. Update on Regional Activity
- C. Other Topics

**BOARD ROOM**

9:45-10:45 a.m. Committee on Financial Affairs  
(Provost Halleran, Mr. Jones)

Kendrick F. Ashton, Jr., Chair  
John E. Littel, Vice Chair

Lynn M. Dillon  
Thomas R. Frantz  
Christopher M. Little  
Lisa E. Roday  
Robert E. Scott  
H. Thomas Watkins III  
Eric Chason, faculty representative

- A. Approval of Minutes
  - 1. April 25, 2014
- B. Investment Portfolio Evaluation Overview
  - 1. Enclosure H (*see separate booklet*)
- C. Report from Vice President for Finance
  - 1. State Funding Actions
  - 2. **Resolution 11**, pages 89-92
  - 3. Enclosure I, pages 93-99
  - 4. Enclosure J, pages 100-109
  - 5. Enclosure K, pages 110-111
- D. Report from Virginia Marine Science Dean
  - 4. Enclosure L, page 112
- E. Closed Session (if necessary)

Board of Visitors  
SCHEDULE  
September 24-26, 2014

**FRIDAY, SEPTEMBER 26:**

10:45 a.m.            Recess Committees

**BOARD ROOM – FULL BOARD OF VISITORS MEETING:**

11:00 a.m.            FULL BOARD MEETING - see MEETING AGENDA            Mr. Stottlemeyer

**BOARD DINING ROOM**

@ 12:30 p.m.        Lunch available

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

September 24-26, 2014  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Enclosure A, pages 11-13	Executive Summary SACS Fifth-Year Interim Report
Enclosure B, pages 14-16	2013-2014 Operating Budget Update
Enclosure C, pages 17-19	Capital Outlay Progress Report
Enclosure D, pages 20-21	Report from Faculty Representative
Enclosure E, pages 22-23	Report from Student Representative

COLLEGE OF WILLIAM AND MARY

Resolution 1, pages 26-28	Appointments to Fill Vacancies in the Executive Faculty
Resolution 2, pages 29-35	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 3, pages 36-51	Appointments to Fill Vacancies in the Professional Faculty
Resolution 4, page 52	Award of Academic Tenure
Resolution 5, page 53	Designated Professorships
Resolution 6, page 54	Faculty Leaves of Absence
Resolution 7, pages 55-56	Resolution to Amend the Bylaws of the Faculty of Arts and Sciences
Resolution 8, pages 57-67	Resolution to Amend the Bylaws of the School of Education

Board of Visitors  
AGENDA ITEMS  
September 24-26, 2014

Resolution 9, page 73	Resolution to Demolish Page House, Pollock House, Coastal Inventory Facility, Wetlands Facility and CCRM Watershed Facility
Resolution 10, pages 82-83	Resolution to Approve Capital Project: Improve Swem Media Center
Resolution 11, pages 89-92	College of William and Mary Six-Year Plan Update
Enclosure F, pages 70-72	Virginia Institute of Marine Science Capital Outlay Projects Progress Report
Enclosure G, pages 74-81	College of William and Mary Capital Outlay Projects Progress Report
Enclosure H	Investment Portfolio Evaluation for Periods Ending June 30, 2014 ( <b><i>see separate booklet</i></b> )
Enclosure I, pages 93-99	2014 Debt Management Report
Enclosure J, pages 100-109	College of William and Mary FY 2014-2015 Operating Budget Summary
Enclosure K, page 110-111	Statement of Endowment Funds – June 30, 2014
Enclosure L, page 112	Virginia Institute of Marine Science FY 2014-2015 Operating Budget Summary

RICHARD BLAND COLLEGE COMMITTEE

September 24, 2014

3:30 – 5:00 p.m.

Board Room – Blow Memorial Hall

John E. Littel, Chair

Ann Green Baise, Vice Chair

- I. Introductory Remarks – Mr. Littel
- II. Approval of Minutes – April 24, 2014
- III. General Reports
  - A. Report from President - Debbie L. Sydow
  - B. Report from Chief Strategy & Information Officer – Chandragupta Gudena
  - C. Report from Chief Operations and Development Officer – Debra Kaufman
  - D. Report from Faculty Representative – Kevin J. Peters
  - E. Report from Student Representative – Kelsey M. Keeley
- IV. Informational Material
  - A. Executive Summary SACS Fifth-Year Interim Report      Enclosure   A
  - B. 2013-2014 Operating Budget Update      Enclosure   B
  - C. Capital Outlay Progress Report      Enclosure   C
  - D. Report from Faculty Representative      Enclosure   D
  - E. Report from Student Representative      Enclosure   E
- V. Closed Session
- VI. Discussion
- VII. Adjourn

RICHARD BLAND COLLEGE COMMITTEE  
MINUTES – APRIL 24, 2014

**MINUTES**  
**Richard Bland College Committee**  
**April 24, 2014**  
**Board Room – Blow Memorial Hall**

Attendees: John E. Littel, Chair; Ann Green Baise, Vice Chair; Lynn M. Dillon; Edward L. Flippen, Sue H. Gerdelman, and L. Clifford Schroeder, Sr. Board members present: Charles A. Banks III, Robert E. Scott, faculty representative Barbara M. Morgan and student representative Eric A. Monge. Others present: President Debbie L. Sydow, President W. Taylor Reveley III, Lashrecse Aird, Jenifer L. Blair, Fran Bradford, C. Scott Davis, Michael J. Fox, John Griffin, Chandragupta Gudena, Deborah A. Love, Sarah E. Melchior, Annette S. Parker, J. Tyler Hart, Sandra J. Wilms and other Richard Bland staff.

Chair John Littel called the Committee to order at 4:00 p.m. and briefly reviewed the agenda. Recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of February 5, 2014. Motion was made by Ms. Baise, seconded by Ms. Dillon, and approved by voice vote of the Committee.

President Sydow introduced several new members of the administration, including the new Dean of Faculty and Academic Effectiveness Vern Lindquist, and briefly discussed initiatives underway on campus and in the community.

Chief Information Officer Chandragupta Gudena and Director of Institutional Effectiveness & Strategic Initiatives J. Tyler Hart reported on the new Training Brain program being developed in partnership with Fort Eustis and demonstrated how it works to deliver course content.

Vice President of Enrollment Services Jenifer L. Blair provided an enrollment update, including projections for fall 2014, detailed in Enclosure B. A brief discussion ensued.

Vice President of Finance and Administration Annette Parker discussed the ways in which Richard Bland's strategic plan was responding to the TJ-21 legislation and building on the goals of the legislation to meet the emerging educational needs of the Commonwealth, detailed in Enclosures A and C. Ms. Parker reviewed revenue figures and provided an update of the 2013-2014 operating budget, as detailed in Enclosure D, and the Capital Outlay progress report, detailed in Enclosure E, and discussed the goals and the pricing strategy for setting tuition and fees. A general discussion ensued.

Faculty representative Barbara Morgan reported that the Faculty Senate's primary concern was the faculty salary review.

Student representative Eric Monge reported on end of semester campus and community events.

Mr. Littel moved that the Committee convene in Closed Session for the purpose of discussing personnel matters pertaining to the performance and evaluation of specific executive employees and for consultation with legal counsel regarding specific legal matters, as provided for in Section 2.2-3711.A.1. and 7., of the Code of Virginia. Motion was seconded by Ms. Baise and approved by voice vote. The observers were asked to leave the room and the Committee went into Closed Session at 4:44 p.m.

The Committee reconvened in open session at 5:30 p.m. Mr. Littel reviewed the topic 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 Ms. Baise and approved by roll call vote of the Board members conducted by Executive Assistant to the Board Sandy Wilms. (Certification **Resolution** is appended.)

President Sydow reviewed **Resolution 1**, Appointment of Dean of Faculty and Academic Effectiveness; **Resolution 2**, Appointment of Dean of Students; **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 4**, Appointments to Fill a Vacancy in the Professional Faculty; and **Resolution 5**, Faculty Promotion. Mr. Littel asked for a motion to adopt these resolutions as a block. Motion was made by Mr. Flippen, seconded by Ms. Gerdelman and approved by voice vote of the Committee.

Ms. Blair reviewed **Resolution 6**, Approval of Priority Registration and Transfer Evaluation for Military Personnel Policy, noting that Richard Bland was already in compliance with the legislation.

President Sydow reviewed **Resolution 7**, Approval of Academic Curricula and Degrees; **Resolution 8**, Approval of FY 2014-2015 Tuition and Fees; **Resolution 9**, Approval of 2014-2015 Operating Budget Proposal; **Resolution 10**, Approval of Expanded Use of Secondary Residence; **Resolution 11**, Endorsement of Forest Management Plan; **Resolution 12 (R)**, Approval of 2014 Campus Master Plan, noting that the resolution should be revised to strike the last paragraph, which was added in error; and **Resolution 13**, Approval of Use of James W. and Carolyn M. Sutherland Fund in Support of Richard Bland College. Following brief discussion, Mr. Littel asked for a motion to adopt Resolutions 6 through 13 as a block. Motion was made by Mr. Flippen, seconded by Ms. Gerdelman and approved by voice vote of the Committee. (Pages 1 and 2 of **Resolution 12(R)** are appended.)

There being no further business, the Committee adjourned at 5:43 p.m.

April 24, 2014

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;

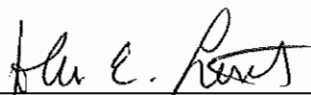
NOW, THEREFORE, BE IT RESOLVED, That the Richard Bland College Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session 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: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
John E. Littell  
Chair  
Richard Bland College Committee

**RICHARD BLAND COLLEGE**

**2014 CAMPUS MASTER PLAN:  
BUILDING COMMUNITY BY TRANSFORMING PHYSICAL SPACE**

Beginning in the fall of 2013, the College received campus mastering planning services with RRMM Architects, Inc. of Chesapeake, VA, and Vanasse Hangen Brustlin, Inc. (VHB), civil engineers and landscape architects to develop a new master plan for the College's campus. RRMM is also designing the renovations currently underway on Ernst Hall and VHB has provided previous civil engineer services on campus.

The central goal of the new campus master plan focuses on building community by transforming RBC's physical space from a commuter campus to a residential, pedestrian-friendly campus. Academic, athletic and residential activity is concentrated in the southwest and northwest quadrants to create a feeling of condensed activity and energy. Pedestrian corridors connect the academic quad to the athletic and residential quadrant. Traffic nodes on Johnson Road and Carson Drive are designed to slow traffic, and vehicles and parking are redirected to the periphery of the main campus.

A trail system loops the campus, intersecting with sensitively created storm water management areas to focus on the natural beauty of RBC's campus and to encourage engagement with the delineated wetlands and the pecan groves.

The new campus master plan reorients the main entrance of campus turning off Halifax Road and progressing to the center of campus along a pecan-lined Carson Drive. The northwest quadrant of campus focuses on athletics and residence halls, increasing housing occupancy to 700 students by 2019 and providing significantly diverse recreational opportunities from zip lines and a field house to a new track for the enjoyment of all members of the campus community.

Academic buildings are clustered in the southwest quadrant of campus. The College's six-year capital plan submitted to the Commonwealth in the summer of 2013 includes, as its key new academic facility, an Academic Innovation and Resource Center to house the nexus of technology and information including the library; information technology, including cyber security, computer modeling, simulation, gaming and logistics; the Center for Strategic Initiatives, including, among others, support for Main Street Virtual Learning and the Language Institute; and a home for the technical and creative arts, such as film production, videography, and art design.

The Academic Innovation and Resource Center is intended to support existing academic programs by providing appropriate space and equipment for faculty to engage in research and development necessary to keep current courses up to date and relevant as the College seeks to improve learning outcomes through new pedagogies and learning technologies. After the Academic Innovation and Resource Center has been constructed, the current library is expected to be renovated to accommodate a "One-Stop Student Center" to better serve our students and their families. This service model includes in one location admissions, financial aid, student accounts, registrar, and

April 23-25, 2014

Page 2 of 3

student support services. Linked physically to the Student Commons, it will create a full-service student center appropriately positioned in the midst of the academic, athletic and social spaces of our campus.

The new campus master plan calls for the east side of campus to “go green,” improving the health of our pecan groves in the northeast quadrant, providing a focus on environmental sustainability, and developing space for new programs in agri-business, equine therapy, and the like, perhaps in collaboration with other colleges and universities. This incredibly beautiful campus holds many opportunities for future growth and programming to align with the goals of RBC-19, our current strategic plan, and to build for the future.

At the February 2014 meeting, the Richard Bland College Committee of the William and Mary Board of Visitors were provided an in-depth presentation on the intentions of the new campus master plan by RRMM Architects, VHB, and Richard Bland College administrators to seek feedback to move forward with the plan. The new campus master plan has been shared with college constituents to include the Richard Bland College Foundation.

BE IT RESOLVED, That the Board of Visitors hereby endorses and adopts the new campus master plan, dated January 2014, and directs the College administration to oversee implementation and ensure compliance with the plan.

September 24-26, 2014

Page   1   of   3  

SACS Fifth-Year Interim Report – September 2014

**RICHARD BLAND COLLEGE**  
**SACS FIFTH-YEAR INTERIM REPORT – AN EXECUTIVE SUMMARY**

Through a rigorous review process, Richard Bland College has confirmed compliance with SACS-COC core requirements and comprehensive standards in the Fifth-Year Interim report. Standards require that the College demonstrate:

1. **An adequate number of full-time faculty** members to support the mission of the institution and to ensure the quality and integrity of each of its academic programs. *This is an area of particular strength for RBC, as 83% of instruction is delivered by full-time faculty.*
2. **Student support programs**, services, and activities are consistent with the mission, *which was evidenced by the availability of tutoring and disability support services, counseling services, and co-curricular programs, as well as athletics, student clubs, and the new Honors program.*
3. **Qualified administrative and academic officers**, *demonstrated by listing the educational and experiential backgrounds of the senior leadership team.*
4. **Student learning outcomes assessment** and provide evidence of improvement based on this assessment. *In this centrally important section, RBC spent significant time showing how the strategic plan (RBC-19) and quality enhancement plan (QEP) have guided the current focus on devising and implementing a comprehensive academic assessment plan, including identified learning outcomes for every course and program. Though extensive evidence of curricular improvement was not available, a strong case for compliance based on use of the QEP to drive the new action plan in this area should suffice.*
5. **Published admissions policies** that are consistent with mission. *This short section simply documents that RBC has admissions policies, published online and in our catalog, that are mission-consistent.*
6. **Academically qualified personnel who are responsible for program coordination** and curriculum development and review. *In this section, lead academic faculty for each academic area as well as the chairmen of the two academic divisions are listed, and their academic credentials demonstrate their qualifications.*
7. **Appropriately operated and maintained physical facilities.** *Here the physical plant and its utilization in support of the mission is described; facilities are sufficient at this time.*

September 24-26, 2014

Page   2   of   3  

8. **Success with student achievement.** *Evidence includes an increasing 3-year average retention rate (now 57%, which puts RBC on track to meet its goal of 63% by 2019) and increasing incoming GPAs and rates of student transfer, all of which indicate that 3-year average graduation rates are likely to increase as well.*
9. **Appropriate curriculum** for the purpose and goals of the institution. *As the primary goal of Richard Bland College is “to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary,” this section demonstrates that the curriculum has been designed to meet the requirements of our four-year partners—which is clearly demonstrated by the growing list of articulation agreements and transfer paths between RBC and other institutions in Virginia.*
10. **Current academic calendars, grading policies, and refund policies** available to students and the public. *All of RBC’s calendars and related policies are clearly advertised in the Catalog as well as the college website.*
11. **Appropriate program length** for each of the institution’s educational programs. *AA and AS degrees require 60 credit hours, which is appropriate for this degree level as well as conducive to transfer and student success.*
12. **Adequate procedures for addressing written student complaints.** *RBC has procedures for addressing student complaints of all types; these procedures are clearly identified in the Catalog and Student Handbook. In addition, College committees and relevant offices keep adequate files to demonstrate compliance with this standard.*
13. **Accurate recruitment materials** and presentations. *The RBC Quick Guide and other collateral materials used to recruit and advise students are accurate and up to date with current practices; representative admissions presentations likewise demonstrate the accuracy of recruitment practices.*
14. **Compliance with Title IV and audits of financial aid** programs as required. *RBC’s most recent OMB A-133 audit clearly demonstrates compliance with Title IV; the last external audit by the APA demonstrates compliance with financial aid programs.*
15. **Policies and procedures for distance education.** *RBC verifies the identity of its distance students with procedures considered acceptable by SACS; RBC also protects the privacy of distance students with procedures identical to those used with on-campus students.*

Board of Visitors

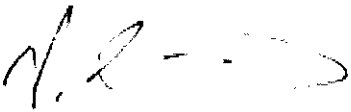
Enclosure   A  

September 24-26, 2014

Page   3   of   3  

- 16. Policies and procedures for determining the credit hours awarded** for courses. *RBC's policy is closely modeled on the policy used at UVA: one credit approximates three hours of academic work per week for 15 weeks.*
- 17. Comply with the policies of the Commission on Colleges.** *The totality of the report demonstrates compliance with the policies of SACSCOC.*

As RBC was not required to file a follow-up report, the last section of the *Interim Report* consists of the *QEP Impact Report*. This report—referenced many times throughout the *Interim Report*—describes the projected learning outcomes of RBC 101, the College's evaluation of RBC's impact on student learning, the subsequent discontinuation of the course, and the lessons the institution learned from the experience.



Vern L. Lindquist, Dean of Faculty

September 24 - 26, 2014

Page 1 of 3

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

**EDUCATIONAL & GENERAL**

<b><u>REVENUE</u></b>	<b><u>Actual</u> <u>2010-11</u></b>	<b><u>Actual</u> <u>2011-12</u></b>	<b><u>Actual</u> <u>2012-13</u></b>	<b><u>Approved</u> <u>2013-14</u></b>	<b><u>Actual</u> <u>06/30/14</u></b>
General Funds	\$ 5,234,621	\$ 4,908,736	\$ 5,238,116	\$ 5,473,340	\$ 5,473,340
Nongeneral	3,714,578	3,733,224	3,876,508	4,448,906	3,700,162
Central Appropriations	(133,352)	86,971	198,551	150,000	201,473
Prior Year Reappropriations	24,800	177,533	96,131	10,000	149,754
ARRA	200,000	520,569	-	-	-
General Fund Reversion	-	-	-	-	-
General Fund Carryover	-	(96,131)	(26,971)	-	-
<b>TOTAL REVENUE</b>	<b>\$ 9,040,646</b>	<b>\$ 9,330,902</b>	<b>\$ 9,382,335</b>	<b>\$ 10,082,246</b>	<b>\$ 9,524,729</b>
<b><u>EXPENDITURES</u></b>					
Instruction	\$ 2,890,044	\$ 2,180,586	\$ 3,319,124	\$ 4,002,960	\$ 3,703,350
Public Service	-	400	-	1,080	-
Academic Support	291,137	312,967	309,205	457,000	420,118
Student Services	988,523	1,072,911	1,131,591	1,327,800	1,249,042
Institutional Support	2,773,697	2,748,172	2,702,558	2,820,000	2,555,107
Operation of Plant	1,719,711	1,957,696	1,802,893	1,379,920	1,597,112
ARRA	200,000	520,579	-	-	-
Contingency	-	-	-	93,486	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,863,112</b>	<b>\$ 8,793,311</b>	<b>\$ 9,265,371</b>	<b>\$ 10,082,246</b>	<b>\$ 9,524,729</b>

September 24 - 26, 2014

Page 2 of 3

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

**SCHOLARSHIPS AND LOAN ASSISTANCE  
FINANCIAL AID**

<u>REVENUE</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Approved</u> <u>2013-14</u>	<u>Actual</u> <u>06/30/14</u>
General Funds	\$ 331,255	\$ 398,528	\$ 447,803	\$ 454,107 *	\$ 454,107
Nongeneral Funds	50,000	60,000	60,000	60,000	60,000
<u>TOTAL REVENUE</u>	<u>\$ 381,255</u>	<u>\$ 458,528</u>	<u>\$ 507,803</u>	<u>\$ 514,107</u>	<u>\$ 514,107</u>

\*Includes CS, CSAP, and VMSDEP

<u>EXPENDITURES</u>					
Scholarships	\$ 381,255	\$ 458,528	\$ 507,803	\$ 514,107	\$ 514,107

**FINANCIAL ASSISTANCE  
FOR E&G PROGRAMS**

<u>REVENUE</u>					
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds*	9,668	10,708	12,877	25,000	33,511
<u>TOTAL REVENUE</u>	<u>\$ 9,668</u>	<u>\$ 10,708</u>	<u>\$ 12,877</u>	<u>\$ 25,000</u>	<u>\$ 33,511</u>
<u>EXPENDITURES</u>					
Sponsored Programs	\$ 9,668	\$ 10,708	\$ 12,877	\$ 25,000	\$ 33,511

\* EOY amount reflects budgeted Federal College Work Study and an unanticipated federal grant.

September 24 - 26, 2014

Page 3 of 3

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

**AUXILIARY ENTERPRISES**

	Actual 2010-11	Actual 2011-12	Actual 2012-13	Approved 2013-14	Actual 06/30/14
Beginning Fund Balance	\$ 1,655,677	\$ 1,659,216	\$ 1,722,962	\$ 950,000	\$ 878,117
<b><u>REVENUE</u></b>					
Residences	2,073,819	2,125,838	2,140,560	2,600,000	2,416,544
Special Funds	9,840	5,100	-	10,000	-
Auxiliary Fees	164,692	172,976	188,360	120,094	285,189
Parking	144,915	133,603	123,925	140,000	169,383
Intramural Athletics	22,910	23,813	30,030	100,000	290,105
Student Activity Fees	-	-	-	100,000	-
Health Services	148,635	141,975	135,375	-	-
Food Services	79,500	91,490	93,975	80,000	27,144
<b>TOTAL REVENUE</b>	<b>\$ 2,644,311</b>	<b>\$ 2,694,795</b>	<b>\$ 2,712,225</b>	<b>\$ 3,150,094</b>	<b>\$ 3,188,365</b>

**EXPENDITURES**

Residences	\$ 348,679	\$ 461,371	\$ 877,838	\$ 700,000	\$ 864,492
Debt Service on Residence Halls	1,608,874	1,608,874	1,452,891	1,200,000	1,194,594
General Operating	232,473	110,957	356,460	100,000	161,092
Parking	138,013	2,223	388,210	50,000	60,534
Intramural Athletics	18,805	20,103	25,264	150,000	423,066
Health Services	120,150	117,929	10,141	-	2,700
Food Services	87,778	94,592	91,266	55,000	40,591
Indirect Costs	86,000	215,000	355,000	225,000	200,000
Renewal/Replacement	-	-	-	500,000	8,957
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,640,772</b>	<b>\$ 2,631,049</b>	<b>\$ 3,557,070</b>	<b>\$ 2,980,000</b>	<b>\$ 2,956,026</b>

Ending Fund Balance

\$ 1,659,216      \$ 1,722,962      \$ 878,117      \$ 1,120,094      \$ 1,110,456

**PRIVATE FUNDS**

<b><u>REVENUE</u></b>					
Private Funds	\$ 7,690	\$ 16,033	\$ 16,021	\$ 22,000	\$ 22,000
<b><u>EXPENDITURES</u></b>					
Scholarships	\$ 21,193	\$ 15,700	\$ 15,700	\$ 22,000	\$ 22,000

September 24-26, 2014

Page   1   of   3  

## **RICHARD BLAND COLLEGE CAPITAL OUTLAY PROGRESS REPORT**

### **Ernst Hall Renovation**

The Bureau of Capital Outlay Management (BCOM) has released the funding. Due to time constraints during the summer, we moved forward with the Asbestos Abatement utilizing Southern Environmental Service as the contractor. They came in well under budget and did a quality job.

In June, in coordination with BCOM and RRMM we decided to pull out the demolition which is a major part of any renovation. We went out to bid and awarded the contract in July. The contractor had 45 days to complete all the demolition in Phase One. They completed the work in 37 days. Once again a quality job was done by the contractor which moved the project ahead.

On August 20<sup>th</sup> bids were due by General Contractors for the entire renovation. The bids came in under budget, mainly due to us subcontracting the asbestos and demolition out. The award letter was sent out on August 25<sup>th</sup> and Contract signed on September 10<sup>th</sup>; the contractor is Branch and Associates. They are a reputable contractor and are well aware of the 323 days and August 1, 2015 deadline in order to open for the fall 2015 start of school.

### **2012 Umbrella Maintenance Project**

The Department of Planning and Budget (DPB) has approved an amended scope for the Umbrella Maintenance Project that aligns with RBC-19, the College's strategic plan. The current list of sub-projects related to the Umbrella Project includes:

- 001 Replace Chiller at Statesman Hall.

HDH and Associates have completed the drawing and all approval through BCOM. We are working together with Virginia Tech and Trane by utilizing a VASCUPP contract which in turn saved us time in bidding and gave us the best price possible. Work will begin on December 8, 2014 during winter break.

- 002 Construct a Consolidated Storage Building.

We signed a contract with Enteros Design, an A/E contractor, on March 14, 2014. While original plans slated this facility to be placed on the outer portion of our athletic complex, a preliminary review from BCOM as well as new ADA requirements led to a required move of the planned facility. The storage facility will now be built next to Statesman Hall resulting in less expense associated with underground utilities and the combined use of existing parking and ADA. By doing this our façade needed to be change to match the rest of the college and bathrooms had to be incorporated. While the re-design has caused some delays, the final outcome meets the original needs. Currently, the plans are under review with BCOM.

- 003 Improve safety for individuals and security of campus through use of technology

Projects highly recommended in a recent safety assessment of the campus include investments on West Campus for surveillance cameras/monitors, communications equipment, proximity locks, key-card access hardware, lighting upgrades, etc.; training in proper use of new technologies to reduce safety risk to individuals and to improve security of facilities; refitting door access to accommodate controlled and monitored hardware/software; and connecting new systems to existing systems in Patriot and Freedom Halls. Access controls are already in place in the James B. McNeer Hall and will be built into Ernst Hall door hardware during the renovations already underway. Renovations to facilities for controlled access and to support internal and external safety proximate to Statesman Hall and Library/Student Commons, however, are essential to complete the safety profile of West Campus; and connection to a campus-wide access control system in support of personal safety and facility security remains a critical need

**Fall 2014 Update:** We are 85% complete with the safety and security upgrades throughout campus. The one card system was deployed enabling access to building, food service payments, library facilities, and many other aspects all over campus. The system also provides automatic controls over the buildings safety and security.

- 004 Site and Utility Infrastructure Enhancements on the West Campus:

Evaluation phase to begin this fall

### **VA Department of Forestry**

- Last fall the VA Department of Forestry created a Forestry Stewardship Plan for the College. Now the College is moving forward with the revitalization and improvement of the 700 acres of woodlands on the campus.

Update fall 2014: The Department of Forestry completed the bid process and was awarded the contract. The contractor now has between 12 to 18 months to complete the harvest.

### **Pecan Groves**

- Eric Kondzielawa has completed his GAP certification and the USDA will perform an inspection once the harvesting begins.
- The groves have been fertilized and aerated.
- Joanne Williams, RBC Director of Communications, is working on the promotion of the pecan groves for this fall.

### **Custodial Outsourcing**

- After careful review, we decided to continue with the in house staff given our ability to allow attrition be backfilled with part time workers to reduce the overall cost of this function.

Board of Visitors

Enclosure \_\_\_\_ C \_\_\_\_

September 24-26, 2014

Page 3 of 3

**Residence Halls**

- Re-allocated personnel resources in order to establish an Assistant Director of Residence
- Hired 2 Resident Life Coordinators (graduate students)
- Created a clearer separation of female and male residents between our two residential buildings
- Moved the Safety and Security force into their sub office at the residence halls between the hours of 3PM to 6AM.
- Instituted a security tour system that the officers follow for better visibility and safety
- 10 Work Study students trained as police aides for normal working hours

## **RICHARD BLAND COLLEGE FACULTY REPRESENTATIVE REPORT**

**To: Richard Bland College Committee, William & Mary Board of Visitors**  
**From: Kevin Peters, Ph.D.**  
**Date: September 24, 2014**  
**RE: Faculty Representative Report**

Below is the Richard Bland College faculty representative to the William and Mary Board of Visitors report for the September, 2014 meeting:

- There are currently 35 full-time faculty at RBC with approximately 2/3 (23 of 35) having terminal degrees (Ph.D., Ed.D., M.D., M.F.A.).
- Three full time faculty members are new to the College this semester – Getnet Gidelew (Mathematics), Lisa Lindquist (English), and Matt Smith (Mathematics).
- The executive committee of the faculty senate has established the goals of the senate for the upcoming academic year:
  - o clarify shared governance in terms of faculty expectations
  - o evaluate programs of study
  - o develop learning outcomes for all courses
  - o expedite committee work
- There are more adjuncts on campus this fall as compared to last year with more than 30 part-time instructors this semester. Some of these faculty members are fulfilling multiple roles on campus (e.g. IT department and computer science instructor).
- One of our adjunct history professors, Daniel Tulli, was recently named a C-SPAN Senior Fellow for the upcoming semester. He was one of only two selected from the entire country.
- Faculty members continue to search out funding from grants that will allow for research opportunities across disciplines (Chemistry and Archaeology NSF grant) as well as include students when possible.
- Barbara Morgan's equine therapy program has already garnered an award from Virginia Living.

Board of Visitors

Enclosure   D  

September 24-26, 2014

Page   2   of   2  

- The faculty affairs committee supports the President's recognition that, even with budget reductions mandated by the Commonwealth, the faculty salary initiative remains a high priority.
- The faculty affairs committee will also be focusing on work conditions (Faculty development and handbook) for the coming year.
- A chapter of AAUP (American Association of University Professors) has been established on campus.

Kevin Peters, Ph.D.  
Associate Professor of Biology

September 24-26, 2014

Page   1   of   2  

## **RICHARD BLAND COLLEGE STUDENT REPRESENTATIVE REPORT**

**To: Richard Bland College Committee, William & Mary Board of Visitors**  
**From: Kelsey Keeley**  
**Date: September 24, 2014**  
**RE: Student Representative Report**

As the first month of school is coming to a close, it is hard to imagine already being well into the semester. All of the activities at Richard Bland make the time seem to fly by. Move-in day was a success and made the incoming freshman feel at home and excited about their future here at RBC. There is an exciting future for Richard Bland, and this year many ideas and goals will be brought to fruition by the combined effort of the staff, faculty and student body.

On August 20<sup>th</sup>, commuters joined the residential students to quickly fill up campus with returning and new students. As returning students, my sister and I woke up earlier than normal excited to see our old friends and favorite professors. At the same time, many new students, like my brother, were anxiously awaiting their first class and meeting their fellow students. There have been many activities to usher in the new school year with excitement and good spirits rather than stress that is sometimes related to a new semester. This great start to the school year is all due to the staff and organizations that maintained constant activities and an upbeat campus spirit during the first week of classes. On the first day, there was a booth with fresh watermelon as well as the newly renovated Statesman Grill. Throughout the commons and the academic buildings, there were so many club tables with plenty of opportunities to get involved with the campus and community as well as special interests clubs like the Creative Writing Club, Anime Club and Campus Ministries.

Along with classes beginning, so have collegiate sports. This year Richard Bland Statesmen Athletics includes 8 NJCAA sports teams as follows: men's basketball, cross country, soccer and track & field as well as women's cheer, cross country, softball and track & field. There are very high expectations for all of the sports teams based on their exceptional performance last year. The soccer team kicked off the season with two wins, which has been great, bringing in support from the whole student body. Along with the collegiate sports, there are many other great ways to stay active and participate in sports on campus. This fall, there are intramural football and intramural volleyball being offered as well as yoga and Zumba classes offered in the gym. These activities are loved by the whole student body.

Clubs and organizations have gone straight to recruitment as soon as classes began. There are numerous clubs and programs being offered this year by the students for the students. Almost every interest or field has a corresponding club with student governance and faculty advisement. New students are meeting fellow students with similar interests through this clubs and returning

September 24-26, 2014

Page   2   of   2  

students are getting more involved than ever. There are many big plans for each of these clubs and I know everyone is excited to see them develop and grow. Just a few of these clubs are the science club, the business club, the LGBT club, Ignite Campus Ministries, the film and anime club, the creative writing club, student assembly and many more.

The Honors Program is also up and running! With over 50 members this year, there are very high expectations for the students individually as well as collectively. As well as maintaining A's and B's in all of our classes, we are also expected to attend required meetings and lectures. We also have plans to give back to the community by participating in individual community service hours and creating teams within the honors program to raise money for a charity of our choice. We are also participating as a group by attending optional events and meetings.

Collectively, all of the components of school are coming together to create a very exciting atmosphere here at Richard Bland College. Involvement and participation within the school is very high as well as school organizations planning on reaching out to the community.

Kelsey Keeley  
Richard Bland College Student Representative

EXECUTIVE COMMITTEE  
September 24, 2014  
5:00 – 6:30 p.m.  
Rector's Office - Blow Memorial Hall

Todd A. Stottlemeyer, Chair  
Robert E. Scott, Vice Chair  
Thomas R. Frantz, Secretary

- I.     Introductory Remarks - Mr. Stottlemeyer
- II.    Approval of Minutes – April 23, 2014
- III.   Closed Session (if necessary)
- IV.   Adjourn

EXECUTIVE COMMITTEE  
MINUTES – APRIL 23, 2014

**MINUTES**  
**Executive Committee**  
**April 23, 2014**  
**Rector's Office – Blow Memorial Hall**

Attendees: Todd A. Stottlemeyer, Chair; Robert E. Scott, Vice Chair; Kendrick F. Ashton, Jr.; Ann Green Baise; Charles A. Banks III; Thomas R. Frantz; Sue H. Gerdelman. Others in attendance: Board members John E. Littel and H. Thomas Watkins III; President W. Taylor Reveley III, Michael J. Fox, and Deborah A. Love.

Chair Todd A. Stottlemeyer called the meeting to order at 4:07 p.m.

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to approve the minutes of the meeting of February 5, 2014. Motion was made by Mr. Scott, seconded by Ms. Gerdelman and approved by voice vote of the Committee.

Following brief discussion on the General Assembly session, Mr. Stottlemeyer moved that the Executive Committee of the Board of Visitors convene in Closed Session for the purpose of discussing personnel matters regarding the performance and evaluations of specific executive employees and the evaluation of performance of departments or schools; discussion or consideration of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; briefings by legal counsel or staff members pertaining to specific legal matters, and discussing specific recommendations related to fundraising initiatives, well as current development activities, gifts and bequests; as provided for in Section 2.2-3711.A.1., 3., 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 Committee went into closed session at 4:10 p.m.

The Executive Committee reconvened in open session at 6:32 p.m. Mr. Stottlemeyer reviewed the topics 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 Secretary to the Board Michael Fox (**Certification Resolution** is appended).

There being no further business, the Committee adjourned at 6:32 p.m.

April 23, 2014

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: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Todd A. Stottlemeyer  
Chair  
Executive Committee

COMMITTEE ON ACADEMIC AFFAIRS

September 25, 2014

8:30 – 9:30 a.m.

Board Room - Blow Memorial Hall

Robert E. Scott, Chair

Kendrick F. Ashton, Jr., Vice Chair

- I. Introductory Remarks – Mr. Scott
- II. Approval of Minutes – April 24, 2014
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Eric D. Chason
- V. Closed Session (if necessary)
- VI. Action Materials - Provost Michael R. Halleran
  - 1. Appointments to Fill Vacancies in the Executive Faculty **Resolution 1**
  - 2. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 2**
  - 3. Appointments to Fill Vacancies in the Professional Faculty **Resolution 3**
  - 4. Award of Academic Tenure **Resolution 4**
  - 5. Designated Professorships **Resolution 5**
  - 6. Faculty Leaves of Absence **Resolution 6**
  - 7. Resolution to Amend the Bylaws of the Faculty of Arts and Sciences **Resolution 7**
  - 8. Resolution to Amend the Bylaws of the School of Education **Resolution 8**
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS  
MINUTES – APRIL 24, 2014

**MINUTES**  
**Committee on Academic Affairs**  
**April 24, 2014**  
**Board Room – Blow Memorial Hall**

Attendees: Robert E. Scott, Chair; Kendrick F. Ashton, Jr., Vice Chair; Charles A. Banks III; Lynn M. Dillon; and faculty representative William J. Hausman. Board members present: Sue H. Gerdelman and John E. Littel, and student representative Chase B. Koontz. Others present: President W. Taylor Reveley III, Provost Michael R. Halleran; Virginia M. Ambler, Kiersten L. Boyce, Henry R. Broaddus, Karen R. Cottrell, John E. Donaldson, Michael J. Fox, W. Fanchon Glover, James R. Golden, Matthew T. Lambert, Jeremy P. Martin, Brian W. Whitson, Sandra J. Wilms, Dean Katharine Conley; Dean Davison M. Douglas, members of the Faculty Liaison Committee and other College and VIMS staff.

Chair Robert Scott called the Committee to order at 9:30 a.m. Recognizing that a quorum was present, Mr. Scott asked for a motion to approve the minutes of the meeting of February 6, 2014. Motion was made by Mr. Ashton, seconded by Ms. Dillon and approved by voice vote of the Committee.

Provost Halleran provided an update on the new curriculum, the status of e-learning initiatives at the Business School and the Faculty of Arts and Sciences. The Provost advised that Gene Roche was stepping down as Director of University E-Learning Initiatives and a search to fill the renamed position of Associate Provost for University E-Learning Initiatives was getting underway. Provost Halleran also reported that Susan Grover has been selected to replace Kate Slevin and the position has been renamed the Vice Provost for Academic and Faculty Affairs, effective July 1, in advance of the upcoming SACS review. A brief update on admissions and the success of the recent new student weekend was discussed. The Provost reviewed the response of the schools to section 25.8 of the William and Mary Promise, relating to academic innovation and increased instructional contributions, and a brief discussion ensued.

Faculty Liaison Committee Chair Professor Susan Grover provided a brief summary of Faculty Assembly activities relating to NTE faculty and noted the coordination efforts with the Richard Bland Faculty Senate. Professor Grover also reported that the Assembly unanimously approved a resolution asking faculty to develop a program to respond to problems in the gender climate in collaboration with Student Affairs. She noted that the Assembly is also studying early retirement incentives and have requested a cost-benefit analysis from the Faculty Compensation Board.

Noting that the resolutions dealing with personnel issues would be discussed in closed session, Mr. Scott asked the Provost to review the other action items.

The Provost reported on **Resolution 23**, Resolution to Modify the Faculty Handbook with Regard to the Timing of Salary Letters; **Resolution 24**, Resolution to Modify the Faculty Handbook with Regard to Extension of Probationary Period; **Resolution 25**, Resolution to Modify the Faculty Handbook with Regard to Inadequate Consideration; **Resolution 26**, Resolution to Modify the Faculty Handbook with Regard to Eligibility for Scheduled Semester

Research Leave; **Resolution 27**, Resolution to Adopt Policies for the Purpose of Awarding Academic Credit to Students for Educational Experiences Gained During Service in the Armed Forces of the United States; **Resolution 28**, Resolution to Adopt a Policy that Recognizes the Scheduling Difficulties and Obligations Encountered by Those Serving in the Armed Forces of the United States; **Resolution 29**, Revisions to the Bylaws of the Faculty of Arts and Sciences; **Resolution 30**, Retirement of James W. Beers, School of Education; **Resolution 31**, Retirement of Nancy L. Gray, Department of English; **Resolution 32**, Retirement of John Noell Moore, School of Education; **Resolution 33**, Retirement of Franklin E. Robeson, Mason School of Business; **Resolution 34**, Retirement of James B. Savage, Department of English; **Resolution 35**, Retirement of Robert L. Vold, Department of Applied Science; and **Resolution 36**, Retirement of Ned Waxman, Mason School of Business.

Mr. Scott asked that the minutes reflect that the Board honors and celebrates the distinguished academic careers of each of these retirees, and then asked for a motion to adopt as a block Resolutions 23 to 36. Motion was made by Mr. Ashton, seconded by Ms. Dillon, and approved by voice vote of the Committee.

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

The Committee reconvened in open session at 10:18 a.m. Mr. Scott reviewed the topic discussed during closed session, and then asked for a motion to adopt the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Banks, seconded by Ms. Dillon and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Scott moved adoption as a block of **Resolution 14**, Appointments to Fill Vacancies in the Executive Faculty; **Resolution 15**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 16**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 17**, Faculty Promotions; **Resolution 18(R)**, Designated Professorships; **Resolution 19**, Term Distinguished Professorships; **Resolution 20**, William and Mary Student Professorship; **Resolution 21**, Appointments to University Professorships for Teaching Excellence; and **Resolution 22**, Faculty Leaves of Absence, noting that **Resolution 18** was revised. Motion was made by Mr. Banks, seconded by Mr. Ashton, and approved by voice vote. (**Resolutions 18(R)** is appended.)

There being no further business, the Committee adjourned at 10:20 a.m.

April 24, 2014

CERTIFICATION OF CLOSED SESSION

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

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


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

VOTE

AYES: 4

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
Robert E. Scott  
Chair  
Committee on Academic Affairs

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 2014-2015 academic year:

LIZABETH A. ALLISON, Chancellor Professor of Biology

JOSHUA GERT, Francis S. Haserot Professor of Philosophy

G. SCOTT GIBSON, J. Edward Zollinger Professor of Business

RAJIV KOHLI, John N. Dalton Memorial Professor of Business

PAUL F. MANNA, Paul R. Verkuil Associate Professor of Public Policy

DEBORAH D. MORSE, Vera W. Barkley Term Professor of English

CAROL SHERIFF, William E. Pullen Professor of American History

KIMBERLY J. SMITH, Chancellor Professor of Business

DEBORAH K. STEINBERG, CSX Professor of Marine Science

EUGENE R. TRACY, Alfred Ritter Term Professor of Physics

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

Vacancies in the Executive Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional 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 this position:

HENRY R. BROADDUS, Vice President for Strategic Initiatives, effective August 1, 2014

A.B., Dartmouth College, 1997

College of William and Mary  
Associate Provost for Enrollment and Dean of Admission, 2010-2014  
Dean of Admission, 2005-2010  
Director of Admission, 2004-2005  
Associate Dean of Admission, 2003-2004  
Senior Assistant Dean of Admission, 2001-2003

Dartmouth College  
Assistant Director of Admissions, 1997-2000

VAN DOBSON, Associate Vice President for Facilities Management, effective September 2, 2014

B.S. (1982); M.E. (1990), University of Florida

Lehigh University  
Associate Vice President, Facilities Services and Campus Planning, 2011-2014

The University of North Carolina at Chapel Hill  
Chief Facilities Officer, 2008-2011

20<sup>th</sup> Seabee Readiness Group  
Commanding Officer, Construction Battalion Center, 2006-2008

Navy Public Works Center  
Executive Officer, 2003-2006

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

MARK J. HOFER, Associate Dean for Teacher Education  
and Professional Services, School of Education, effective July 1, 2014

B.A., University of Notre Dame, 1995  
M.S., Butler University, 1999  
Ph.D., University of Virginia, 2003

College of William & Mary  
Sallie Gertrude Smoot Spears Term Distinguished  
Associate Professor, 2014  
Dorman Family Distinguished Associate Professor, 2009-2012  
Assistant Professor, 2005-2009

Towson University  
Assistant Professor, 2003-2005

JOHN M. POMA, Associate Vice President for Human Resources,  
effective, July 1, 2014

B.A. (1986); M.B.A. (2000), College of William & Mary  
J.D., Emory University School of Law, 1989

n1Health, LLC  
Executive Vice President, Corporate Development and General  
Counsel, 2013-2014

Alpha Natural Resources/Massey Energy Company  
Vice President, Enterprise Risk Management, 2011-2013

Massey Energy  
Vice President, Chief Administrative Officer, 2008-2011  
Vice President, Human Resources, 2003-2008  
Senior Corporate Counsel/Assistant Secretary, 2000-2003  
Corporate Counsel, 1996-2000

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

KEN WHITE, Associate Dean, MBA Programs, Mason School of Business  
effective August 10, 2014

B.A. (1983); M.A. (1990), Edinboro University of Pennsylvania  
Ph.D., University of Missouri, 2001

Robert H. Smith School of Business, University of Maryland  
Associate Dean, MBA and MS Programs, 2012-2014  
Assistant Dean, Marketing Communications, Development &  
Alumni Relations, 2010-2012

Darden School Foundation, Darden School of Business,  
University of Virginia  
Vice President, Communication & Marketing, 2004-2010

Virginia Military Institute  
Director of Communication & Marketing, 2002-2004

Northwest Missouri State University  
Vice President, Communication & Marketing, 1995-2002

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 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 2014-2015 academic year:

STEVEN DEREK BARKER, Instructor of Military Science

A.S., Barstow Community College, 2005

ARIEL BENYISHAY, Assistant Professor of Economics and AidData  
Chief Economist

B.A., University of Pittsburgh Honors College, 2002  
Ph.D., University of Maryland, 2009

University of New South Wales  
Lecturer, 2011-2014

Millennium Challenge Corporation  
Associate Director, 2008-2011  
Visiting Scholar, 2006-2008

The QED Group, LLC  
Senior Analyst, 2003-2007

Sterling International Group  
Research Associate, 2002-2003

WILLIAM DOUGLAS CHESHER, Assistant Professor of Military Science

B.S., Southern Connecticut State University, 1996  
M.M.A.S., Command and General Staff College, Fort Leavenworth,  
Kansas, 2010

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

DAWN EDMISTON, Clinical Associate Professor of Business

B.S., Rensselaer Polytechnic Institute, 1990  
M.B.A., Columbia University, 1995  
D.M., University of Maryland University College, 2007

Saint Vincent College  
Associate Professor, 2013-2014  
Assistant Professor, 2007-2013  
Adjunct Faculty, 2005-2007

DAVID GRANDIS, Assistant Professor of Music

B.M., Nice University of Musicology, France, 2000  
M.M., University of Illinois, Urbana-Champaign, 2002  
G.P.D., Peabody Conservatory of Music, 2007  
D.M.A., University of Wisconsin, 2013

Virginia Chamber Orchestra  
Music Director, 2013-2014

College of William & Mary  
Music Director, William & Mary Symphony Orchestra, 2013-2014

Lyon National Opera, France  
Assistant of Maestro Bernhard Kontarsky for Capriccio, 2013  
Assistant of Maestro Leopold Hager for Werther, 2010-2011

Edgewood College  
Adjunct Instructor, 2011

DAVID SAMUEL JOHNSON, Assistant Professor of Marine Science

B.S., University of Central Arkansas, 2003  
Ph.D., Louisiana State University, 2008

Marine Biological Laboratory  
Assistant Research Scientist, 2013-2014

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

DAVID SAMUEL JOHNSON (cont'd)

Research Associate, 2010-2013  
Postdoctoral Scientist, 2009-2010  
Instructor, 2009-2011

The University of the South  
Visiting Assistant Professor, 2012

Louisiana State University  
Research Scientist, 2008  
Teaching Assistant, 2006-2008

JOHN A. LEE, Assistant Professor of Art and Art History

B.F.A., University of Pennsylvania, 2002  
M.F.A., University of Indiana, 2004

College of William & Mary  
Visiting Assistant Professor, 2008-2014

Drexel University  
Adjunct Instructor, 2006-2008

Delaware College of Art and Design  
Adjunct Instructor, 2005-2008

Arcadia University  
Adjunct Instructor, 2005-2006

XU LIU, Assistant Professor of Computer Science

B.E., Beihang University, China, 2006  
M.E., Institute of Computing Technology, Chinese Academy of  
Science, 2009  
Ph.D., Rice University, 2014

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

DANIEL MALINIAK, Assistant Professor of Government

B.A., College of William & Mary, 2006

M.A. (2009); Ph.D. (2014), University of California, San Diego

GBOLAHAN O. OLAWOYE, Assistant Professor of Military Science

B.S., Prairie View A&M University, 2009

DAN PARKER, Assistant Professor of English and Linguistics

B.A., University of Toledo, 2006

M.A., Eastern Michigan University, 2009

Ph.D., University of Maryland, College Park, 2014

MAINAK PATEL, Assistant Professor of Mathematics

B.S., University of Rochester, 2001

M.D. (2011); Ph.D. (2011), New York University, School of Medicine/  
Courant Institute of Mathematical Sciences

Duke University

Visiting Assistant Professor, 2011-2014

JOSHUA PIKER, Professor of History and Editor, William and Mary  
Quarterly

B.A., Oberlin College, 1989

M.A. (1995); Ph.D. (1998), Cornell University

University of Oklahoma

Associate Professor, 2005-2014

Assistant Professor, 1999-2005

Reed College and University of Portland

Adjunct Assistant Professor, 1999

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

JOSHUA PIKER (cont'd)

Portland Community College  
Instructor, 1998

Washington State University, Archaeological Field School  
Assistant Site Supervisor, 1990

EUGENE ROCHE, Executive Professor of Higher Education

B.A., Hamilton College, 1972  
M.S. (1984); Ed.D. (1990), Syracuse University

College of William & Mary  
Director of University E-learning Initiatives, 2012-2014  
Director of Academic Information Services, 2001-2014  
Executive Professor, School of Education, 2001-2014  
Director of Communications and Organizational Development, 1998-2001

Hamilton College  
Director of the Career Center, 1984-1998

FRANCESCA SAWAYA, Associate Professor of English and American  
Studies

B.A., University of California, Irvine, 1984  
M.A., University of York, 1986  
M.A. (1988); Ph.D. (1992), Cornell University

University of Oklahoma  
Associate Professor, 2004-2014  
Assistant Professor, 2000-2004

Portland State University  
Assistant Professor, 1995-1999

Illinois State University  
Assistant Professor, 1993-1995

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

ELIZABETH H. SHADWICK, Assistant Professor of Marine Science

B.S., McGill University, Montreal, Canada, 2003

M.S., University of Alberta, Canada, 2006

Ph.D., Dalhousie University, Canada, 2010

Southern Ocean Biogeochemistry, Antarctic Climate & Ecosystems

Cooperative Research Centre

Postdoctoral Fellow, 2011-2014

STEPHEN PAUL SHEEHI, Sultan Qaboos bin Said Associate Professor  
of Middle East Studies

B.A., Temple University, 1989

M.A. (1991); M.A. (1993); Ph.D. (1998), University of Michigan

University of South Carolina

Associate Professor, 2006-2014

American University of Beirut, Lebanon

Assistant Professor, 2003-2006

Duke University

Assistant Professor of the Practice, 2000-2003

University of Utah

Visiting Professor, 1998-2000

WILLIAM L. STAUFFER, JR., Clinical Associate Professor of Business

B.A., The Pennsylvania State University, 1971

J.D., William & Mary School of Law, 1974

College of William & Mary

Adjunct Lecturer, 2010-2014

Williams Mullen Law Firm

Senior Trial Partner, 2008-2014

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

WILLIAM L. STAUFFER, JR. (cont'd)

Miles & Stockbridge Law Firm  
Senior Trial Partner and Managing Partner, 2005-2007

Bracewell & Patterson Law Firm  
Senior Trial Partner and Managing Partner, 2000-2004

KUN SUN, Assistant Professor Computer Science

B.S. (1997); M.E. (2000), Nankai University, China  
Ph.D., North Carolina State University, 2006

George Mason University  
Research Professor, 2010-2014

Intelligent Automation, Inc.  
Senior Research Scientist, 2008-2010  
Research Scientist, 2006-2008

North Carolina State University  
Research Assistant, 2002-2006

KEVIN C. WENG, Assistant Professor of Marine Science

B.A., Williams College, 1993  
M.Sc., University of Hawaii at Manoa, 1999  
Ph.D., Stanford University, 2007

University of Hawaii  
Manager, Pelagic Fisheries Research Program, 2009-2014  
Graduate Faculty, 2009-2014  
SOEST Young Investigator, School of Ocean and Earth Science  
and Technology, 2007-2008

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 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:

CHARLES B. ANDERSON, Associate Director/Director of Clinical Services, effective August 15, 2014

B.A. George Washington University, (1983)  
M.F.A., George Mason University, 1983  
M.S. (2000); Ph.D. (2003), Virginia Commonwealth University

Thomas E. Cook Counseling Center  
Associate Director, 2011-2014

Central State Hospital  
Psychologist Senior, Civil Unit, 2008-2011  
Psychologist Assistant, Maximum Security Forensic Unit, 2000-2001

Medical College of Virginia, Outpatient Psychiatry Clinic  
Staff Clinician, 2005-2007

Virginia Rehabilitation Center for the Blind and Vision Impaired  
Staff Clinician, 2001-2002, 2005-2007

University of Notre Dame, University Counseling Center  
Predoctoral Intern, 2002-2003

CRAIG R. ANZALONE, Director of Regional Advancement – NYC Metro, University Advancement, effective July 25, 2014

B.S., College of William & Mary, 1994

College of William & Mary  
Chairperson, Reunion Gift Committee, 2013-2014  
Career Center Mentor, 2009-2014

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

CRAIG R. ANZALONE (cont'd)

Professionals for Nonprofits  
Director of Client Services, 2013-2014

Fundraising and Development Consultant, 2013

HSBC  
Senior International Relationship Manager, 2012-2013

Wells Fargo  
Business Development Manager, 2009-2011

JP Morgan Chase & Co.  
Area Manager, 2007-2009  
Small Business Team Leader, 2001-2005  
Branch Manager, 1994-2001

Citibank, NA  
Relationship Manager, 2005-2007

DAVID S. BIHL, Assistant Dean for Development, William & Mary Law  
School, effective August 1, 2014

A.B., Princeton University, 1987

University of Virginia Engineering Foundation  
Director of Development, Major Gifts, 2011-2013

Blue Ridge Planning Services  
Financial Planning Practitioner, 2004-2010

Wienken & Associates  
Managing Partner, 1996-2004

CM Financial Group  
Unit Manager, 1995-1996

MONEY Financial Group  
Financial Planner and Trainer, 1991-1995

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

DAVID S. BIHL (cont'd)

Provident Mutual Insurance Company  
Insurance Agent, 1989-1991

Procter & Gamble  
Sales Representative, 1987-1989

M. MACKENZIE BRADY, Assistant Director for Outdoor Recreation,  
Student Affairs, effective July 15, 2014

B.A., Salem College, 2009  
M.Ed., Georgia College and State University, 2011

REI Outdoor School  
Instructor, 2014

California State University-Stanislaus  
Director of Outdoor Adventure Program, 2011-2013

Visionary Aviation  
Director of Adventure Logistics and Marketing, 2013

Qwake  
Adventure Ambassador, 2013

The Expedition School  
Paddling Director and Medical Support, 2011

KENDRA A. CABLER, Assistant Director, Center for Student  
Diversity, Student Affairs, effective July 14, 2014

B.A. (2011); M.Ed. (2014), College of William & Mary

Outreach 360, Jinotega, Nicaragua  
Assistant Teacher, 2014

Thomas Nelson Community College  
Student Success Intern, 2013

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

KENDRA A. CABLER (cont'd)

College of William & Mary  
Global Mindset Initiative Intern, 2013

SOFIA L. CHABOLLA, Assistant Dean of Admission, Undergraduate  
Admission, effective August 25, 2014

B.A., College of William & Mary, 2014

College of William & Mary  
Senior Admission Interviewer and Campus Tour Guide,  
Office of Undergraduate  
Admission, 2012-2014

DEBORAH CHEESEBRO, Chief, College of William & Mary  
Police Department, effective September 15, 2014

B.S., West Virginia State University, 1975  
M.S., Michigan State University, 1976  
Ph.D., Union Institute and University, 1995

The University of North Carolina School of the Arts  
Chief of Police/Senior Director of Police, 2009-2014  
Chief of Police/Director of Police and Public Safety, 2006-2009

University of Michigan  
Deputy Director, Department of Police and Public Safety, 2001-2006

LAURA E. DOHERTY, Executive Director of Development and  
Alumni Relations, Mason School of Business, effective July 14, 2014

B.A., University of Virginia, 2000  
M.B.A., University of Richmond, 2008

Randolph-Macon College  
Executive Director of Athletic Development and Capital  
Campaign Director, 2010-2014

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

LAURA E. DOHERTY (cont'd)

Executive Director of Development, 2008-2010  
Executive Director of Annual Giving, 2007-2008

University of Richmond  
Director of Annual Programs, 2003-2007

University of Virginia  
Director of Annual Giving, 2001-2003  
Associate Director of Annual Giving, 2000-2001

KENT B. ERDAHL, Director of Internal Audit for the College of William  
& Mary and Richard Bland College, effective July 1, 2014

B.B.A., College of William & Mary, 1983

The St. Joe Company  
Vice President, Internal Audit and Risk Management, 2005-2014

MeadWestvaco Corporation  
Internal Audit Senior Manager, 2001-2005

Fort James Corporation  
Internal Audit Manager, 1998-2001

Crown Vantage Incorporated  
Internal Audit Manager, 1997-1998

Ernst & Young LLP  
Audit Senior Manager, 1994-1997

Audit Manager, 1992-1994  
Audit Senior, 1990-1992

New York Life Insurance Company  
Sales Agent, 1988-1990

Mars Incorporated  
Accountant, 1986-1988

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

KENT B. ERDAHL (cont'd)

Arthur Andersen, LLP  
Audit Senior, 1985-1986  
Audit Staff, 1983-1985

AMY E. FISHER, Director of Development, Virginia Institute of Marine  
Science, effective June 25, 2014

B.S., Bates College, 1999  
M.B.A., Boston University, 2012

Simmons College  
Director of Capital Giving, 2013-2014  
Director of Corporate and Foundation Relations, 2012-2013

Boston University,  
Associate Director, Corporate and Foundation Relations, 2010-2012  
Assistant Director, Corporate and Foundation Relations, 2007-2010

St. Francis House  
Development Officer, 2005-2007

Pew Charitable Trust's Youth Vote Coalition  
Development and Programs Director, 2004-2005

Center for Environmental Citizenship  
National Programs Director, 2002-2004  
Northeast Regional Organizer, 1999-2001

BRADLEY JONATHAN HARLAN, Assistant Dean of Admission,  
Undergraduate Admission, effective August 25, 2014

B.S., University of Michigan, Ann Arbor, 2012

Teach for America  
Corps Member, 2012-2014

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

LESLEY J. HENDERSON, Assistant Dean/Director of Disability Services,  
Student Affairs, effective July 28, 2014

B.A., The University of North Carolina at Chapel Hill, 1999  
M.Ed., College of William & Mary, 2000

Williamsburg-James City County Public Schools  
School Psychologist, 2002-2014

College of William & Mary  
Adjunct Instructor, 2013-2014

KATHERINE J. HOVING, Public Relations Manager, Reves Center  
for International Studies, effective September 25, 2014

B.A., Smith College, 1983

City of Williamsburg, Virginia  
Communications Specialist, 2008-2014

Greater Williamsburg Chamber & Tourism Alliance  
Communications Director, 2006-2008

College of William & Mary  
Writer and Office Manager, University Relations, 2005-2006

Williamsburg Area Convention & Visitors Bureau  
Tourism Sales Assistant, 2004-2005

Colonial Williamsburg Foundation  
Orientation Interpreter, 2003-2004

National Institutes of Health  
Program Assistant, 2002-2003

EBN Education Business News  
Writer and Webmaster, 1999-2001

The Fashion Institute of Design & Merchandising  
Public Relations and Government Relations Representative, 1997-2001

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

KATHERINE J. HOVING (cont'd)

The Hoving Group  
Public Affairs Consultant, 1990-1997

Squier Eskew Communications  
Production Assistant and Researcher, 1989-1990

Alban Institute  
Events Coordinator, 1988-1989

Institute for Soviet-American Relations  
Editorial and Public Relations Assistant, 1984-1986

Anne Banville, Public Relations, Inc.  
Public Relations Assistant and Researcher, 1984

SUSAN ANNESLEY KERN, Executive Director the Historic Campus,  
effective August 10, 2014

B.A., West Chester University, 1986  
M.A., University of Virginia, 1990  
Ph.D., College of William & Mary, 2005

College of William & Mary  
Visiting Associate Professor, 2012-2014  
Visiting Assistant Professor, 2006-2012  
Director of Collegiate Programs, National Institute of American History  
and Democracy, 2005-2006  
NIAHD Coordinator of Internships, 2002-2004

Monticello, Thomas Jefferson Foundation  
Consultant, 2000, 2009, 2012  
Research Fellow, 1996  
Acting Director of Archaeology/Director of the Field School, 1993-1995  
Field Supervisor, 1989-1992

University of Georgia  
Archaeology Field School Supervisor, 1990

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

KAITLIN ELIZABETH KUNOWSKY, Assistant Director, Phonathon,  
University Advancement, effective May 19, 2014

B.S., College of William & Mary, 2014

College of William & Mary  
Phonathon, Senior Supervisor, 2010-2014

CALANDRA WATERS LAKE, Director of Sustainability, Office of  
Strategic Initiatives, effective June 18, 2014

B.S., Virginia Polytechnic Institute and State University, 2005  
M.A., College of William & Mary, 2008

York County Public Schools, Virginia  
NSF GK-12 Perfect Mentor, 2011-2014  
Secondary Science Teacher, 2008-2014

TOM MARINI, Associate Director for Library Services, McLeod Business  
Library, effective September 10, 2014

B.A., University of Akron, 1974  
M.B.A., Baldwin Wallace College, 1984  
M.L.I.S., Kent State University, 2003

University of Michigan  
Associate Business Librarian, 2008-2014  
Kansas State University  
Business Librarian, 2005-2008

Cleveland Public Library, Ohio  
Librarian, 2004-2005

Heat Relief International  
Sales and Marketing Representative, 2004

North American Refractories  
Sales and Senior Salesman, 1978-2001

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

WILLIAM S. MASON, Assistant Director of Volunteer Engagement,  
University Advancement, effective August 25, 2014

B.A., State University of New York, Oneonta, 2010  
M.S., State University of New York, Buffalo, 2014

State of University of New York, Oneonta  
Manager, Fund for Oneonta, 2012

Rollins College  
Assistant Director, Rollins Fund, 2011-2012

RuffaloCODY  
Program Center Manager, 2010-2011

LINDSAY J. MCCASLIN, Assistant Dean, Career Services, William  
& Mary Law School, effective June 25, 2014

B.A., Boston University, 2003  
J.D., University of Virginia School of Law, 2009

Suffolk Office of the Public Defender  
Assistant Public Defender II, 2009-2014

MARILYN W. MIDYETTE, Associate Vice President for Alumni  
Engagement/Executive Director of the Alumni Association, University  
Advancement, effective July 1, 2014

B.S., College of William & Mary, 1975

Girl Scouts of Greater Atlanta  
Chief Executive Officer, 2008-2013

Sprint  
Regional Vice President, 1998-2004  
Regional Director, 1996-1998  
Branch Manager, 1993-1996  
Regional Customer Support Manager, 1989-1992  
National Account Manager, 1985-1989

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

KATHERINE S. PASCHAL, Project Manager, University Advancement,  
effective August 18, 2014

B.A., California State University, 2005  
M.A., The Ohio State University, 2007

Indiana University Art Museum  
Manager of Communications and Public Relations, 2012-2014  
Marketing Coordinator, 2011-2012

Aspen Music Festival and School  
Community Connections Coordinator, 2011

Bloomington Area Arts Council/John Waldron Arts Center  
Director of Arts Outreach/Regional Services Coordinator, 2007-2009

Indiana University  
Admissions Assistant, 2007

SCOTT C. PERCIC, Associate Director, Analytics, University  
Advancement, July 25, 2014

B.S. (2008); M.S. (2012), College of William & Mary

College of William & Mary  
Data Analyst, 2013-2014

AvMet Applications, Inc.  
Mathematician/Statistician, 2012-2013

Ferguson Enterprises  
Consultant, 2012

PEGGY D. PHELPS, Director of Finance and Administration, School of  
Education, effective May 25, 2014

B.A., Carleton College, 1977  
M.P.A., Western Michigan University, 2006

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

PEGGY D. PHELPS (cont'd)

University of Michigan  
Internal Control Analyst, Office of the Associate Vice President for  
Finance, 2013-2014  
Unit Manager, International Institute, 2010-2012

University of Michigan-Dearborn  
Financial Associate Manager, College of Business, 2008-2010

Central Diagnostic & Referral Service  
Finance Director, 2000-2008

KATHLEEN I. POWELL, Assistant Vice President/Executive Director of  
Career Development, Student Affairs, effective July 1, 2014

B.A., The University of Akron, 1983  
M.S., Miami University, 1985

Denison University  
Director, Career Exploration and Development, 2011-2014

The University of Akron  
Director, Career Center, 2009-2011

Grinnell College  
Director, Career Development Office, 2007-2009

Marietta College  
Director, Career Center, 1998-2007

Knox College  
Director, Career Services Office, 1987-1998

Ashland College  
Director, Career Planning and Placement Office, 1985-1987

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

MICHAEL SEAN RYAN, Director of Corporate and Employer  
Relations, Mason School of Business, effective  
August 11, 2014

B.B.A., College of William & Mary, 1990

TASC, Inc.  
Human Resources Talent Management Lead/Sector Recruiting  
Director, 2012-2014

Northrop Grumman Aerospace Systems  
Senior Manager, Trade Shows and Events, 2009-2012

United States Department of Defense  
Public Affairs Officer, Office of Corporate Communications, 2009

Northrop Grumman Information Systems  
Senior Operations Manager, Heritage Conference Center, 2002-2009  
Manager, Media Relations, Trade Shows and Events, 2002-2005

Concert Communications  
Manager, Corporate Communications and Regional Marketing  
Programs, 1997-2001

MCI Communications Corporation  
Business Analyst, 1995-1997

JENNIFER L. SALYERS, Assistant Dean, Career Services, William &  
Mary School of Law, effective August 12, 2014

B.S., Christopher Newport University, 2002  
J.D., University of Baltimore School of Law, 2006

Thomson Reuters  
Academic Account Manager, 2008-2014  
Research Specialist and Law Firm Representative, 2007  
Academic Account Representative, 2006-2007  
Westlaw Student Representative, University of Baltimore School of  
Law, 2004-2006

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

JENNIFER L. SALYERS (cont'd)

United States Department of Justice, Executive Office of Immigration  
Review, United States Immigration Court  
Judicial Intern for the Chief Immigration Judge, The Honorable  
John F. Gossart, Jr., 2005-2006

KIMBERLY D. SIMS, University Archivist, Earl Gregg Swem Library,  
effective July 25, 2014

B.A., University of North Carolina at Wilmington, 1999  
M.A., North Carolina State University, 2001

Duke University  
Technical Services Archivist, David M. Rubenstein Rare Book &  
Manuscript Library, 2007-2014  
Archives Assistant, Duke University Archives, 2005-2007

Duke University Medical Center, Division of Endocrinology,  
Metabolism & Nutrition  
Fellowship Training Program Coordinator and Assistant to  
Chief, 2001-2005

KATHLEEN A. SLITER, Senior Director of Reginald Advancement-West  
Coast, University Advancement, effective October 10, 2014

B.A., Stanford University, 1999

Development Consultant, 2008-2014

University of California, San Diego  
Assistant Director, Special Giving, 2003-2005

Stanford University  
Associate Director, The Stanford Fund, 2002-2003  
Development Associate, Lucile Packard Foundation for Children's  
Health, 2001-2002

Credit Suisse First Boston Corporation  
Analyst, 1999-2001

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

STÉPHANE THANASSEKOS, Assistant Research Scientist, Virginia  
Institute of Marine Science, effective August 10, 2014

B.S. (2002); M.S. (2004), Université Pierre et Marie Curie, France  
M.S., Université de Liège, Belgium, 2004  
Ph.D., Laval University, Canada, 2011

Commission for the Conservation of Antarctic Marine Living Resources,  
Secretariat, Australia  
Fisheries and Ecosystem Analyst, 2012-2014

MEGAN WAGNER, Assistant Director of Campus Recreation for Sports  
Clubs, Student Affairs, effective July 28, 2014

B.A. (2006); M.S. (2009), State University of New York at Cortland

Ithaca College Recreational Sports  
Program Coordinator, Sport Clubs and Business Management, 2011-2014

SUNY Cortland Recreational Sports  
Graduate Assistant for Sport Clubs, 2008-2009

TIMOTHY A. WOLFE, Interim Associate Provost for Enrollment and,  
Dean of Admission effective, August 1, 2014

B.A. (1995); M.Ed. (2001), College of William & Mary

College of William & Mary  
Senior Associate Dean of Admission, 2011-2014  
Assistant Dean of Admission, 1999-2002  
Assistant to the Dean of Admission, 1998-1999  
Admission Counselor, 1997-1998

Christopher Newport University  
Associate Director of Admissions, 2004-2010

Walsingham Academy  
Director of College Counseling, 2002-2004

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

CAMI W. WRIGHT, Project Specialist, Training and Technical Assistance  
Center, School of Education, effective September 25, 2014

B.A., Radford University, 1997

M.Ed., College of William & Mary, 2008

Newport News, Virginia Public Schools

Instructional Coach, Mathematics, 2010-2014

Administrative Lead, Testing, 2004-2010

Teacher, Mathematics, 1997-2010

COLLEGE OF WILLIAM AND MARY  
AWARD OF ACADEMIC TENURE

The following member of the Instructional Faculty at the College of William and Mary has been recommended for the award of academic tenure by the appropriate departmental committee and chair, the appropriate dean, 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 following member of the Faculty be awarded academic tenure, effective with the beginning of the 2014-2015 academic year:

JOSHUA PIKER, Department of History

RICHARD A. SNYDER, 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 2014-2015 academic year:

CAREY K. BAGDASSARIAN, Clark G. and Elizabeth H. Diamond  
Term Associate Professor of Chemistry

BRUCE B. CAMPBELL, Class of 1964 Term Associate Professor  
of Modern Languages and Literatures

JULIE GALAMBUSH, Walter G. Mason Associate Professor of  
Religious Studies

RAM K. GANESHAN, D. Hillsdon Ryan Professor of Business

GEORGIA L. IRBY, Robert F. and Sara M. Boyd Term Associate  
Professor of Classical Studies

TODD A. MOORADIAN, William J. Fields Professor of Business

ANNE K. RASMUSSEN, Dr. William M. and Annie B. Bickers Professor  
of Middle Eastern Studies

EVGENIA SMIRNI, Sidney P. Chockley Professor of Computer  
Science

ROBERT TRENT VINSON, Frances L. and Edwin L. Cummings  
Professor of History

COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or partial pay during the 2014-2015 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:

ALEXANDER ANGELOV, Assistant Professor of Religious Studies, to accept a Kingdon Fellowship at the University of Wisconsin.

HIROSHI KITAMURA, Associate Professor of History and American Studies, to accept a fellowship from the Japan Foundation.

HARVEY J. LANGHOLTZ, Professor of Psychology, to work on a project developing training materials for the United Nations Peacekeepers.

ILYA M. SPITKOVSKY, Professor of Mathematics, to continue a visiting position at NYU Abu Dhabi.

SANDRA C. WARD, Professor of Education, to work as a part-time school psychologist.

COLLEGE OF WILLIAM AND MARY  
REVISIONS TO THE BYLAWS  
OF THE FACULTY OF ARTS AND SCIENCES

Article III, Section 2 of the Board of Visitors Bylaws states that changes to any Bylaws of the respective faculties of the College "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."

The Faculty of Arts & Sciences passed the attached bylaws amendment regarding the formation of the new Committee on Faculty Awards, Professorships, and Prizes (CFAPP) at its May 6, 2014 meeting.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following amendment to Article V of the Bylaws of the Faculty of Arts and Sciences, effective immediately.

PROPOSED AMENDMENT TO ARTS AND SCIENCES BY-LAWS  
TO CREATE AN ARTS AND SCIENCES  
COMMITTEE FOR FACULTY AWARDS, PRIZES, AND PROFESSORSHIPS  
Submitted by the *ad hoc* Committee on Faculty Awards, Prizes and Professorships

To be added to Article V, Elected Committees of the Faculty:

Sec. 7.1. There shall be a Committee on Faculty Awards, Prizes and Professorships (CFAPP) consisting of six voting members from the Arts and Sciences faculty (two each from Areas I, II, and III). In addition, one ex officio representative from the Dean of the Faculty of Arts and Sciences Office will be selected by the Dean of the Faculty of Arts and Sciences to serve on the committee in an advisory role. Voting members of CFAPP will be elected and serve for three years, and must be tenured. Election will be staggered, with two members being elected each year.

Sec. 7.2. The CFAPP, in cooperation with the Dean of the Faculty, will review and suggest revisions to solicitations for awards, prizes, and professorships, and will suggest methods of advertising solicitations that reach as many faculty as possible. The CFAPP will monitor and review the procedures for solicitation, nomination, and selection of awards, prizes, and professorships, and it will recommend changes with the goal of improving efficiency, transparency, participation, and fairness.

Sec. 7.3. By September 1 each year, the Dean of the Faculty of Arts and Sciences Office should provide a list to CFAPP of all Arts and Sciences Faculty who have current awards, prizes, and professorships and are required to serve on review committees in the upcoming academic year. At the same time, the Dean's Office should provide a list to CFAPP of all likely awards, prizes, and professorship solicitations for the upcoming academic year. The CFAPP will then make recommendations to the Dean of the Faculty for review committee membership. Except for awards, prizes, and professorships with existing committee structures, at least one CFAPP faculty member will be part of each review committee for A&S eligible awards, prizes, and professorships.

Sec. 7.4. The Dean of the Faculty will make available to CFAPP an ongoing annual record of all nominees and awardees for all awards, prizes, and professorships. Using this record, the CFAPP will attempt to identify inequities in the nominations for, and selection and distribution of, awards, prizes, and professorships within Arts and Sciences, and make recommendations to the Dean of the Faculty to remedy these issues.

Sec. 7.5. The CFAPP will report once per year to the Faculty Affairs Committee and the Faculty of Arts and Sciences, including numbers of nominees; numbers of awards, professorships, and prizes; and names of faculty members to whom awards were given. The CFAPP will serve as a contact for A&S Faculty with compliments, concerns, and/or recommendations about the process of soliciting, nominating, and selecting awards, prizes, and professorships.

Sec. 7.6. CFAPP members are eligible for all awards, prizes, and professorships during their tenure on the committee. CFAPP members that hold awards, professorships, or prizes are exempt from the requirement of serving on review committees, as their service on CFAPP is considered to fulfill that requirement.

COLLEGE OF WILLIAM AND MARY  
REVISIONS TO THE BYLAWS  
OF THE SCHOOL OF EDUCATION

Article III, Section 2 of the Board of Visitors Bylaws states that changes to any bylaws of the respective faculties of the College "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."

It is proposed that currently defined "areas" in the School of Education's bylaws be renamed "departments" in order to make the school's organizational structure clearer; to allow greater flexibility in hiring colleagues on sponsored projects; and to provide more revenue generated by sponsored projects directly to the relevant department.

The Dean of the School of Education discussed making this change to the wording in the bylaws with the Faculty Executive Committee before bringing a motion to the entire faculty. The revisions were approved at the February 12, 2014 faculty meeting.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following revisions to the bylaws of the School of Education, effective immediately.

PROPOSED REVISIONS TO THE SCHOOL OF EDUCATION BYLAWS  
(Suggested revisions in strike-out/bold)

**BYLAWS OF THE FACULTY OF  
THE SCHOOL OF EDUCATION**

**ARTICLE 1**

**The Faculty**

**Section 1**

Individuals holding tenured or tenure eligible appointments as Professors, Associate Professors, Assistant Professors, or Instructors in the Faculty of the School of Education are members of the Faculty and are entitled to vote in meetings of the Faculty. All persons holding full-time, specified-term faculty appointments as Instructor, Lecturer, Senior Lecturer, Post-doctoral Fellow, Assistant Professor, Associate Professor, or Professor in the School of Education are members of the Faculty but are not entitled to vote in meetings of the Faculty. Persons in full-time, specified-term faculty appointments may have their designation modified, as appropriate, with "Research," "Clinical," "Visiting," "Executive," or "of the Practice."

**Section 2**

The President, Provost, and Dean of University Libraries are non-voting members of the Faculty.

**Section 3**

For certain organizational purposes, School of Education Faculty are grouped into three **areas** **departments**: Curriculum and Instruction; Educational Policy, Planning, and Leadership; and School Psychology and Counselor Education.

**Section 4**

With the exception of the Executive Committee, Faculty Affairs Committee, and the Faculty Evaluation Committee, all persons holding full-time, specified-term faculty appointments as Instructor, Lecturer, Senior Lecturer, Post-doctoral Fellow, Assistant Professor, Associate Professor, or Professor in the Faculty of the School of Education may represent their **area** **department** on committees of the School of Education.

## **ARTICLE II**

### **Officers of the Faculty**

#### **Section 1**

The Dean of the School of Education shall hold the office of Chair and shall preside regularly at meetings of the Faculty. The President of the College or the Provost may be invited to preside at any meeting in accordance with the Bylaws of the Board of Visitors. The Chair shall appoint annually a parliamentarian.

#### **Section 2**

A Vice-Chair shall be elected from among the members of the Faculty for a period of one year. The responsibility of the Faculty Vice-Chair shall be to preside at meetings of the Faculty in the absence of the Chair or when the chair is vacated. In the absence of both the Chair and the Vice-Chair, the Faculty shall elect a temporary presiding officer.

#### **Section 3**

A Secretary of the Faculty shall be elected from among the members of the Faculty for a period of one year. The responsibility of the Secretary shall be to record the minutes of each meeting and to prepare sufficient copies for distribution to members of the Faculty, the President, the Provost, the Dean of the School of Education, the College Archives, and Deans of other schools. Minutes will be made available seven days prior to the next Faculty meeting by the Secretary. Copies of the minutes in possession of the Secretary of the Faculty may be consulted upon request by any member of the Faculty.

## **ARTICLE III**

### **Meetings of the Faculty**

#### **Section 1**

Regular meetings of the Faculty shall be held September through May inclusively at a time determined by the Faculty. The time for the regular meetings of the Faculty will be determined by the voting members of the Faculty during the May meeting prior to the effective academic year.

**Section 2.1**

Special meetings of the Faculty may be called by the President of the College, the Provost, the Dean of the School of Education, and the Faculty Affairs Committee. Special meetings of the Faculty require written notification to the Faculty by the Secretary 72 hours in advance.

**Section 2.2**

Special meetings of the Faculty may be called by faculty members upon the presentation of a petition to the Secretary of the Faculty, signed by at least a majority of the Faculty, which includes the purpose and time for which the meeting is called. Special meetings of the Faculty called by petition require written notification to the Faculty by the Secretary 72 hours in advance.

**Section 2.3**

Persons not members of the Faculty may attend Faculty meetings at the invitation of the Dean of the School of Education.

**Section 3**

A quorum shall consist of a majority of the voting members of the Faculty.

**Section 4**

All proposed motions affecting the policies, procedures, or programs of the School of Education shall be submitted in writing to the Secretary of the Faculty at least ten days prior to the Faculty meeting at which they are to be presented. Copies of such proposals shall then be posted by the Secretary at least seven days prior to the meeting. The Secretary will notify the Faculty when and where proposals are posted. These requirements may be waived by unanimous consent of voting members of the Faculty present.

**Section 5**

The Faculty may allow electronic voting on motions by a simple majority vote of the Faculty. All motions for electronic voting must be available for review and comment at least ten (10) days prior to a vote. Motions for electronic voting may not be amended. If an amendment is required, the original motion must be withdrawn by the mover or defeated by a vote of the Faculty before an amended motion is proposed. An amended motion shall be treated as a new motion and requires the ten (10) day review and comment period. The results of electronic voting will be reported to the Faculty by the Secretary within two (2) days of the close of voting. The results of electronic voting will also be reported by the Secretary at the next regular meeting of the Faculty.

**Section 6**

Robert's Rules of Order Revised shall govern all meetings of the Faculty in all cases to which such rules are applicable and in which they are not inconsistent with Bylaws or special rules of order of the Faculty.

**ARTICLE IV****Duties of the Faculty****Section 1**

The School of Education shall offer programs and courses at the undergraduate and graduate levels. Basic standards prescribed by the College and criteria approved by the Faculty of the School of Education shall constitute the basis for admission to those programs and to individual courses.

**Section 2.1**

Within the framework of general College policy, the Faculty shall (a) formulate curriculum and provide instruction within the School, (b) establish requirements for all degrees, concentrations, and courses within the School, (c) determine admissions criteria for all degrees, concentrations, and courses within the School, (d) recommend to the appropriate committee or officer of the College those students having fulfilled requirements for graduation, and (e) make recommendations to the Dean or to the President, Provost, or other appropriate members of the College administration concerning matters affecting the School of Education. Faculty recommendations to the President, Provost, or other appropriate members of the College administration concerning matters affecting the School of Education shall be made through resolutions offered by individuals or Faculty committees during meetings of the Faculty and passed by a two-thirds vote of the Faculty present, except as noted under Article V, Section 1.4, regarding the Faculty Affairs Committee.

**Section 2.2**

The implementation of policies and procedures of the Faculty may be delegated by the Faculty to designated committees and administrators.

**Section 3**

The Faculty of the School of Education, through representation, shall evaluate all Faculty members, as appropriate, for retention, promotion, and award of tenure in accordance with approved College and School of Education policies and procedures. Representation is defined through Article V, Section 1.5, which specifies that the Faculty Evaluation Committee has the responsibility for evaluation of all Faculty members.

**Section 4**

The Faculty of the School of Education, through representation, shall annually meet with the Dean of the School of Education to assist in determining procedures and priorities for allocating faculty compensation in accordance with approved College and School of Education policies and procedures. Representation is defined through Article V, Section 1.6, that the Faculty Executive Committee, under its general responsibilities for shared governance, shall advise the Dean concerning Faculty compensation.

**ARTICLE V****Permanent Committees of the Faculty****Section 1.1**

The permanent committees of the Faculty shall consist of the following: (a) Academic Affairs Committee, (b) Faculty Affairs Committee, (c) Faculty Evaluation Committee, (d) Faculty Executive Committee, and (e) Diversity Committee. Faculty representatives on permanent committees shall be eligible as described in Article I. Student representatives shall be members of the Graduate Education Association and the Student Education Association.

**Section 1.2**

The Academic Affairs Committee shall consist of three faculty representatives, one graduate student representative and one undergraduate student representative. The Associate Deans shall serve *ex officio*. The Associate Dean for Academic Programs shall serve as secretary for the Committee. Each ~~area~~ **department** shall have one faculty representative, and these faculty representatives shall be elected for three-year terms with one term expiring annually. Student representatives shall be appointed by the Graduate Education Association and the Student Virginia Education Association and shall serve one-year terms. The faculty member who is the senior member of the Committee shall be chair.

The Committee shall review and develop School of Education policies for admissions and awarding of financial aid, including graduate assistantships. The Committee shall review **area department-** specific policies for admissions, optimal program size, and the award of financial aid and shall make recommendations to the Faculty for approval of School of Education and **area department** policies. The Committee shall review admissions and financial aid decisions to ensure that they comply with the approved School of Education and **area department** policies. The Committee shall act as arbiter when admissions or financial aid decisions are appealed.

In consultation with the Faculty, the Committee shall define required components of proposals related to programs, course offerings, and degree requirements. The Committee shall review all such proposals brought before it by any **area department**. The Committee shall evaluate the curricular dimensions of proposals and make recommendations concerning such to the Faculty. In conjunction with the Associate Dean for Academic Programs, the Committee shall develop, report, and review implementation of policies and procedures related to curricular matters, including the granting of exceptions to existing policies and procedures, responses to student appeals, and special requests. The Committee shall review all actions which represent exceptions to existing policy and procedure and report such actions to the Faculty

The Committee shall receive and review the annual reports of the **areas departments** related to program and **area department** performance, and provide a summary to the Dean and Faculty on the performance of the School on the aspects of the Conceptual Framework, common dispositions, diversity, professional standards, and technology. The Committee shall make recommendations for improvement to the appropriate groups based on their analysis of the **area department** reports.

The Committee will act as a conduit for alignment of standards and assessments within the School. Recommendations for changes to the Conceptual Framework, general assessment system, and common dispositions will be brought to the Faculty by this Committee. The Committee will examine the consistency between the plans of the School and the Conceptual Framework. The Committee will make recommendations on the systems used to collect and review data. They will also recommend and review studies related to the technical adequacy of assessments.

In instances when the Committee takes a vote, only the student representative whose constituency would be affected shall vote. When a vote of the Committee results in a tie, the Committee shall cause the question to be brought before the full Faculty in accordance with Article III, Section 4.

#### **Section 1.4**

The Faculty Affairs Committee shall consist of four faculty members. Three of the members shall be elected for three-year terms with one term expiring annually. These three members shall be comprised of one representative from each **area department**. The fourth member of the

Committee shall be the current School of Education representative to the Executive Committee of the Faculty Assembly of the College. The senior member of the Committee shall be chair. The Committee shall advise the Dean on faculty compensation, nominations and appointments, and examine other issues which may affect the welfare of the Faculty collectively or individually. When it deems appropriate, the Committee may bring issues to the attention of the President, Provost, Dean of the School of Education, or Faculty for review and resolution. The Committee shall conduct elections for all elective positions of the Faculty. The Committee shall annually present a slate of nominees for College-wide committees, including the Faculty Assembly, at the February faculty meeting. Election of the Faculty representatives to the Faculty Assembly shall take place at the February faculty meeting. Election to other College-wide committee positions shall take place at the March faculty meeting. The Committee shall annually present a slate of nominees and conduct an election for School of Education committees at the April faculty meeting. Prior to the construction of the slate, the Committee shall solicit nominations from the ~~area~~ **department** for position vacancies on School of Education Committees which require ~~area~~ **department** representation. All elections shall be conducted by ballot, consistent with procedures devised by the Committee. Whenever a vacancy occurs in an elected position, the Committee shall appoint a person to fill the vacated position until the next scheduled election. Appointments to fill vacated positions on School of Education Committees requiring ~~area~~ **department** representation shall be done in a manner which maintains such representation.

### **Section 1.5**

The Faculty Evaluation Committee shall consist of five tenured members of the Faculty for staggered terms, three terms expiring annually. Annually, two members shall be elected to two-year terms and one member to a one-year term.

For each associate professor elected to the Committee, a corresponding full professor shall be elected annually as an alternate. In the event that a member of the committee comes up for review or that a full professor promotion or review is being considered, the elected alternate(s) shall serve on the Committee. The Committee shall elect its chair from its elected members annually. The Committee shall evaluate designated School of Education Faculty, guided by approved policies and procedures for the evaluation of Faculty for retention, promotion, and award of tenure.

### **Section 1.6**

The Faculty Executive Committee shall consist of six to eight faculty representatives and the Dean of the School of Education as chair and ex officio member. Four of the faculty representatives shall be the members of the Faculty Affairs Committee. Three additional Faculty representatives shall be the ~~Area Coordinators~~ **Department Chairs**. The final faculty representative shall be the School of Education representative on the Faculty University Priorities Committee. In the event that the Faculty University Priorities Committee member or the School of Education representative to the Executive Committee of the Faculty Assembly of the College

are already represented on the Committee, the number of representatives on the Committee will be less than eight.

The Committee shall regularly advise the Dean on all matters pertaining to the School and share responsibility for governance of the School of Education. The Committee shall examine issues brought to it by the Faculty, its committees, or the Dean; and recommend to the Faculty long-range plans, policies, and procedures necessary for the School of Education to fulfill its mission. The Committee shall review proposals including those related to programs, course offerings, and degree requirements which have resource implications and make recommendations to the Dean.

### **Section 1.7**

The Diversity Committee shall consist of three faculty representatives, one graduate student representative, and one undergraduate student representative. The Dean of the School of Education shall serve ex officio. The three faculty representatives shall be comprised of one representative from each ~~area~~ **department**. Faculty representatives shall serve three year terms with one term expiring annually. Student representatives shall be appointed by the Graduate Education Association and the Student Education Association and shall serve one-year (renewable) terms. The faculty member who is the senior member of the Committee shall serve as chair.

For the purposes of this committee, diversity connotes distinctiveness, uniqueness, and interconnection among and between human beings. It denotes racial, ethnic, cultural, and linguistic heritage, national origin, socioeconomic status, age, gender, sexual orientation, philosophical, religious, and spiritual beliefs, as well as physical, social, and intellectual attributes and abilities.

The Committee shall: a) review data on student admissions, recruitment, retention, and financial aid awards to assess the degree to which the SOE is effectively addressing diversity in these actions; b) assess the perceptions of students from traditionally under-represented backgrounds regarding the SOE climate and attitude toward diverse students; c) assess the perceptions held by students toward diversity issues; d) assess the opportunities for all students in the SOE to interact with K-12 students, colleagues, and faculty who are from diverse groups; e) assess academic programs to ensure that graduates of the SOE will develop cultural competence; f) support faculty development in the area of preparing educators who will work with diverse learners and collaborate with diverse constituents; g) promote diversity in the recruitment and retention of faculty and staff, including part-time and clinical faculty; h) advise and make recommendations to the Executive Committee and the Dean regarding concerns raised by faculty or students regarding addressing issues of diversity within the SOE; and i) report annually to the faculty on the status of each of these responsibilities.

**Section 2**

Terms as stipulated for all permanent committees of the School of Education shall expire on May 31. Newly elected committee members shall assume duties and membership on June 1. Appointed committee members shall also assume their duties on June 1 unless otherwise stipulated.

**ARTICLE VI****Special Committees of the Faculty****Section 1.1**

The Dean of the School of Education may establish special committees. When requests for the establishment of special committees are supported in writing by one-third of the Faculty members, the Dean shall create special committees in consultation with the Faculty Executive Committee.

**Section 1.2**

The Faculty may establish or abolish its special committees by successful motion from the floor during a meeting of the Faculty. When these committees are established by the Faculty, members shall be nominated from the floor.

**ARTICLE VII****Amendments and Implementation Procedures****Section 1**

The Faculty shall establish procedures appropriate for implementing the approved Bylaws of the School of Education. A record of such procedures and all subsequent revisions of those procedures shall be kept by the Secretary of the Faculty.

**Section 2**

Subject to approval by the President and the Board of Visitors, the Bylaws of the School of Education may be amended or repealed by an affirmative vote of two-thirds of the Faculty, provided that proposed amendments shall have been submitted in writing to the Faculty at least thirty (30) days in advance, unless otherwise specified by a two-thirds vote.

## ARTICLE VIII

### Effective Date

#### Section 1

These Bylaws shall become effective immediately upon approval by the President and Board of Visitors.

#### Section 2

All Bylaws of the School of Education previously adopted and approved by the President and Board of Visitors are hereby repealed.<sup>1</sup>

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<sup>1</sup> Note: These Bylaws were adopted by vote of the Faculty of the School of Education on December 14, 1988, and approved by the College's President and Board of Visitors on February 10, 1989. Unless otherwise indicated, the Implementation Procedures were adopted by vote of the Faculty of the School of Education on December 13, 1989. Sections 1.1, 1.2, 1.3, and 1.4 of Article V were amended by vote of the Faculty of the School of Education on March 18, 1992, and approved by the College's President and Board of Visitors on September 11, 1992. Article I, Section 3, Article IV, Section 2.2 and Article V, Sections 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, and Section 2 were amended by vote of the Faculty of the School of Education on December 11, 1996. Revisions approved by Board of Visitors April 24, 1997. Section 5 of Article II and Sections 1.7 and 1.8 of Article V were amended by vote of the Faculty of the School of Education on March 15, 2006. Revisions approved by Board of Visitors April 21, 2006.

COMMITTEE ON AUDIT AND COMPLIANCE  
September 25, 2014  
8:30 – 9:45 a.m.  
Board Conference Room - Blow Memorial Hall

John Charles Thomas, Chair  
Leigh A. Pence, Vice Chair

- I. Introductory Remarks - Mr. Thomas
- II. Approval of Minutes – April 24, 2014
- III. Report from Director of Internal Audit – Kent B. Erdahl.
- IV. Report from Chief Compliance Officer – Kiersten L. Boyce
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

COMMITTEE ON AUDIT AND COMPLIANCE  
MINUTES – APRIL 24, 2014

**MINUTES**  
**Committee on Audit and Compliance**  
**April 24, 2014**  
**Board Conference Room—Blow Memorial Hall**

Attendees: John Charles Thomas, Chair; Leigh A. Pence, Vice Chair; Ann Green Baise; Edward L. Flippen; and John E. Littel. Others present: Board member Sue H. Gerdelman; John E. Donaldson, Kiersten L. Boyce, Samuel E. Jones, Anna B. Martin, Michael R. Halleran, Deborah A. Love, Sarah E. Melchior, Joe Martinez, Chandragupta Gudena, Annette Parker, LaToya Jordan, Brad Hypes, Logan Davis, Virginia M. Ambler, John E. Wells, Jennifer B. Latour, Brian W. Whitson, Bert Brummer, Greg Swindell, Suzanne Rait, Pamela Mason and other College and VIMS staff.

Chair John Charles Thomas called the meeting to order at 8:00 a.m. and briefly reviewed the agenda.

Recognizing that a quorum was present, Mr. Thomas asked for a motion to approve the minutes of the meeting of February 6, 2014. Motion was made by Mr. Littel, seconded by Ms. Baise and approved by a voice vote.

Mr. Thomas introduced LaToya Jordan from the Auditor of Public Accounts (APA), to the Committee. Ms. Jordan, Project Manager for the audit presented an interim report on the status of the FY13 audit, and, reported that the audit was not complete because of the delays attributable to inclement weather, new auditing standards, and an expanded scope of the audit. She plans to present the official report no later than mid-May. She noted that the auditors have encountered no issues resulting in modification of their financial statement opinion, no issues rising to the level of material weakness, no instances of non-compliance requiring reporting and no indication of fraudulent transactions or illegal acts.

Ms. Jordan and her colleagues, Brad Hypes and Logan Davis, reviewed recent memoranda addressed to particular officers relating to (1) improving the employee termination process at W&M, (2) improving controls over voucher processing at W&M, (3) improving eVa (electronic procurement system) security management at W&M, (4) improving the information security program at Richard Bland and (5) improving web application security at Richard Bland. They acknowledged having agreed to the College's request that procedures for notifications and responses to particular issues at William & Mary and Richard Bland be made specific to the particular institution and office.

Ms. Jordan provided an estimate for the change in pension standards by the Commonwealth that will have an impact on FY 2015. Their estimated figures show an increased liability of \$95.8M for the College of William & Mary, \$8.4M for Richard Bland College, \$23.6M for VIMS, totaling an impact of \$127.8M. A brief discussion ensued.

Committee on Audit and Compliance  
MINUTES  
Page 2

Mr. Thomas asked Chief Compliance Officer Kiersten Boyce for her report. Ms. Boyce reminded the Committee of the Violence Against Women Re-Authorization Act and briefed the Committee on developments in negotiated rule-making relative to the Campus SaVE Act, which is a part of the Violence Against Women Act. Ms. Boyce explained that final rules are expected from the Department of Education by November, 2014. The changes that impact the College are in three main areas: training/education/awareness for both students and employees; policies and procedures and ensuring fair and prompt resolution; and annual reporting requirements in the Campus Safety report that incorporate new categories of crimes, like dating violence and stalking. A brief discussion ensued.

Mr. Thomas asked Interim Director of Internal Audit John Donaldson for his report. Mr. Donaldson noted that the report on the audit of the William & Mary President's discretionary fund had been concluded and circulated. He discussed the status of audit projects related to compliance with the Fair Labor Standards Act, establishing revised rental rates for VIMS vessels used in grant-funded activities, operations of the Omohundro Institute of Early American History and Culture and the Muscarelle Museum.

Mr. Donaldson reported that there have been no hotline calls.

Mr. Donaldson reviewed recently enacted legislation (1) broadening the scope of performance reviews to be conducted by the Office of the State Inspector General to include a focus on efficiency and economy of programs and (2) broadening exemptions under the Freedom of Information Act (FOIA) to include certain records and information provided to or prepared by or for internal auditors of public colleges and universities.

Finally, Mr. Donaldson reported on a recent roundtable meeting of internal auditors of state agencies and institutions sponsored by the Office of the Inspector General. The Inspector General informed them that his office's performance reviews of all state agencies are getting underway. All agencies have been rated for risk assessment. William & Mary was rated a "moderate" risk. We are 24<sup>th</sup> on list of 32 and we will be required to undergo three year rotational audits. Mr. Donaldson stated his understanding that these once every third year audits would not be comprehensive but instead would have a focus on selected functions. Mr. Donaldson also informed the committee that a peer review component may be used in the audits. Ms. Pence inquired about the safeguarding of proprietary information. Mr. Donaldson said that no detail had been provided on that issue.

Mr. Thomas asked Vice President for Administration Anna Martin for her report. Ms. Martin used a PowerPoint presentation to discuss the conclusions from the Multi-Campus Hazard Mitigation Plan relative to natural disasters. FEMA has approved the plan. This will allow the College to pursue grant funding to assist in implementing the plan. One of the high priority actions resulting from the plan is identification of a site for the new Emergency Operation Center (EOC). Blow Hall has been selected. A proposal is currently being prepared to obtain grant funding to purchase a generator to power the entire building. A brief discussion ensued.

Committee on Audit and Compliance  
MINUTES  
Page 3

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 specific personnel matters and matters regarding the consideration of candidates for employment, and matters that would involve the disclosure of information contained in a scholastic record concerning a student of a Virginia public institution of higher education, as provided for in Section 2.2.-3711.A.1.and 2., of the Code of Virginia. Motion was seconded by Mr. Flippen and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 8:44 a.m.

The Committee reconvened in open session at 9:28 a.m. Mr. Thomas reviewed the topics discussed in closed session and moved the adoption of the **Resolution** certifying that the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Ms. Pence and approved by roll call vote conducted by Executive Assistant to the Board Sandra Wilms (Certification **Resolution** is appended).

There being no further business, the Committee adjourned at 9:28 a.m.

April 24, 2014

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: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
John Charles Thomas  
Chair  
Committee on Audit and Compliance

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

September 25, 2014

9:45 – 10:45 a.m.

Board Room - Blow Memorial Hall

Ann Green Baise, Chair

John Charles Thomas, Vice Chair

- I. Introductory Remarks – Ms. Baise
- II. Approval of Minutes – April 24, 2014
- III. Report from Building Official – Robert P. Dillman.
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
  - A. Capital Outlay Projects Progress Report. Enclosure F.
  - B. Resolution to Demolish Page House, Pollock House, Coastal Inventory Facility, Wetlands Facility and CCRM Watershed Facility. **Resolution 9**.
- V. Report from Vice President for Administration - Anna B. Martin
  - A. Capital Outlay Projects Progress Report. Enclosure G.
  - B. Resolution to Approve Capital Project: Improve Swem Media Center. **Resolution 10**.
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ADMINISTRATION,  
BUILDINGS AND GROUNDS  
MINUTES – APRIL 24, 2014

**MINUTES**  
**Committee on Administration, Buildings and Grounds**  
**April 24, 2014**  
**Board Conference Room – Blow Memorial Hall**

Attendees: Ann Green Baise, Chair; John Charles Thomas, Vice Chair; L. Clifford Schroeder, Sr., DeRonda M. Short and H. Thomas Watkins III. Board members present: Leigh A. Pence and faculty representative Will Hausman. Others present: Dean John T. Wells, Vice President Anna B. Martin, Vice President Virginia M. Ambler, University Counsel Deborah A. Love, Chief Information Officer Courtney Carpenter, Athletic Director Terry Driscoll, and other College and VIMS staff.

Chair Ann Green Baise called the meeting to order at 9:30 am. Recognizing that a quorum was present, Ms. Baise requested a motion to approve the minutes of the February 7, 2014, meeting of the Committee on Administration, Buildings and Grounds. The motion was made by Mr. Thomas, seconded by Mr. Watkins, and approved by voice vote of the Committee.

The Committee had no questions regarding the Building Code Official's written report, as detailed in Enclosure G.

Dean John Wells gave highlights from VIMS written report, as detailed in Enclosure H. The design for the new research vessel that will replace the aging Bay Eagle has been selected; however the cost has increased. VIMS sought and was granted in the Commonwealth's "caboose" bill (amended budget bill for current fiscal year) an additional \$2.0M for the project from the 2014 General Assembly.

Dean Wells also reported that consultants will complete schematics on the new 32,000 SF Consolidated Scientific Research Building in time for a June review by the College's Design Review Board (DRB). Construction Management (CM) at risk will be the construction contractor procurement method. Finally, a preplanning study for a new 15,000 SF Facilities Management building is also underway.

Using an aerial view of the VIMS campus, Dean Wells showed the committee how the placement of new buildings, along with shifting certain activities and functions will improve the utilization of campus real estate. Managing or mitigating the flood zones is also a constant concern. Dean Wells reminded the committee that a public road passes through the heart of campus to allow public access to a boat launch and beach owned by Gloucester County.

Vice President Anna Martin gave a brief report on Administration activities, highlighting ongoing staff searches for an Associate Vice President for Human Resources, an Associate Vice President for Facilities Management, and a Police Chief. The candidate pools for all three positions have been strong.

Ms. Martin reported on the revitalization of Procurement policy, and the rollout to, and training of, over 300 staff in the new policies and procedures, including the decentralization of signature authority, and improved utilization of the small purchase charge card, which is designed to

Committee on Administration, Buildings and Grounds  
MINUTES  
Page 2

achieve cost savings. Ms. Martin advised the Committee that savings resulting from increased card use had not been offset by any additional cost in audit or monthly oversight.

Ms. Martin introduced Bill Horacio, Director of Parking & Transportation, and students Gabriel Morey and Brianna Buch. They have been the primary advocates behind an initiative to make the campus more bike-friendly. Ms. Martin presented the initiative's goals, and reviewed the three phases designed to improve the bike experience on campus. Biking program enhancements will include fix-it stations, additional racks, trails, and spare part vending machines. The Committee asked questions about risk and promotion of "good cycling." The College encourages bike registration and use of helmets. Ms. Martin shared the design of the new W&M bike jersey and program branding. The program will feature bike ambassadors and advocates, and foster a lively web presence. Mr. Morey and Ms. Buch stated that the College will eventually seek national accreditation as "bike friendly".

Ms. Martin reported briefly from the College's written capital outlay report, as detailed in Enclosure I. No new capital projects were funded by the 2014 General Assembly. However, the Integrated Science Center 3 (ISC 3) will break ground in May 2014, and thirty-five small projects are scheduled to occur over summer 2014.

Ms. Martin introduced Patrick Foley '12, the Committee on Sustainability (COS) fellow, who presented the annual report on sustainability efforts at the College. Mr. Foley reviewed for the Committee COS's history, structure and tasks accomplished to date. He also reviewed the proposal process, current programs, and a breakdown of "Green Fee" utilization. Through a variety of staff-supported initiatives and efforts, the emissions per person is dropping, reducing the College's overall carbon footprint.

At the request of the president, Ms. Martin presented **HANDOUT Resolution 47**, Resolution to Approve Capital Project: Renovate Zable Stadium. Ms. Baise requested a motion to approve the resolution. Motion was made by Mr. Thomas, seconded by Mr. Schroeder, and approved by voice vote of the Committee (**Resolution 47** is appended).

For the September meeting, Ms. Baise requested an update on the sale of surplus properties.

The reports completed, and there being no further business, the Committee moved to adjourn at 10:20 a.m.

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE CAPITAL PROJECT:  
RENOVATE ZABLE STADIUM**

Whereas, in March of 2013, the College received the Governor's request that each agency and institution develop a Capital Outlay Plan for the 2014-2020 biennia, and the College complied with that request, resulting in the 2014-2020 Capital Outlay Six Year Plan, which was approved by the Board in April 2013, and submitted to the Department of Planning and Budget over the spring and summer of 2013; and

Whereas, the College's Board of Visitors has the authority to approve non-general fund, non-debt capital projects in accordance with Subchapter 3, (§23.38.91 et seq.) of the Restructured Higher Education Administrative and Operations Act, Chapter 4.10 (§23-38.88 et seq.) of Title 23 of the Code of Virginia, effective July 1, 2006 (the "Act"); and

Whereas, the College's Board of Visitors may authorize a new non-general fund capital project regardless of the Commonwealth's biennial calendar and process; and

Whereas, the College seeks Board authorization to create a non-general fund capital project for the renovation and improvement of Zable Stadium to address significant facility deficiencies;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the creation of capital project 204-90005, Renovate Zable Stadium.

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take all actions necessary to initiate, implement and complete the project in accordance with the College's restructured authority under the Act.

## **VIRGINIA INSTITUTE OF MARINE SCIENCE CAPITAL OUTLAY PROJECTS PROGRESS REPORT**

### **268 - 18088 Facilities Management Building**

Appropriation Amount: \$250,000

Biennium: 2014-2016

Design Team: RRMM

Obligated to Date: \$187,649

Fund Sources: Higher Education Operating

Contractor: TBD

Description: This appropriation funds the preplanning of a new 15,000 square-foot building to provide space for the Facilities Management Department including administrative offices, trade shops, vehicle repair, grounds, housekeeping, storage, and shipping and receiving.

Progress: RRMM is completing the preplanning study and VIMS will be submitting the contents of the study to the Department of Planning and Budget in October.

### **268 - 17950 Research Vessel**

Appropriation Amount: \$10,050,000

Biennium: 2012-2014

Design Team: JMS Naval Architects

Obligated to Date: \$643,309

Fund Sources: VCBA Bonds

Contractor: TBD

Description: This appropriation funds the planning and construction of a new custom designed research vessel to replace the R/V Bay Eagle.

Progress: JMS is currently completing the preliminary design drawings which will be reviewed by the committee at the next scheduled meeting in October. A Request for Proposals (RFP) will be issued during the Winter of 2015 to solicit interest, qualifications, and cost proposals from Ship Builders.

### **268 - 17993 Consolidated Scientific Research Facility**

Appropriation Amount: \$823,438

Biennium: 2012-2014

Design Team: Moseley Architects

Obligated to Date: \$592,210

Fund Sources: Central Capital Planning Fund  
Higher Education Operating

Contractor: Barton Malow Company

Description: This appropriation funds the planning of a new 32,000 square-foot building to provide research, study, office and technology space for the following units: Information Technology, Marine Advisory Services, Virginia Sea Grant, Center for Coastal Resources Management, and the Publications/Communications Center in a single facility.

September 24-26, 2014

Page   2   of   3  

Progress: Contracts were awarded to Moseley Architects for the project design and to Barton Malow Company to provide construction management at-risk services. The schematic design is complete and has been approved by the College's Design Review Board and the Art and Architectural Review Board in Richmond. Moseley Architects is proceeding with the preliminary design and Barton Malow Company is reconciling the construction cost estimates.

**268 - 16634 Property Acquisition: VA-NERRS**

Appropriation Amount: \$350,000  
Fund Source: Federal Funds

Biennium: 2000-2002  
Obligated to Date: \$193,000

Description: This appropriation funds the purchase of properties by the Virginia Estuarine & Coastal Research Reserve System using federal grants.

Progress: No current properties available. The appropriation remains open for future acquisitions.

**268 - 16299 Property Acquisition: Master Plan Properties**

Appropriation Amount: \$1,100,000  
Fund Sources: VCBA Bonds  
Higher Education Operating

Biennium: 2000-2002  
Obligated to Date: \$1,099,781

Description: This appropriation funds the purchase of properties contiguous to the Gloucester Point campus.

Progress: No current properties available. The appropriation remains open for future acquisitions.

**268 - 16149 Property Acquisition: Wachapreague**

Appropriation Amount: \$743,926  
Fund Sources: Private Funds  
Higher Education Operating

Biennium: 1998-2000  
Obligated to Date: \$733,028

Description: This appropriation funds the purchase of properties contiguous to the Eastern Shore Laboratory campus at Wachapreague, Virginia.

Progress: No current properties available. The appropriation remains open for future acquisitions.

September 24-26, 2014

Page   3   of   3  **2014 - 2016 Major Repair and Maintenance Reserve**2012 - 2014 (Carry Forward): \$106,7822014 - 2016 Appropriation: \$573,224

FY 2015: \$286,612

FY 2016: \$286,612

**Grand Total:** **\$680,006**2014 - 2016

Projects Completed: \$ 26,915

- Point Up Exterior of Chesapeake Bay Hall
- Replace the Cooling Tower on Chesapeake Bay Hall
- Repair Sidewalks

Projects Awarded: \$150,000

- Replace Boilers in Chesapeake Bay Hall

Future Projects: \$503,091

- Repair Sewer Pump Station #1 and #2
- Replace Small Roof at Chesapeake Bay Hall
- Renovations to Watermen's Hall Restrooms
- Replace Exterior Doors and Windows at Hall House
- Replace Turbocor Compressor at Chesapeake Bay Hall
- Replace Wooden Bulkhead at the Boat Ramp

**Grand Total:** **\$680,006**

**VIRGINIA INSTITUTE OF MARINE SCIENCE**

**RESOLUTION TO DEMOLISH  
PAGE HOUSE, POLLOK HOUSE, COASTAL INVENTORY FACILITY,  
WETLANDS FACILITY, AND CCRM WATERSHED FACILITY**

**WHEREAS**, the Virginia Institute of Marine Science requests Board of Visitors' approval to demolish five buildings: Page House, Pollok House, Coastal Inventory Facility, Wetlands Facility, and CCRM Watershed Facility, to allow for the construction of the new Consolidated Scientific Research Facility (Project 268-17993). All of the buildings are in substandard condition and are not suitable for renovation or reuse; and

**WHEREAS**, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of Title 23 of the *Code of Virginia*; and

**WHEREAS**, the Agreement was renewed in 2009; and

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Art and Architectural Review Board and the Department of Historic Resources; and

**WHEREAS**, the Virginia Institute of Marine Science will follow established policies and procedures for each demolition; thus

**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 Virginia Institute of Marine Science to demolish the Page House (00B24), Pollok House (0B100), Coastal Inventory Facility (00B71), Wetlands Facility (0B103), and CCRM Watershed Facility (0B121) in accordance with all authorities, policies, and procedures in force and necessary to accomplish same; and that

**FURTHER RESOLVED**, That the Vice President of Administration, the VIMS Chief Operations Officer, and the College Building Official are authorized to execute any and all documents pertaining to the removal of said buildings.

September 24-26, 2014

Page   1   of   8  

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

**204-17650 Construct: Integrated Science Center Ph 3**

Design Team: EYP

Biennium: 2008-2010

Budget: \$74,180,000

Contractor: Whiting Turner

Funding Source: VCBA

Obligated to date: \$21,288,046

Description: The project will construct 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 funded through the Commonwealth's VCBA pooled project program.

Progress: All water, storm sewer and sanitary sewer lines were installed in Landrum Drive from May to July. Site work, utilities, and structural steel erection were permitted on 7/14. Work began immediately and will continue thru the first week of December. Revised working drawings for remaining building systems will be submitted in early October to enable permitting of remaining work in sequence with current work. Project completion is projected for summer, 2016.

**204-17809 Improve: Athletic Facilities (Umbrella)**

Design Team: Multiple

Biennia: 2012-2014

Budget: \$4,188,400 (\$6.5M in authority)

Contractor: Multiple

Funding Source: 9d bonds

Obligated to Date: \$3,467,098

Description: Three initial sub-projects (William & Mary Hall Roof Replacement, Busch Field Lighting Repairs, and Zable Stadium Window Replacement) addressed long-standing athletic facility deficiencies, and are complete. Project savings have allowed three additional sub-projects: W&M Hall HVAC Controls, W&M Hall Ceiling Cleaning and W&M Hall Fall Protection.

Progress: William & Mary Hall HVAC controls replacement and ceiling cleaning projects are complete. Construction for follow-on "above ceiling" Fall Protection (catwalks, safety cable and safety lighting required to service arena lighting and air handling units above the area ceiling) started in mid-September and is scheduled for completion by Nov 21<sup>st</sup>.

September 24-26, 2014

Page   2   of   8  

**204 – 18002 Improve: Accessibility Infrastructure**

Design Team: Clark-Nexsen

Biennium: 2012-2014

Budget: \$2,889,456

Contractor: TBD

Funding Source: GF/VCBA

Obligated to date: \$411,590

Description: The project supports a study, design, and construction to examine and improve accessibility issues at facilities not currently targeted for renovation within the next decade, and/or improvements to various campus locations that impede accessibility.

Progress: Design is underway for nine projects including installation of an Adair Hall elevator and restrooms, improvement of campus pathways, and construction of two access ramps. Project designs are under review to enable construction during the next year.

**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: \$270,892

Description: State Dam Safety Regulations now require that the spillways of all high hazard dams must pass 90% of the probable maximum flood (PMF) and/or withstand overtopping by just under 7'.

Progress: The Department of Environmental Quality (DEQ) Division of Dam Safety has approved the use of Roller Compacted Concrete (RCC) on the downstream face of the dam to meet the new spillway requirement. This method is expensive and will require additional state funds – approximately \$2.4M. Completion of design and construction is contingent upon completion of a General Assembly-directed evaluation of the probable maximum precipitation (PMP) standard on which the design-to flood levels are based. (There are over 30 high hazard dams across the state that are affected by PMP standard.) The legislature has directed DEQ to complete the evaluation NLT than December, 2014. Design will resume following state guidance, and can be completed within six months. A summer 2015 start of construction is possible.

**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: \$254,902

Description: The College will create a new Stormwater Management Plan to achieve compliance with new state stormwater regulations and emerging federal Total Maximum Daily Limit (TMDL) pollutant guidelines for the protection of the Chesapeake Bay.

September 24-26, 2014

Page   3   of   8  

Planning will include inventory of existing stormwater structures, determination of existing stormwater flow and associated contaminant loadings; and the identification, prioritization and sequencing of projects required to achieve regulatory compliance. The College must achieve a 5% contaminant reduction during 2013 – 2018, 40% during 2019 – 2024 and 100% during 2025 – 2030.

Progress: The study has determined contaminant reduction requirements based upon existing conditions, planned campus growth and evolving state standards. The evaluation phase is complete resulting in an initial identification, prioritization, sequencing, and pricing of compliance projects capable of satisfying regulatory requirements. This analysis, strategy development, and project identification has been codified in a draft Campus Stormwater Management Plan. The draft plan is being reviewed for accuracy, comprehensiveness and compliance. The plan will be finalized before the end of the calendar year in order to support design and construction of selected projects in 2015.

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

Design Team: RMF

Biennium: 2012-2014

Budget: \$2,995,609

Contractor: Mid-Atlantic

Infrastructure Systems (MIS)

Funding Source: VCBA

Obligated to date: \$2,587,505

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 and operating redundancy for the three existing 900 ton chillers.

Progress: Design review is complete and construction is permitted. Long lead time equipment orders and pipe fabrication have been authorized. Construction will start the first week of October. Estimated construction duration is six months.

**204 – 90005 Construct: Zable Stadium Improvements**

Design Team: BCWH/McMillan, Pazdan &amp; Smith

Biennium: 2014-2016

Budget: \$27,000,000

Contractor: Barton Malow

Funding Source: 0302 (private)

Obligated to Date: \$2,406,419

Description: The project supports renovation and improvements which will include seating, accessibility, restroom facilities, and public address system, and code upgrades.

Progress: Preliminary design drawings were submitted for code review on 9/9. Working drawing submission is scheduled for 12/15 to enable a February, 2015 construction start. Construction will be complete in 18 months, summer, 2016.

September 24-26, 2014

Page   4   of   8  **0197-001-13 Construct: Plumeri Baseball Practice Facility**

Design Team: Clough Harbor Associates (CHA)

Biennium: 2014-2016

Budget: \$900,000 (bids results: \$980,000)

Contractor: A.R. Chesson

Funding Source: 0302 (private)

Obligated to Date: \$102,791

Description: The project will construct a single story 5,280 gsf indoor baseball training facility along the third base line of Plumeri Park. The pre-engineered building will enclose three batting tunnels and a soft pitch "on deck" area in an all-weather envelope.

Progress: Working drawings are complete. The project is ready for permitting pending receipt of funds. Construction duration is estimated to be six months.

**204 – 17933 – 04 / 0076-001-13 Improve: One Tribe Place**

Design Team: Clancy &amp; Theys (design-build)

Biennium: 2014-2016

Budget: \$11,269,507

Contractor: Clancy &amp; Theys

Funding Source: 9c bonds / 0306

Obligated to Date: \$10,729,668

Description: Construction of fire and life safety improvements and minimum essential building repairs to bring the facility into compliance with building code and to address needed repairs.

Progress: Summer 2014 work included replacement of non-code compliant electrical wiring, improvements to emergency egress lighting and final adjustment of fire sprinklers in the space in order to achieve code compliance. Work was completed in August to enable occupancy for the fall semester. Total to date represents summers 2013 and 2014.

**204-17555 Improve: Dormitory Renovations**

Design Team: Multiple

Biennium: 2008-2010

Budget: \$2.5M

Contractor: Multiple

Funding Source: 9c bonds

Obligated to Date: \$2,485,149

Description: The final project is installation of Barrett Hall HVAC.

Progress: The project is complete. Air conditioning was brought on line in time to enable occupancy for the fall semester.

September 24-26, 2014

Page   5   of   8  

**204-17811 Improve: Dormitory Renovations (Umbrella)**

Design Team: Multiple

Biennium: 2010-2012

Budget: \$4.5M

Contractor: Multiple

Funding Source: 9c bonds

Obligated to Date: \$4,292,445

Description: Final project: Reves Hall HVAC modifications.

Progress: Construction to air condition the building and eliminate condensation issues was completed on time to allow occupancy for the fall 2014 semester.

**204-17933-01 Renovate: Chandler Hall**

Design Team: Boynton-Rothschild-Rowland

Biennium: 2012-2014

Budget: \$10,502,638

Contractor: Clancy & Theys

Funding Source: 9c bonds

Obligated to date: \$8,746,430

Description: A full interior & exterior renovation of the 151 bed Chandler Hall, including roof replacement, window replacement, building systems replacement, and interior finishes is scheduled to occur over a 15 month schedule.

Progress: Construction started immediately following commencement. Demolition is complete and structural repairs are in progress. Required wall changes and utility rough-in will commence as soon as structural work is complete on each floor. Project completion in summer 2015 will enable the return of students in August, 2015.

**204- 18046 Construct: Law School Expansion**

Design Team: VMDO

Biennium: 2014-2016

Budget: \$7.0M

Contractor: Gilbane Construction

Funding Source: 0302; 9(d) debt

Obligated to date: \$1,717,675

Description: The project is a 12,000 gsf expansion to accommodate law practicums/legal clinics and faculty offices in a separate but connected building.

Progress: Since the February report, the Law School has refocused this project on a smaller addition to house an "Experiential Learning Center" for clinics and their associated support space. Architect/engineer and construction manager contracts are in place and the design process has begun. The project will be presented to the Design Review Board for approval of the site and the design intent at the September 2014 meeting. The proposed schedule calls for design to be complete by summer 2015 in order to enable construction completion by summer 2016.

September 24-26, 2014

Page   6   of   8  **204 - 0000 - 003 - 13 Develop: Campus Master Plan**

Design Team: Cannon Design

Biennium: 2012-2014

Budget: \$500,000

Contractor: N/A

Funding Source: 0306

Obligated to date: \$298,976

Description: A new Campus Master Plan will develop a long range vision for growth and renewal 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: Cannon Design was selected to perform the study. The study features five phases:

- Phase 1 – Investigation and Research (Complete)
- Phase 2 – Condition Assessment & Space Utilization Analysis (Complete)
- Phase 3 – Functional Area Development (Complete)
- Phase 4 – Recommended Plan Development (Underway)
- Phase 5 – Plan Finalization (Fall, 2014)

Phases 1 – 3 are complete. Functional area concepts were approved by the Steering Committee on 9/18. The final plan will be presented and recommended for approval at the Board of Visitors meeting in November, 2014. The approved plan will then support development of the next 2016 – 2022 Capital Outlay (Six Year) Plan, which will go to the BOV for approval in April, 2015.

**204 - 90006 Construct: Pi Beta Phi Sorority Addition/Renovation**

Design Team: McKinney

Biennium: 2012-2014

Budget: \$1,584,728

Contractor: TBD

Funding Source: 0302 (private)

Obligated to date: \$1,293,939

Description: The project will expand the house to accommodate an improved kitchen and dining room, ADA bath on the first floor, and an expanded laundry on the second floor. Bathrooms on all floors will be renovated and improved. All windows will be replaced, a new HVAC system will be installed, and code required fire and life safety improvements will made.

Progress: Design is complete, the GMP approved and Daniel & Company selected as the Construction Manager. Construction started on 9/2/14. Substantial completion is expected by the end of February, 2015.

Board of Visitors

Enclosure   G  

September 24-26, 2014

Page   7   of   8  

**2012 – 2014 Major Repair and Maintenance Reserve**

2012 -14 Appropriation:	\$2,825,634
2015 Appropriation:	\$1,948,551
<b>Grand Total:</b>	<b>\$4,774,185</b>

**2012 – 2014**

Projects completed: \$ 2,241,271

- 204 – 00009 - 5 McGlothlin Utility Tunnel Repair
- 204 – 00009 - 6 Ewell Sanitary Sewer Repair
- 204 – 00073 - 2 Hoke House Addition Repairs
- 204 – 00075     Storm Water System Repairs
- 204 – 00076 - 2 Monroe Walkway Repairs
- 204 – 00077 - 1 Washington Hall DDC Controls
- 204 – 00077 - 2 Jones Hall DDC Controls
- 204 – 00078     Classroom Renovations
- 204 – 06014     Morton Hall Heat Exchanger Removal
- 204 – 11001     Replace: Halon Systems (Blow Hall)
- 204 – 13004 - 1 Muscarelle Fire Alarm/Fire Sprinkler Repl
- 204 – 13005     Swem Pavilion A&B Roof Repair
- 204 – 13009 - 2 Campus Police FA Receiver
- 204 – 13009     Old Dominion HVAC Controls

Project awarded for Construction

- 204 – 00007 - 3 Swem Elevator Repair \$ 356,460
- 204 – 00009 - 6 W&M Hall Area Street Lighting Repairs
- 204 – 00076 - 3 Wren South Walkways

Projects in design: \$ 124,819

- 204 – 00007 - 1 ADA Accessibility (Ewell Hall Elevator)
- 204 – 14001     Mule Barn Structural Repair

Remaining Funds: \$ 103,084

**Grand Total:           \$ 2,825,634**

September 24-26, 2014

Page   8   of   8  **2015**

Projects completed: \$ 115,000

- 204 – 15008 McGlothlin-Street Step Repair
- 204 – 00007 – 4 James Blair Elevator Repair

Projects awarded for Construction: \$ 484,200

- 204 – 00011 Reves 2<sup>nd</sup> Floor Separation
- 204 – 15009 Jones Hall Elevator Repair

Projects in design: \$ 1,105,000

- 204 – 00007 – 2 Ewell Hall Elevator Repair (Controls) 70,000
- 204 – 00007 – 3 Ewell Hall Elevator Machine Rm. Repair 55,000
- 204 – 15002 Lake Matoaka Art Studio FA Replacement 50,000
- 204 – 15004 Jones Hall Halon System Replacement 350,000
- 204 – 15005 Law School BMP Maintenance 50,000
- 204 – 15006 Yates Lot Storm Runoff Repair 30,000
- 204 – 15011 Sorority Court Water Line Repair 200,000
- 204 – 15013 Lodges Water Line Replacement 80,000
- 204 – 15015 Pop Lab AHU / FCU Replacement 70,000
- 204 – 15016 Jones Hall AHU#1 Replacement 100,000
- 204 – 15020 Classroom Renovation 50,000

Remaining Funds: \$ 244,351**Grand Total: \$ 1,948,551**

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE CAPITAL PROJECT:  
IMPROVE SWEM MEDIA CENTER**

Whereas, in March of 2013, the College received the Governor's request that each agency and institution develop a Capital Outlay Plan for the 2014-2020 biennia, and the College complied with that request, resulting in the 2014-2020 Capital Outlay Six Year Plan, which was approved by the Board in April 2013, and submitted to the Department of Planning and Budget over the spring and summer of 2013;

Whereas, the College's Board of Visitors has the authority to approve non-general fund, non-debt capital projects in accordance with Subchapter 3, (§23.38.91 et seq.) of the Restructured Higher Education Administrative and Operations Act, Chapter 4.10 (§23-38.88 et seq.) of Title 23 of the Code of Virginia, effective July 1, 2006 (the "Act"); and

Whereas, the College's Board of Visitors may authorize a new non-general fund capital project regardless of the Commonwealth's biennial calendar and process; and

Whereas, in January of 2014, the College initiated planning, using donor provided funds, for the renovation and improvement of the Swem Media Center, located in the basement of Swem Library; and

Whereas the proposed project will renovate existing media space to provide over 11,000 gross square feet of digital media laboratory space, a dedicated production studio, and two classrooms which will allow faculty and students to explore, investigate and experiment with the latest in media technology; and

Whereas having access to the expertise and new technologies of the renovated Media Center will be a core support of the new curriculum; and

Whereas, the proposed project, estimated to cost \$1.941M will be funded from all private funds, of which 75.63% (or \$1.468M) is cash in hand; and

Whereas, the College has selected a Construction Management at Risk construction method, and will be ready to initiate construction following review by the Code Review Team, and permitting by the Building Code Official, which is scheduled for Fall 2014;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the creation of the non-general fund capital project: Improve Swem Media Center; and

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take all actions necessary to initiate, implement and complete the project in accordance with the College's restructured authority under the Act.

COMMITTEE ON ADVANCEMENT

September 25, 2014

10:45 – 11:45 a.m.

Board Room - Blow Memorial Hall

Sue H. Gerdelman, Chair  
Lynn M. Dillon, Vice Chair  
Keith S. Fimian, Vice Chair  
Christopher M. Little, Vice Chair  
Leigh A. Pence, Vice Chair  
H. Thomas Watkins, III, Vice Chair

- I. Opening Remarks – Ms. Gerdelman
- II. Approval of Minutes
  - 1. April 24, 2014
  - 2. May 28, 2014 – Development Working Group
  - 3. September 12, 2014 – Advancement Working Group
- III. University Advancement Report – Vice President Matthew T. Lambert
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

COMMITTEE ON DEVELOPMENT and  
COMMITTEE ON ALUMNI AFFAIRS  
JOINT MEETING MINUTES – APRIL 24, 2014

DEVELOPMENT WORKING GROUP  
MINUTES – MAY 28, 2014

ADVANCEMENT WORKING GROUP  
MINUTES – SEPTEMBER 12, 2014

**MINUTES**  
**Committee on Development and Committee on Alumni Relations**  
**April 24, 2014**  
**Board Room - Blow Memorial Hall**

The Committee on Development and the Committee on Alumni Relations met jointly in the Board Room on Thursday, April 24, 2014.

Development Committee Attendees: Sue H. Gerdelman, Chair; Lynn M. Dillon, Vice Chair; L. Clifford Schroeder, Sr., Vice Chair; H. Thomas Watkins III, Vice Chair.

Alumni Relations Committee Attendees: Lynn M. Dillon, Chair; Keith S. Fimian, DeRonda M. Short and Peter A. Snyder.

Board members present: Rector Todd A. Stottlemeyer; Kendrick F. Ashton, Jr., Ann Green Baise, Charles A. Banks, III, Thomas R. Frantz, John E. Littel, Robert E. Scott; John Charles Thomas; Faculty Representative William J. Hausman, Student Representative Chase B. Koontz and staff liaison Jennifer E. Sekula.

Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Mark L. Begly, Frances C. Bradford, Henry R. Broaddus, Kate Conley, Karen R. Cottrell, Davidson M. Douglass, Edward C. Driscoll, Jr., Daniel H. Frezza, Lee J. Foster, Michael J. Fox, W. Fanchon Glover, James R. Golden, Earl T. Granger, III., Samuel E. Jones, Barbara C. Joynes, Matthew T. Lambert, Jennifer B. Latour, Anna B. Martin, Jeremy P. Martin, Jennifer J. Morgan, Teresa L. Munford, Jake A. Perez, John T. Wells, Brian W. Whitson, Sandra J. Wilms and other College staff.

Development Chair Sue Gerdelman called the joint meeting to order at 2:45 p.m. and welcomed those present

Recognizing that a quorum of the Committee on Development was present, Ms. Gerdelman asked for a motion to approve the minutes of the meetings of November 16, 2013; November 21, 2013; and February 6, 2014. Motion was made by Mr. Banks, seconded by Mr. Littel and approved by voice vote of the Committee on Development.

Recognizing that a quorum of the Committee on Alumni Relations was present, Ms. Dillon asked for a motion to approve the minutes of the meeting of November 20, 2013. Motion was made by Ms. Short, seconded by Mr. Snyder and approved by voice vote of the Committee on Alumni Relations.

Ms. Gerdelman introduced Vice President for Development Matthew Lambert, who reviewed **Resolution 37**, The Christopher Wren Association Fund Functioning as an Endowment; and **Resolution 38**, Amendment to the Katherine Elizabeth Towers and Lewis Carlin Towers Scholarship Quasi-Endowment. Following brief discussion, Ms. Gerdelman moved adoption of

Committees on Development and Alumni Affairs  
MINUTES  
Page 2

both resolutions. Motion was seconded by Mr. Watkins and approved by voice vote of the Committee on Development.

Ms. Gerdelman moved that the Committee on Development convene in closed session pursuant to Section 2.2-3711.A.8., of the Code of Virginia, in order to discuss specific recommendations related to future fundraising strategies as well as current development activities. Motion was seconded by Mr. Watkins and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 2:51 p.m.

The Committee reconvened in open session at 3:38 p.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Watkins and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended).

Ms. Dillon called on Executive Vice President Karen Cottrell, who reviewed upcoming alumni events and provided an overview of recent alumni engagement events, and regional events planned through June 2014. She discussed the upcoming 50<sup>th</sup> reunion activities and encouraged all Board members to attend activities in their home areas. The Rector emphasized that he would like to the Board to be updated on all upcoming Alumni events. Ms. Cottrell discussed the upcoming student events and explained the partnering with the current Chapters to host these events.

Following a brief discussion and there being no further business, the committees adjourned at 3:45 p.m.

April 24, 2014

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:

4

NAYS:

0

ABSENT DURING CLOSED SESSION:

A handwritten signature in cursive script, reading "Sue H. Gerdelman", written over a horizontal line.

Sue H. Gerdelman

Chair

Committee on Development

**MINUTES**  
**Development Working Group**  
**May 28, 2014**  
**Kirkland & Ellis, 601 Lexington Avenue, New York City**

Board of Visitors members: Sue H. Gerdelman, Chair; Todd A. Stottlemeyer, H. Thomas Watkins, III

Others attending: President W. Taylor Reveley III, Earl T. Granger, III, Michael R. Halleran, Matthew T. Lambert, and other College staff.

Chair Sue Gerdelman called the meeting to order at 12:30 p.m. and expressed her thanks to those attending.

Ms. Gerdelman moved that the Development Working Group convene in Closed Session to discuss specific recommendations related to future fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A. 8., of the Code of Virginia. Motion was seconded by Mr. Stottlemeyer and approved by voice vote. The observers were asked to leave the room and the Working Group went into closed session at 12:35 p.m.

The Development Working Group reconvened in open session at 4:00 p.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Stottlemeyer and approved by roll call vote conducted by Ms. Gerdelman (Certification **Resolution** is appended).

There being no further business, the Development Working Group adjourned at 4:00 p.m.

May 28, 2014

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Development Working Group 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

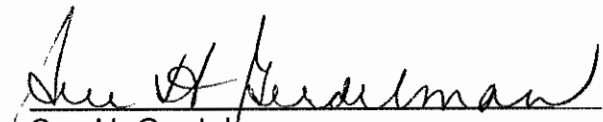
WHEREAS, ' 2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Development Working Group, 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 Development Working Group.

VOTE

AYES: 3

NAYS: 0

  
Sue H. Gerdelman  
Chair, Development Working Group

**MINUTES**  
**Advancement Working Group**  
**September 12, 2014**  
**Board Room - Blow Memorial Hall**

Board of Visitors members: Sue H. Gerdelman, Todd A. Stottlemeyer

Others attending:

Earl T. Granger, III, Lee J. Foster, Heather Golden, Michael Halleran, Kristin A. Heller, Matthew T. Lambert, Teresa L. Munford, Jake A. Perez, Kim Sosa, Mitch Vander Vorst

Chair Sue Gerdelman called the meeting to order at 2:04 p.m., welcomed all in attendance and expressed her thanks to those attending.

Ms. Gerdelman moved that the Advancement Working Group convene in Closed Session to discuss specific recommendations related to future fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A. 8., of the Code of Virginia. Motion was seconded by Mr. Stottlemeyer and approved by voice vote. The observers were asked to leave the room and the Working Group went into closed session at 2:07 p.m.

The Advancement Working Group reconvened in open session at 4:16 p.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Stottlemeyer and approved by roll call vote conducted by Ms. Gerdelman (Certification **Resolution** is appended).

There being no further business, the Advancement Working Group adjourned at 4:16 p.m.

September 12, 2014

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Advancement Working Group 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 Advancement Working Group, 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 Advancement Working Group.

VOTE

AYES: 2

NAYS: 0



Sue H. Gerdelman  
Chair, Advancement Working Group

COMMITTEE ON STUDENT AFFAIRS

September 25, 2014

2:30 – 3:15 p.m.

Board Room - Blow Memorial Hall

Leigh A. Pence, Chair  
Keith S. Fimian, Vice Chair  
Lisa E. Roday, Vice Chair  
Peter A. Snyder, Vice Chair

- I.     Introductory Remarks - Ms. Pence
  
- II.    Report from Vice President for Student Affairs – Virginia M. Ambler
  - A.     Beginning of Year Updates
  - B.     Diversity and Inclusion Initiatives in Student Affairs
  
- III.   Report from Student Liaisons – Megan Brew and Peter Rechter
  
- IV.   Discussion
  
- V.     Adjourn

COMMITTEE ON ATHLETICS  
September 25, 2014  
4:30 – 5:30 p.m.  
Board Room – Blow Memorial Hall

Peter A. Snyder, Chair  
Keith S. Fimian, Vice Chair

- I.      Introductory Remarks – Mr. Snyder
- II.     Approval of Minutes – April 24, 2014
- III.    NCAA Governance
- IV.    Zable Renovation
- V.     Fall Sports Update
- VI.    Events
- VII.   Closed Session (if necessary)
- VIII.  Adjourn

COMMITTEE ON ATHLETICS  
MINUTES – APRIL 24, 2014

**MINUTES**  
**Committee on Athletics**  
**April 24, 2014**  
**Board Conference Room - Blow Memorial Hall**

Attendees: Peter A. Snyder, Chair; Keith S. Fimian, Vice Chair; Sue H. Gerdelman; DeRonda M. Short and H. Thomas Watkins III. Board members present: Rector Todd A. Stottlemeyer; Kendrick F. Ashton, Jr.; Charles A. Banks III; Thomas R. Frantz; Robert E. Scott; student representative Chase Koontz. Others present: President W. Taylor Reveley III, Edward C. Driscoll, Jr., Michael J. Fox, Jeremy P. Martin; and other College staff.

Chair Peter Snyder called the meeting to order at 4:10 p.m., and briefly reviewed the agenda.

Recognizing that a quorum was present, Mr. Snyder moved adoption of the minutes of the February 6, 2014, meeting. Motion was seconded by Mr. Fimian and approved by voice vote.

Mr. Snyder introduced Associate Vice President of Communications Brian Whitson and Senior Assistant Athletic Director Pete Clawson, who presented a PowerPoint on the potential impact on the College and the Athletic Department of the men's basketball team winning the CAA championship and participating in the NCAA Tournament. A brief discussion ensued.

Mr. Snyder introduced Director of Athletics Terry Driscoll, who discussed the possibility of implementing a grey shirt program which refers to those seniors in high school who graduate in December and enter college for the spring semester. Such a program might be helpful to the football staff in recruiting. A brief discussion ensued.

Mr. Snyder and Mr. Watkins discussed the possibility of creating a small group to develop a strategic vision plan for the Athletics program; it was the consensus of the Committee that this idea should be explored with the administration and the President.

Following a general discussion and there being no further business, the Committee adjourned at 4:30 p.m.

COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

September 26, 2014

8:00 – 9:45 a.m.

Board Room – Blow Memorial Hall

Thomas R. Frantz, Chair  
John E. Littel, Vice Chair  
Robert E. Scott, Vice Chair  
Peter A. Snyder, Vice Chair  
H. Thomas Watkins III, Vice Chair

- I. Introductory Remarks – Mr. Frantz
- II. Closed Session (if necessary)
- III. Update on Regional Activity – Mr. Frantz, Vice President Henry R. Broaddus and Senior Counselor to the President James R. Golden
- IV. Other Topics
- V. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS

September 26, 2014

9:45 – 10:45 a.m.

Board Room - Blow Memorial Hall

Kendrick F. Ashton, Chair

John E. Littel, Vice Chair

- I.     Introductory Remarks - Mr. Ashton
- II.    Approval of Minutes - April 25, 2014
- III.   Investment Portfolio Evaluation Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
  - A.     Investment Portfolio Evaluation for Periods Ending June 30, 2014.  
        Enclosure   H  . (*see separate booklet*)
- IV.    Report from Vice President for Finance Samuel E. Jones
  - A.     State Funding Actions.
  - B.     Six-Year Plan Update.   **Resolution   11**.
  - C.     2014 Debt Management Report. Enclosure   I  .
  - D.     FY 2014-2015 Operating Budget Summary. Enclosure   J  .
  - E.     Statement of Endowment Funds - June 30, 2014.  
        Enclosure   K  .
- V.     Report from Virginia Institute of Marine Science Dean John T. Wells
  - A.     State Funding Actions.
  - B.     FY 2014-2015 Operating Budget Summary. Enclosure   L  .
- VI.    Closed Session (if necessary)
- VII.   Discussion
- VIII.  Adjourn

COMMITTEE ON FINANCIAL AFFAIRS  
MINUTES – APRIL 25, 2014

**MINUTES**  
**Committee on Financial Affairs**  
**April 25, 2014**  
**Board Room – Blow Memorial Hall**

Attendees: John E. Littel, Vice Chair; Charles A. Banks, III, Vice Chair; Edward L. Flippen, Vice Chair; Thomas R. Frantz; Robert E. Scott; and H. Thomas Watkins III. Board members present: Rector Todd A. Stottlemeyer; Ann Green Baise; Lynn M. Dillon; Sue H. Gerdelman; L. Clifford Schroeder, Sr.; DeRonda M. Short; Peter A. Snyder, John Charles Thomas; faculty representative William Hausman, student representative Chase Koontz, and staff liaison Jennifer Sekula. Others in attendance: President W. Taylor Reveley; Provost Michael R. Halleran; Virginia M. Ambler; James R. Golden; Samuel E. Jones; Matthew T. Lambert, Anna B. Martin; Michael J. Fox; University Counsel Deborah Love, Virginia Institute of Marine Science Dean/Director John T. Wells; Richard Bland Vice President Annette Parker, and other College and VIMS staff.

Vice Chair John Littel convened the meeting at 9:52 a.m. Recognizing that a quorum was present, Mr. Littel requested a motion to approve the minutes of the February 7, 2014. Motion was made by Mr. Flippen, seconded by Mr. Banks and approved by voice vote of the Committee.

Vice President for Finance Samuel E. Jones reported that due to a stalemate regarding the Medicaid issue, the General Assembly had not yet approved the State biennial operating budget for 2014-16. As a result, the College's FY 2015 budget reflects anticipated actions of the General Assembly and assumes approval of the State budget by the Governor prior to July 1, 2014. Estimated State appropriation for the College provides approximately \$42.8 million, an increase of 5.29% from FY 2014. The College continues to support the funding priorities as outlined in the Six-Year and Strategic Plans approved by the Board of Visitors. The FY 2015 budget includes approximately \$1.4 million in reallocations supporting 10.8% of all new expenditures. The William and Mary Promise, in its second year of implementation, provides predictability and affordability for in-state undergraduates with a 4-year tuition guarantee for entering students. Tuition for continuing undergraduates (pre-Promise) will increase by \$213 (2.4 percent). Out of state undergraduate tuition will increase by \$1316 (4 percent), while increases for graduate and professional students range from \$160 to \$1060.

Mr. Littel then asked for a motion to approve the following resolutions as a block: **Resolution 39**, FY 2014-15 Operating Budget for Educational and General Programs; **Resolution 40**, FY 2014-15 Tuition and Fee Structure for Full- and Part-time Students; **Resolution 41**, FY 2014-15 Auxiliary Enterprise Operating Budgets; **Resolution 42**, FY 2014-15 Sponsored Programs Operating Budget; **Resolution 43**, FY 2014-15 State Appropriated Student Financial Assistance; **Resolution 44**, FY 2014-15 Applied Music Fee; and **Resolution 45**, FY 2014-15 Board of Visitors Private Funds Budget. Motion was made by Mr. Flippen, seconded by Mr. Watkins, and approved by voice vote of the Committee.

Virginia Institute of Marine Science Dean/Director John Wells reviewed the proposed FY 2015 budget for VIMS, highlighting the funding priorities for the Institute. Mr. Littel requested a

motion to approve **Resolution 46**, FY 2014-15 Operating Budget. Motion was made by Mr. Scott, seconded by Mr. Banks and approved by voice vote of the Committee.

The College's investment consultant, Joseph Montgomery of Wells Fargo Advisors, was asked to report on the performance of the College's endowment portfolio. The total value of the Board of Visitors' assets, as of March 31, 2014, was \$79.6 million. Since 2002, the portfolio has had an investment gain of \$46.7 million.

Following brief discussion, and there being no further business, the Committee adjourned at 11:04 a.m.

**COLLEGE OF WILLIAM AND MARY**

**SIX-YEAR PLAN UPDATE**

WHEREAS, the College of William & Mary has a long tradition of providing an excellent liberal arts education to the citizens of the Commonwealth and the nation; and

WHEREAS, the Governor's Commission on Higher Education has indicated "the Commonwealth's commitment . . . to having a distinctive 'public ivy' at William & Mary;" and

WHEREAS, consistent with the requirement of the Higher Education Opportunity Act (the Act), the College developed its 2014-16 Six-Year Plan rooted in this commitment, the goals set out in its Strategic Plan, and the objectives of the Act; and

WHEREAS, in April, 2013, the Board of Visitors of the College of William and Mary established the William & Mary Promise, a new business model to enhance the quality of a William and Mary education while improving predictability and affordability for in-state undergraduate students.

WHEREAS, the Commonwealth's planning process requires an update to the six year-plan on an annual basis, incorporating funding actions by the Commonwealth as reflected in the final FY 2015 budget approved by each institution's Board of Visitors.

WHEREAS, the College has reviewed those expenditures necessary to support and enhance its instructional, research, student service, and administrative operations, prioritized those expenditures, and recommended funding through a combination of Commonwealth, College, and reallocated revenue; and

WHEREAS, the College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary, approves the College's Six-year Plan Update to reflect FY 2015 expenditures and tuition and fee charges consistent with the College's FY 2015 operating budgets as approved by the Board and subsequently modified to reflect State funding reductions, and FY 2016 expenditures as proposed in the College's original Six-Year Plan, adjusted to reflect a base reduction in State support of \$2,339,000 as proposed in House Bill Number 5010 (2014 Special Session 1). Planned FY 2016 expenditures include \$8.1 million in College support supplemented by the further reallocation of funds within the College's overall operating budget.

Board of Visitors

Resolution   11  

September 24-26, 2014

Page   2   of   4  

BE IT FURTHER RESOLVED, That in response to the Commonwealth's direction that the Virginia Institute of Marine Science prepare a separate Six-Year Plan, the Board of Visitors of the College of William and Mary approves the Institute's Six-Year Plan Update to reflect FY 2015 expenditures consistent with the Institute's FY 2015 operating budget as approved by the Board, and FY 2016 expenditures as proposed in the Institute's original Six-Year Plan adjusted to reflect the impact of any state funding actions.

*College of William and Mary*  
***SIX YEAR PLAN UPDATE***  
**Incremental Expense by Priority**

<b><u>PRIORITY</u></b>		<b><u>FY 2016</u></b>	
1	Faculty and Staff Salaries	\$	4,230,900
2	Fringe Benefits (rate increase)	\$	778,000
3	Undergraduate Financial Aid	\$	2,290,000
4	Enrollment	\$	425,000
5	Graduate Financial Aid	\$	500,000
6	eLearning Platform	\$	208,000
7	International Programs	\$	256,000
8	Base Operating Funds	\$	85,000
9	Reallocation from Business Innovation	\$	(660,100)
			<hr/>
		\$	8,112,800

*Virginia Institute of Marine Science*  
*SIX YEAR PLAN UPDATE*  
**Incremental Expense by Priority**

<b><u>PRIORITY</u></b>		<b><u>FY 2016</u></b>
1	Support Graduate Financial Aid	\$ 496,987
2	Increase Faculty Salaries	\$ 208,697
3	Increase Staff Salaries	\$ 134,483
4	Improve Longevity of Highly-Sophisticated Research Instrumentation	\$ 350,000
5	Support Chesapeake Bay Fish and Shellfish Surveys	\$ 544,465
6	Enhance Chesapeake Bay Water Quality Modeling and Monitoring	\$ 964,965
7	Develop and Support New Management and Policy Approaches at State and Local Government Levels	\$ 380,000
8	Implement a Post-Graduate Fellowship Program	\$ 78,904
9	O & M for New Facilities	\$ 415,000
10	Enhance HPC Technology	\$ 432,880
11	Expand Institutional Collaborations	No dollar impact
12	Continue to Operate as a Year Round Facility	No dollar impact
		<hr/>
		\$ 4,006,381

September 24-26, 2014

Page   1   of   7  

## **COLLEGE OF WILLIAM AND MARY**

### **2014 DEBT MANAGEMENT REPORT**

The College of William and Mary Debt Management Policy was established to address all forms of long-term debt including fixed and variable rate options for capital construction projects and capital leases. Key objectives of the policy include the following:

- To provide guidance to the College in undertaking long-term debt obligations benefiting the College;
- To provide a structured framework for the issuance of long-term debt;
- To provide an on-going process for the College to evaluate the level of its annual debt service and consolidated debt burden; and
- To document the exercise of due diligence in the execution and/or management of the College debt portfolio and use of its financial resources.

The Debt Management Policy is applicable to the College of William and Mary, the Virginia Institute of Marine Science, and Richard Bland College.

#### **Background**

To date, the College of William and Mary has issued none of its own debt but rather had debt issued on its behalf by the Commonwealth of Virginia. While the College remains responsible for principal and interest associated with this debt, this approach allows the College to minimize issuance costs and take advantage of the Commonwealth's strong credit position.

Long-term debt is used primarily to support the construction or renovation of major auxiliary facilities including residence halls, university centers and dining facilities, parking improvements, and recreational and athletic facilities. College supported debt service for academic facilities has been used to provide supplemental funding for projects receiving significant support from the Commonwealth or for projects where significant private support is available. The typical debt vehicle is a 20 years, fixed rate 9(c) or 9(d) bond issued by the Commonwealth of Virginia. Over the course of the bond period, the Treasurer of Virginia may refinance projects to take advantage of cost saving opportunities.

#### **Standard and Poor's Bond Rating**

The College was required to be rated by one of the major credit rating firms as part of its application for Tier 3 status under the higher education restructuring act. The Act required that institutions have at least an "AA-" credit rating for consideration as a Tier 3 institution. In July, 2014, Standard and Poor's reaffirmed its "AA" issuer credit rating for the College citing its strong student quality and demand, consistent break-even financial performance, and solid fund raising and endowment.

September 24-26, 2014

Page 2 of 7

**Current Debt Position**—As of June 30, 2014, outstanding long-term debt totaled \$238.6 million consisting of \$69.8 million in 9(c) bonds and \$168.8 million in 9(d) bonds (see Appendix A). Section 9(c) bonds are general obligation bonds issued by the Commonwealth on behalf of the College pursuant to Section 9 of Article X of the Constitution of Virginia. As such, while the College is responsible for repayment, these bonds are backed by the full faith and credit of the Commonwealth. Section 9(d) bonds are issued through the Virginia College Building Authority's Pooled Bond Program and backed by the general revenue pledge of the College. As debt is issued, the College's fee structure is adjusted to generate the funds necessary to support any new debt issuance or, in certain cases, private funds to support the necessary debt service are identified consistent with the requirements of the Debt Management Policy.

Richard Bland College (RBC) has entered into a thirty year capital lease with Richard Bland College Foundation (RBCF) for the provision of a student housing complex with two dormitories on the RBC campus. RBC has accounted for the acquisition of the complex and its furniture and equipment as a capital lease, and therefore has recorded the facility and furnishings as depreciable capital assets and has also recorded a corresponding lease liability in long-term debt on the Statement of Net Assets. The outstanding balance of this capital lease as of June 30, 2014 is \$23,044,326. RBC also recognized other long-term debt through the agreement with the RBCF for non-capitalized expenses. The outstanding balance of this other debt as of June 30, 2014 is \$811,731.

Installment Purchases - consist of long-term obligations resulting from various contracts used to finance energy performance contracts and the acquisition of equipment. The length of purchase agreements range from two to fifteen years, and the interest rate charges are from 1.3 to 4.7 percent. The outstanding balance of installment purchases as of June 30, 2014 is \$4,402,664 (Appendix B).

**FY 2015 Debt Issues** – Additional debt totaling \$4.3M will be issued in Winter/Spring, 2015 against authorization received July 1, 2014 for 9c revenue debt. Projects supported with this debt issuance include renovation of One Tribe Place, and renovation/replacements to House 5 (Sorority Court). The College's FY 15 fee structure as approved by the Board of Visitors in April, 2014, includes support for these projects.

**Variable Rate Debt**—The College currently has no outstanding variable rate debt.

**Annual Debt Service Cost as Percentage of Total Operating Expense**—The Debt Management Policy stipulates that maximum annual debt service cost as a percentage of total operating expense shall not exceed 10% and that debt issued in any given year shall be limited to an amount that allows the debt service to total operating expense ratio to remain at or below the 10% maximum. Information regarding this ratio follows:

September 24-26, 2014

Page   3   of   7  

	<u>Debt Service</u>	<u>Operating Expense</u>	<u>Ratio</u>
FY 2010	\$21,345,791	\$ 319,212,227	6.7%
FY 2011	\$19,754,806	\$ 337,426,850	5.9%
FY 2012	\$23,141,878	\$ 356,429,081	6.5%
FY 2013	\$25,399,049	\$ 373,058,466	6.8%
FY 2014	\$25,774,720	\$ 397,299,086	6.5%
FY 2015 (e)	\$26,967,647	\$ 405,245,068	6.7%
FY 2016 (e)	\$28,225,702	\$ 413,349,969	6.8%

- (e) The FY 2015 and 2016 ratios reflect an estimate for debt service and two percent annual growth in operating expense above FY 2014 levels.

The debt service ratio has remained reasonably stable over the past few years and as projected for FY 2015 and 2016 even while new debt is being issued. This is attributable to new debt being issued at an overall lower interest rate, systematic refunding of existing debt by the Commonwealth for lower interest rates and a steady increase in operating expenditures.

**Debt Service authorized by the Board of Visitors and the Commonwealth but not yet issued**—Debt supported capital project previously authorized by the Board of Visitors and the Commonwealth for which the College has not yet requested that debt be issued includes the following:

<u>Project</u>	<u>Authorized Debt Service</u>
Campus Center Renovations	\$35,000,000
Athletic Facility Improvements	\$ 2,760,000
Auxiliary Facility Improvements	\$13,000,000
Improve Marshal-Wythe Law School	\$ 5,200,000
Dormitory Renovations	\$11,700,000

As of June 30, 2014, the Virginia Institute of Marine Science has no outstanding long-term debt nor have any new debt supported projects been authorized by the Board of Visitors or the Commonwealth of Virginia.

September 24-26, 2014

Page 4 of 7

Appendix A  
Outstanding Bond Debt

**Section 9(c) Bonds Payable:**

<u>Description</u>	<u>Interest Rates(%)</u>	<u>Maturity</u>	<u>Balance as of June 30, 2014</u>
Dormitory, Series 2005A1	3.500 - 5.000	2026	\$ 260,000
Dormitory, Series 2006A2	4.000 - 5.000	2015	265,000
Dormitory, Series 2009C	3.000 - 4.000	2021	383,984
Dormitory, Series 2009C	3.000 - 4.000	2022	2,536,364
Dormitory, Series 2009D	2.500 - 5.000	2022	1,940,000
Renovate Residence Halls, Series 2010A2	2.000 - 5.000	2030	3,790,000
Dormitory, Series 2012A	3.000 - 5.000	2016	257,687
Dormitory, Series 2012A	3.000 - 5.000	2024	779,720
Dormitory, Series 2013A	2.000 - 5.000	2033	4,505,000
Dormitory, Series 2013B	3.000 - 5.000	2026	1,112,612
Dormitory, Series 2014A	2.000 - 5.000	2034	9,005,000
Dormitory, Series 2014B	2.000 - 5.000	2020	119,883
Dormitory, Series 2014B	2.000 - 5.000	2020	650,177
Dormitory, Series 2014B	2.000 - 5.000	2020	1,551,522
Dormitory, Series 2014B	2.000 - 5.000	2020	1,665,542
Renovation of Dormitories			28,822,491
Graduate Housing, Series 2006B	4.000 - 5.000	2026	410,000
Graduate Housing, Series 2008B	3.000 - 5.000	2028	1,960,000
Graduate Housing, Series 2009D	2.500 - 5.000	2022	1,270,000
Graduate Housing, Series 2013B	3.000 - 5.000	2026	1,411,860
Graduate Housing			5,051,860
Construct New Dormitory, Series 2010A2	2.000 - 5.000	2030	1,720,000
Construct New Dormitory, Series 2011A	3.000 - 5.000	2031	13,325,000
Construct New Dormitory, Series 2013A	2.000 - 5.000	2033	8,475,000
Construct New Dormitory			23,520,000
Underground Utility, Series 2012A	3.000 - 5.000	2016	232,265
Underground Utility, Series 2014B	2.000 - 5.000	2016	310,717
Underground Utility			542,982
Renovate Commons Dining Hall, Series 2005A2	3.500 - 5.000	2026	425,000
Renovate Commons Dining Hall, Series 2009D	2.500 - 5.000	2022	3,200,000
Renovate Commons Dining Hall, Series 2012A	3.000 - 5.000	2024	1,289,537
Renovate Commons Dining Hall, Series 2013B	3.000 - 5.000	2026	1,831,383
Commons Dining Hall			6,745,920
Total bonds payable			64,683,253
Deferred Gain/(Loss) on Advance Refundings			(964,664)
Unamortized premiums (discounts)			6,059,380
Net bonds payable			\$ 69,777,969

September 24-26, 2014

Page 5 of 7**Section 9(d) Notes Payable:**

<u>Description</u>	<u>Interest Rates (%)</u>	<u>Maturity</u>	<u>Outstanding Balance as of June 30, 2014</u>
Barksdale Dormitory, Series 2004A	3.000 - 5.000	2015	\$ 515,000
Barksdale Dormitory, Series 2005A	3.500 - 5.000	2017	2,890,000
Barksdale Dormitory, Series 2006A	3.000 - 5.000	2027	1,465,000
Barksdale Dormitory, Series 2010B	2.000 - 5.000	2021	450,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2024	640,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2025	6,495,000
Barksdale Dormitory, Series 2012A	3.000 - 5.000	2025	<u>6,330,000</u>
Barksdale Dormitory			18,785,000
William and Mary Hall, Series 2004B	3.000 - 5.000	2017	430,000
William and Mary Hall, Series 2007B	4.000- 4.250	2018	<u>165,000</u>
William and Mary Hall			595,000
Parking Deck, Series 2004A	3.000 - 5.000	2015	110,000
Parking Deck, Series 2005A	3.500 - 5.000	2017	1,430,000
Parking Deck, Series 2010B	2.000 - 5.000	2021	950,000
Parking Deck, Series 2012A	3.000 - 5.000	2024	1,355,000
Parking Deck, Series 2012A	3.000 - 5.000	2025	1,385,000
Parking Deck, Series 2012A	3.000 - 5.000	2025	<u>3,140,000</u>
Parking Deck			8,370,000
Recreation Sports Center, Series 2004A	3.500 - 5.000	2015	365,000
Recreation Sports Center, Series 2005A	3.500 - 5.000	2017	555,000
Recreation Sports Center, Series 2010B	2.000 - 5.000	2021	220,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2024	315,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	4,585,000
Recreation Sports Center, Series 2012A	3.000 - 5.000	2025	<u>1,225,000</u>
Recreation Sports Center			7,265,000
Improve Athletics Facilities, Series 2005A	3.500 - 5.000	2026	770,000
Improve Athletics Facilities, Series 2006A	3.000 - 5.000	2027	590,000
Improve Athletics Facilities, Series 2012A	3.000 - 5.000	2025	1,655,000
Improve Athletics Facilities II, Series 2013A&B	2.000 - 5.000	2034	<u>1,555,000</u>
Improve Athletics Facilities			4,570,000

## Board of Visitors

Enclosure I

September 24-26, 2014

Page 6 of 7

Marshall-Wythe Library, Series 2004B	3.000 - 5.000	2020	795,000
Law School Library, Series 2007A	4.500 - 5.000	2028	2,910,000
Law School Library, Series 2010B	2.000 - 5.000	2021	260,000
Law School Library, Series 2012A	3.000 - 5.000	2024	385,000
Law School Renovations, Series 2013A&B	2.000 - 5.000	2034	<u>6,605,000</u>
Law School			10,955,000
 Magnet Facility, Series 2010B	 2.000 - 5.000	 2021	 570,000
Magnet Facility, Series 2012A	3.000 - 5.000	2024	<u>805,000</u>
Magnet Facility			1,375,000
 School of Business, Series 2007A	 4.500 - 5.000	 2028	 18,810,000
School of Business, Series 2009A	2.750 - 4.000	2016	<u>9,905,000</u>
School of Business			28,715,000
 Integrated Science Center, Series 2007A	 4.500 - 5.000	 2028	 9,865,000
Integrated Science Center, Series 2009A	2.750 - 5.000	2029	<u>5,560,000</u>
Integrated Science Center			15,425,000
 Cooling Plant & Utilities, Series 2009B	 2.000 - 5.000	 2030	 10,210,000
Cooling Plant & Utilities, Series 2010A1&A2	2.000 - 5.500	2031	<u>9,975,000</u>
Cooling Plant & Utilities			20,185,000
 Power Plant Renovations, Series 2007A	 4.500 - 5.000	 2028	 3,860,000
Busch Field Astroturf Replacement, Series 2009B	2.000 - 5.000	2030	1,240,000
Williamsburg Hospital/School of Education, 2006A	3.000 - 5.000	2027	1,835,000
J. Laycock Football Facility, Series 2006A	3.000 - 5.000	2027	4,235,000
Residence Hall Fire Safety Systems, Series 2006A	3.000 - 5.000	2027	1,485,000
Ash Lawn-Highland Barn, Series 2010A1&A2	2.000 - 5.500	2031	695,000
 Expand Sadler Center, Series 2012B	 3.000 - 5.000	 2033	 6,975,000
Expand Sadler Center, Series 2013A&B	2.000 - 5.000	2034	<u>975,000</u>
Sadler Center			7,950,000
 One Tribe Place, Series 2013A&B	 2.000 - 5.000	 2034	 22,355,000
 Total 9 (d) bonds			159,895,000
Deferred Gain/(Loss) on Advance Refundings			(2,557,938)
Unamortized premiums (discounts)			<u>11,447,667</u>
Net notes payable			<u>\$ 168,784,729</u>

September 24-26, 2014

Page 7 of 7Appendix B  
Installment PurchasesOutstanding  
Balance as of  
June 30, 2014College of William and Mary

Abacus Engineered System Service, W&M Hall	\$ 953,980
Football Scoreboard, Athletics	190,122
Wireless Head Set, Athletics	41,676
Vehicle, Campus Police	<u>13,598</u>
Sub-Total	<u>\$ 1,199,376</u>

Virginia Institute of Marine Science

Energy efficient equipment	1,838,307
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Richard Bland College

Energy efficient equipment	<u>1,364,981</u>
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Totals	<u>\$ 4,402,664</u>
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September 24-26, 2014

Page   1   of  10 

**THE COLLEGE OF WILLIAM AND MARY**  
**FY 2014-2015 OPERATING BUDGET SUMMARY**

	2011-2012 Actual	2012-2013 Actual	Original 2013-2014 Budget	2013-14 Actual	Variance	Approved 2014-2015 Budget
CASH CARRYFORWARD		\$ 664,424		\$ 461,488		
<b>REVENUE</b>						
General Funds						
Educational/General	\$ 36,086,016	\$ 38,683,090	\$ 40,103,422	\$ 40,641,662	538,240	\$ 42,791,662
Student Aid	3,801,479	3,847,618	4,109,422	4,019,711	(89,711)	4,109,422
Sponsored Programs	414,000	75,000	1,800,000	75,000	(1,725,000)	100,000
Nongeneral Funds						
Educational/General	114,126,476	120,589,629	123,160,708	124,640,830	1,480,122	132,096,651
Student Aid	16,473,331	18,690,072	20,954,188	21,505,774	551,586	23,554,188
Auxiliary Enterprise	85,844,824	89,013,446	91,250,986	94,708,854	3,457,868	97,140,007
Sponsored Programs	27,815,177	27,402,589	31,850,000	30,095,304	(1,754,696)	31,850,000
Private Funds	11,980,923	12,444,159	11,490,604	11,547,138	56,534	13,343,992
<b>Total Revenue</b>	\$ 296,542,226	\$ 311,410,027	\$ 324,719,330	\$ 327,234,273	2,514,943	\$ 344,985,922
<b>EXPENDITURES</b>						
Instruction	\$ 83,738,512	\$ 90,600,992	\$ 93,756,035	\$ 93,758,706	2,671	\$ 100,107,444
Research	1,211,472	1,423,050	1,293,086	1,498,348	205,262	1,468,521
Public Service	57,936	37,710	55,176	55,524	348	65,438
Academic Support	24,459,412	26,193,818	26,748,589	26,261,665	(486,924)	28,739,648
Student Services	8,844,961	7,832,816	8,515,752	8,023,809	(491,943)	9,185,302
Institutional Support	21,571,241	24,331,497	24,708,358	26,206,743	1,498,385	27,780,701
Plant Operations	16,366,345	16,700,047	18,280,191	17,318,010	(962,181)	18,946,130
Student Aid	23,280,397	25,809,455	28,986,956	28,293,639	(693,317)	29,094,231
Auxiliary Enterprise	82,083,973	84,254,699	89,122,543	93,121,777	3,999,234	93,203,799
Sponsored Programs	28,229,177	27,477,589	33,650,000	30,170,304	(3,479,696)	31,950,000
<b>Total Expenditures</b>	\$ 289,843,426	\$ 304,661,673	\$ 325,116,686	\$ 324,708,525	(408,161)	\$ 340,541,214

**The College of William and Mary  
Education and General  
FY 2014-2015 Operating Budget Summary**

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	Variance	Approved 2014-2015 <u>Budget</u>
CASH CARRYFORWARD	\$0	\$664,424	\$0	\$461,488	\$0	\$0
REVENUE:						
General Funds	\$36,086,016	\$38,683,090	\$40,103,422	\$40,641,662	\$538,240	\$42,791,662
Nongeneral Funds	114,126,476	120,589,629	123,160,708	124,640,830	1,480,122	132,096,651
Total Revenue	\$150,212,492	\$159,272,719	\$163,264,130	\$165,282,492	\$2,018,362	\$174,888,313
AVAILABLE FUNDS	\$150,212,492	\$159,937,143	\$163,264,130	\$165,743,980	\$2,018,362	\$174,888,313
EXPENDITURES:						
Instruction	\$82,924,339	\$89,631,856	\$92,324,109	\$93,052,905	\$728,796	\$98,921,312
Research	955,879	988,456	958,305	938,257	(20,048)	982,180
Public Service	8,277	8,021	8,021	7,846	(175)	8,021
Academic Support	23,978,107	25,728,886	25,400,171	25,531,822	131,651	27,514,330
Student Services	8,686,997	7,704,498	8,400,111	7,853,693	(546,418)	9,031,835
Institutional Support	16,680,484	18,780,538	17,946,413	19,596,203	1,649,790	19,521,662
Plant Operations	16,318,181	16,633,400	18,227,000	17,368,806	(858,194)	18,908,973
Total Expenditures	\$149,552,264	\$159,475,655	\$163,264,130	\$164,349,532	\$1,085,402	\$174,888,313

**The College of William and Mary  
Student Financial Assistance\*  
2013-2014 Operating Budget Summary**

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	Variance	Approved 2014-2015 <u>Budget</u>
REVENUE:						
General Funds	\$3,801,479	\$3,847,618	\$4,109,422	\$4,019,711	(\$89,711)	\$4,109,422
Nongeneral Funds	16,473,331	18,690,072	20,954,188	21,505,774	551,586	23,554,188
Auxiliary Enterprises	0	0	500,000	0	(500,000)	900,000
Total Revenue	\$20,274,810	\$22,537,690	\$25,563,610	\$25,525,485	(\$38,125)	\$28,563,610
EXPENDITURES:						
	\$20,274,810	\$22,537,690	\$25,563,610	\$25,525,485	(\$38,125)	\$25,563,610

\* Excludes student financial assistance support included in Board of Visitors private fund budget.

September 24-26, 2014

The College of William and Mary  
Education and General  
FY 2014-2015 Operating Budget Summary

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	Variance	Approved 2014-2015 <u>Budget</u>
<b>CASH CARRYFORWARD</b>	\$0	\$664,424	\$0	\$461,488	\$0	\$0
<b>REVENUE</b>						
General Funds	\$36,086,016	\$38,683,090	\$40,103,422	\$40,641,662	\$538,240	\$42,791,662
Nongeneral Funds	114,126,476	120,589,629	123,160,708	124,640,830	1,480,122	132,096,651
<b>TOTAL REVENUE</b>	<b>\$150,212,492</b>	<b>\$159,272,719</b>	<b>\$163,264,130</b>	<b>\$165,282,492</b>	<b>\$2,018,362</b>	<b>\$174,888,313</b>
<b>AVAILABLE FUNDS</b>	<b>\$150,212,492</b>	<b>\$159,937,143</b>	<b>\$163,264,130</b>	<b>\$165,743,980</b>	<b>\$2,018,362</b>	<b>\$174,888,313</b>
<b>EXPENDITURES</b>						
<u>Instruction</u>						
Personal Services	\$77,055,642	\$82,717,012	\$84,260,707	\$86,264,296	\$2,003,589	\$90,537,910
Contractual Services	2,988,256	3,098,512	4,084,280	3,500,052	(584,228)	3,904,280
Supplies and Materials	699,638	856,361	943,075	844,781	(98,294)	1,043,075
Transfer Payments	1,152,384	1,283,973	1,184,728	1,687,346	502,618	1,184,728
Continuous Charges	383,655	478,551	477,757	460,761	(16,996)	477,757
Property & Improvements	99,456	372	100,000	15,631	(84,369)	100,000
Equipment	545,307	1,197,075	1,273,562	280,038	(993,524)	1,673,562
<b>TOTAL</b>	<b>\$82,924,339</b>	<b>\$89,631,856</b>	<b>\$92,324,109</b>	<b>\$93,052,905</b>	<b>\$728,796</b>	<b>\$98,921,312</b>

September 24-26, 2014

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	<u>Variance</u>	Approved 2014-2015 <u>Budget</u>
<b><u>Research</u></b>						
Personal Services	\$649,918	\$667,042	\$655,774	\$646,173	(9,601)	\$679,649
Contractual Services	55,457	93,664	51,746	69,732	17,986	51,746
Supplies and Materials	1,944	2,789	520	19,187	18,667	520
Transfer Payments	246,465	214,665	244,965	193,888	(51,077)	244,965
Continuous Charges	556	431	300	944	644	300
Property & Improvements	6	458	0	0	0	0
Equipment	1,533	9,408	5,000	8,333	3,333	5,000
<b>TOTAL</b>	<b>\$955,879</b>	<b>\$988,456</b>	<b>\$958,305</b>	<b>\$938,257</b>	<b>(\$20,048)</b>	<b>\$982,180</b>
<b><u>Public Service</u></b>						
Personal Services	\$0	\$0	\$760	\$0	(\$760)	\$760
Contractual Services	7,171	5,042	5,784	4,316	(1,468)	5,784
Supplies and Materials	105	625	477	-	(477)	477
Continuous Charges	1,000	2,000	1,000	3,000	2,000	1,000
Equipment	0	354	0	530	530	0
<b>TOTAL</b>	<b>\$8,277</b>	<b>\$8,021</b>	<b>\$8,021</b>	<b>\$7,846</b>	<b>(\$175)</b>	<b>\$8,021</b>

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	Variance	Approved 2014-2015 <u>Budget</u>
<b><u>Academic Support</u></b>						
<b>LIBRARIES:</b>						
Personal Services	\$5,289,202	\$5,494,314	\$5,805,286	\$5,603,617	(\$201,669)	\$6,128,670
Contractual Services	1,292,468	683,617	926,061	652,461	(273,600)	926,061
Supplies and Materials	37,542	55,212	38,658	56,794	18,136	38,658
Continuous Charges	8,020	8,058	5,000	3,194	(1,806)	5,000
Equipment	3,119,663	3,982,699	3,745,809	3,866,024	120,215	3,745,809
<b>TOTAL</b>	<b>\$9,746,895</b>	<b>\$10,223,900</b>	<b>\$10,520,814</b>	<b>\$10,182,090</b>	<b>(\$338,724)</b>	<b>\$10,844,198</b>
<b>OTHER ACAD. SUPPORT:</b>						
Personal Services	\$11,556,501	\$12,365,613	\$11,980,425	\$12,517,997	\$537,572	\$13,578,800
Contractual Services	1,720,289	1,965,316	1,940,395	1,699,470	(240,925)	1,979,795
Supplies and Materials	117,588	77,017	91,701	119,105	27,404	92,701
Transfer Payments	140,491	133,922	123,506	166,910	43,404	123,506
Continuous Charges	157,112	246,838	140,167	140,453	286	140,167
Property & Improvements	3,045	2804	0	820	820	0
Equipment	536,186	713,476	603,163	704,977	101,814	755,163
<b>TOTAL</b>	<b>\$14,231,211</b>	<b>\$15,504,986</b>	<b>\$14,879,357</b>	<b>\$15,349,732</b>	<b>\$470,375</b>	<b>\$16,670,132</b>
<b>TOTAL ACADEMIC SUPPORT</b>	<b>\$23,978,107</b>	<b>\$25,728,886</b>	<b>\$25,400,171</b>	<b>\$25,531,822</b>	<b>\$131,651</b>	<b>\$27,514,330</b>

September 24-26, 2014

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	Variance	Approved 2014-2015 <u>Budget</u>
<b><u>Student Services</u></b>						
Personal Services	\$7,372,765	\$6,403,749	\$7,170,632	\$6,309,076	(\$861,556)	\$7,787,356
Contractual Services	1,022,977	1,013,317	912,655	1,232,050	319,395	925,655
Supplies and Materials	162,449	132,390	154,059	177,860	23,801	155,059
Transfer Payments	65,654	92,688	69,039	51,444	(17,595)	69,039
Continuous Charges	13,953	7,935	4,150	18,599	14,449	4,150
Property & Improvements	415	208	0	0	0	0
Equipment	48,784	54,211	89,576	64,664	(24,912)	90,576
<b>TOTAL</b>	<b>\$8,686,997</b>	<b>\$7,704,498</b>	<b>\$8,400,111</b>	<b>\$7,853,693</b>	<b>(\$546,418)</b>	<b>\$9,031,835</b>
<b><u>Institutional Support</u></b>						
Personal Services	\$13,569,653	\$16,158,037	\$15,084,501	\$15,779,856	\$695,355	\$16,567,250
Contractual Services	1,614,527	1,770,958	1,828,916	2,210,560	381,644	1,918,916
Supplies and Materials	168,925	236,124	168,216	305,093	136,877	169,216
Transfer Payments	80,088	86,580	72,490	114,537	42,047	72,490
Continuous Charges	1,016,519	182,247	569,319	700,181	130,862	569,319
Property & Improvements	3,651	964	0	397	397	0
Equipment	227,097	345,628	222,971	485,579	262,608	224,471
VIMS Service Centers	25	0	0	0	0	0
<b>TOTAL</b>	<b>\$16,680,484</b>	<b>\$18,780,538</b>	<b>\$17,946,413</b>	<b>\$19,596,203</b>	<b>\$1,649,790</b>	<b>\$19,521,662</b>

September 24-26, 2014

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	<u>Variance</u>	Approved 2014-2015 <u>Budget</u>
<b><u>Plant Operations</u></b>						
Personal Services	\$4,342,843	\$2,010,486	\$5,433,723	\$2,333,968	(\$3,099,755)	\$6,115,696
Contractual Services	5,315,745	8,602,463	5,617,591	8,113,810	2,496,219	5,617,591
Supplies and Materials	1,762,157	1,456,104	1,631,635	1,433,009	(198,626)	1,631,635
Transfer Payments	1,713	894	0	3,862	3,862	0
Continuous Charges	4,844,830	4,371,446	5,069,592	5,191,922	122,330	5,069,592
Property & Improvements	51,419	40,378	144,575	97,802	(46,773)	144,575
Equipment	(525)	151,629	329,884	194,433	(135,451)	329,884
<b>TOTAL</b>	<b>\$16,318,181</b>	<b>\$16,633,400</b>	<b>\$18,227,000</b>	<b>\$17,368,806</b>	<b>(\$858,194)</b>	<b>\$18,908,973</b>
<b>E&amp;G PROGRAM TOTAL</b>	<b>\$149,552,264</b>	<b>\$159,475,655</b>	<b>\$163,264,130</b>	<b>\$164,349,532</b>	<b>\$1,085,402</b>	<b>\$174,888,313</b>

**The College of William and Mary**  
**Auxiliary Enterprise**  
**FY 2014-2015 Operating Budget Summary**

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	Variance	Approved 2014-2015 <u>Budget</u>
<b>REVENUE</b>						
Residence Life	\$24,293,056	\$26,065,960	\$26,222,000	\$28,266,065	\$2,044,065	\$29,972,308
Food Service	14,806,373	15,977,777	16,520,313	18,030,997	1,510,684	18,573,962
Telecom/Network	3,584,150	3,690,407	3,515,230	3,607,724	92,494	3,515,230
Student Unions	2,898,509	2,945,351	2,889,506	2,998,290	108,784	2,888,600
W&M Hall	2,363,126	2,382,241	2,340,000	2,390,203	50,203	2,399,400
Athletics	19,452,717	20,159,427	21,227,500	21,711,969	484,469	22,837,500
Other	<u>18,446,893</u>	<u>17,792,283</u>	<u>18,536,437</u>	<u>17,703,606</u>	<u>(832,831)</u>	<u>16,953,007</u>
Total Revenue	\$85,844,824	\$89,013,446	\$91,250,986	\$94,708,854	\$3,457,868	\$97,140,007
<b>EXPENDITURES</b>						
Residence Life	\$22,958,496	\$24,260,880	\$26,222,000	\$28,065,518	\$1,843,518	\$30,624,085
Food Service	13,595,181	14,311,678	15,485,411	16,438,554	953,143	14,857,746
Telecom/Network	3,569,041	3,358,800	3,411,615	3,688,893	277,278	3,411,615
Student Unions	2,925,710	2,741,666	2,749,035	2,852,819	103,784	2,888,600
W&M Hall	2,075,466	1,906,806	2,340,000	1,973,500	(366,500)	2,399,600
Athletics	19,367,785	19,965,771	21,227,500	21,620,518	393,018	22,837,500
Other	<u>17,592,294</u>	<u>17,709,098</u>	<u>17,686,982</u>	<u>18,481,975</u>	<u>794,993</u>	<u>16,184,653</u>
Total Expenditures	\$82,083,973	\$84,254,699	\$89,122,543	\$93,121,777	\$3,999,234	\$93,203,799

September 24-26, 2014

Page   9   of  10 

**The College of William and Mary**  
**Sponsored Programs**  
**FY 2014-2015 Operating Budget Summary**

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	<u>Variance</u>	Approved 2014-2015 <u>Budget</u>
REVENUE						
General Fund	\$414,000	\$75,000	\$1,800,000	\$75,000	(\$1,725,000)	\$100,000
Nongeneral Fund	<u>27,815,177</u>	<u>27,402,589</u>	<u>31,850,000</u>	<u>30,095,304</u>	<u>(1,754,696)</u>	<u>31,850,000</u>
Total Revenue	\$28,229,177	\$27,477,589	\$33,650,000	\$30,170,304	(\$3,479,696)	\$31,950,000
EXPENDITURES						
	\$28,229,177	\$27,477,589	\$33,650,000	\$30,170,304	(\$3,479,696)	\$31,950,000

**The College of William and Mary  
PRIVATE FUNDS  
FY 2014-2015 OPERATING BUDGET SUMMARY**

	2011-2012 Actual	2012-2013 Actual	Board Approved 2013-2014 Budget	2013-2014 Actual	Variance	2014-2015 Approved Budget
<b>REVENUE:</b>						
Distributed Endowment Income	\$2,102,696	\$2,334,953	\$2,649,604	\$2,649,604	\$0	\$2,895,992
Administrative Overhead Allocation	200,000	200,000	200,000	200,000	0	300,000
Transfers from Other Sources	518,021	451,574	255,000	146,668 *	(108,332)	255,000
Interest Retained on Cash Balances	90,444	163,422	80,000	404,803 **	324,803	90,000
Annual Gifts	7,397,505	7,797,508	7,600,000	7,490,620	(109,380)	8,690,000
Drawdown from BOV Quasi Endowment	1,000,000	775,000	0	0	0	0
Distribution from External Trusts	21,210	31,617	26,000	33,409	7,409	33,000
Other Revenue	651,047	690,085	680,000	622,034	(57,966)	1,080,000
<b>Total Revenue</b>	<b>\$11,980,923</b>	<b>\$12,444,159</b>	<b>\$11,490,604</b>	<b>\$11,547,138</b>	<b>\$56,534</b>	<b>\$13,343,992</b>
<b>EXPENDITURES:</b>						
Instruction	\$814,173	\$969,136	\$1,431,926	\$705,801 ***	(\$726,125)	\$1,186,132
Research	255,593	434,594	334,781	560,091 ***	225,310	486,341
Public Service	49,659	29,689	47,155	47,678	523	57,417
Academic Support	481,305	464,932	1,348,418	729,843 ***	(618,575)	1,225,318
Student Services	157,964	128,318	115,641	170,116	54,475	153,467
Institutional Support	4,890,757	5,550,959	6,761,945	6,610,540	(151,405)	8,259,039
Plant: Operations & Capital Improvements	48,164	66,647	53,191	(50,796) ***	(103,987)	37,157
Student Aid	3,005,587	3,271,765	3,423,346	2,768,154 ***	(655,192)	3,530,621
<b>Total Expenditures</b>	<b>\$9,703,202</b>	<b>\$10,916,040</b>	<b>\$13,516,403</b>	<b>\$11,541,427</b>	<b>(\$1,974,976)</b>	<b>\$14,935,492</b>

\* Recoveries of funds from FY '13 expenses (Muscarelle Museum).

\*\* Interest on Auxiliary funds was retained based on DOA Controller's directive. College draw on State escrow and allocation to VIMS for June will occur in FY '15.

\*\*\*Higher or lower actual expenditures than original estimate in restricted expendable gifts.

\*\*\*\*Recovery of prior year capital expenditures.

\*\*\*\*\*Reduced spending in unrestricted funds and restricted expendable gifts.

September 24-26, 2014

Page   1   of   2  

**COLLEGE OF WILLIAM AND MARY  
STATEMENT OF ENDOWMENT FUNDS  
June 30, 2014**

**MARKET VALUE**

TRUE AND QUASI ENDOWMENT	June 30, 2014	June 30, 2013
<b>BOARD OF VISITORS:</b>		
General Pool	\$80,710,170	\$71,416,557
Green Portfolio	327,966	246,768
Non-Pooled Assets	6,956,290	6,650,378
<b>TOTAL BOARD OF VISITORS</b>	<u><u>\$87,994,426</u></u>	<u><u>\$78,313,703</u></u>
<b>COLLEGE OF WILLIAM &amp; MARY FOUNDATION:</b>		
Pooled Investments	\$353,506,127	\$300,418,914
Eminent Scholars	77,821,006	70,216,574
VA Assistance Program	51,155,444	43,209,776
Non-Pooled Assets	144,660,961	136,874,834
<b>TOTAL COLLEGE OF W &amp; M FOUNDATION</b>	<u><u>\$627,143,538</u></u>	<u><u>\$550,720,098</u></u>
<b>MARSHALL-WYTHE FOUNDATION:</b>		
General Pool	\$18,083,320	\$16,131,649
Eminent Scholars	11,754,131	10,522,859
VA Assistance Program	3,930,940	3,373,973
<b>TOTAL MARSHALL-WYTHE FOUNDATION</b>	<u><u>\$33,768,391</u></u>	<u><u>\$30,028,481</u></u>
<b>WILLIAM &amp; MARY BUSINESS SCHOOL FOUNDATION</b>	<u><u>\$36,274,163</u></u>	<u><u>\$27,965,261</u></u>
<b>VIMS FOUNDATION</b>	<u><u>\$11,244,964</u></u>	<u><u>\$9,643,706</u></u>
<b>OTHER SUPPORTING FOUNDATIONS</b>	<u><u>\$1,166,794</u></u>	<u><u>\$1,052,475</u></u>
<b>TOTAL TRUE AND QUASI ENDOWMENT</b>	<u><u><u>\$797,592,276</u></u></u>	<u><u><u>\$697,723,724</u></u></u>
<b>DEFERRED GIFT INSTRUMENTS:</b>		
Net Life Income Funds (book value)	\$8,609,595	\$7,377,583
Life Insurance (book value)	1,565,832	1,504,038
<b>TOTAL DEFERRED GIFTS:</b>	<u><u><u>\$10,175,427</u></u></u>	<u><u><u>\$8,881,621</u></u></u>

September 24-26, 2014

Page   2   of   2  

**COLLEGE OF WILLIAM & MARY  
STATEMENT OF ENDOWMENT FUNDS  
NON-POOLED ENDOWMENT CORPUS AND  
OTHER SUPPORTING FOUNDATIONS**

	BOV	CWMF	OTHER	6/30/14 TOTAL	6/30/13 TOTAL
<b>SPECIFIC SECURITIES:</b>					
Coin Collection (Payne)	280	0	0	280	280
<b>EXTERNAL TRUSTS/FOUNDATION &amp; OTHER NON-POOLED INVESTMENTS:</b>					
Dorman Trust	0	462,131	0	462,131	423,005
Lettie Pate Evans Trust	0	135,947,064	0	135,947,064	128,739,125
Schepmoes Trust	0	4,271,079	0	4,271,079	3,873,170
Dorman - Wren Preservation Acct.	0	684,320	0	684,320	588,560
Sumner Rand Foundation	0	0	1,166,794	1,166,794	1,052,475
<b>REAL ESTATE &amp; PROPERTY: *</b>					
Student and Faculty Housing	1,206,869	17,191	0	1,224,060	1,271,415
Administrative Use	120,611	0	0	120,611	120,611
Land	5,271,595	95,300	0	5,366,895	5,366,895
Life Tenancy	0	408,000	0	408,000	408,000
CWM Real Estate Foundation	0	1,350,000	0	1,350,000	1,350,000
<b>FUNDS RECEIVED BUT NOT INVESTED:</b>	340,310 **	0	0	340,310	0
<b>MISC. GIFT RECEIVABLES:</b>	16,625	1,425,876	0	1,442,501	1,384,151
<b>TOTALS</b>	<b><u>\$6,956,290</u></b>	<b><u>\$144,660,961</u></b>	<b><u>\$1,166,794</u></b>	<b><u>\$152,784,045</u></b>	<b><u>\$144,577,687</u></b>

\*Carrying value less accumulated depreciation

\*\*Sale of Savage House

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
FY 2014-2015 OPERATING BUDGET SUMMARY**

	2011-2012 <u>Actual</u>	2012-2013 <u>Actual</u>	Original 2013-2014 <u>Budget</u>	2013-2014 <u>Actual</u>	Variance	Approved 2014-2015 <u>Budget</u>
<b><u>REVENUE</u></b>						
General Fund	\$16,941,420	\$18,091,876	\$17,736,191	\$18,543,127	\$806,936	\$19,300,292
Nongeneral Funds						
Educational/General	2,464,708	1,773,298	1,779,272	1,690,439	(88,833)	1,779,272
Federal Stimulus	420,304	0	0	0	0	0
Eminent Scholars	0	70,879	75,000	69,505	(5,495)	75,000
Sponsored Programs	<u>20,281,919</u>	<u>21,266,233</u>	<u>21,500,000</u>	<u>20,495,957</u>	<u>(1,004,043)</u>	<u>21,500,000</u>
Total Revenue	\$40,108,351	\$41,202,286	\$41,090,463	\$40,799,028	(\$291,435)	\$42,654,564 -
<b><u>EXPENDITURES</u></b>						
Instruction	\$1,393,923	\$1,370,038	\$1,710,690	\$1,083,091	(\$627,599)	\$1,570,347
Research and Advisory Services	7,992,794	7,833,422	\$8,377,373	7,817,382	(559,991)	\$9,088,617
Academic Support	4,279,554	4,372,007	\$3,729,132	4,777,468	1,048,336	\$4,053,004
Institutional Support	1,895,487	2,106,131	\$1,544,991	2,206,861	661,870	\$1,720,159
Plant Operations	3,972,685	3,847,210	\$3,986,738	4,028,066	41,328	\$4,125,907
Student Financial Assistance	238,527	238,527	\$241,540	242,645	1,105	\$596,531
Sponsored Programs/Eminent Scholars	<u>20,281,919</u>	<u>21,337,112</u>	<u>\$21,500,000</u>	<u>20,565,462</u>	<u>(934,538)</u>	<u>\$21,500,000</u>
Total Expenditures	\$40,054,889	\$41,104,448	\$41,090,463	\$40,720,976	(\$369,488)	\$42,654,564



## Investment Portfolio Evaluation For Periods Ending June 30, 2014:



### Board of Visitors Endowment

#### Contents

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



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Index Name	2Q14	YTD	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	2.8	2.7	15.6	13.6	17.8	7.6
NASDAQ Composite	6.6	7.9	33.3	18.9	20.9	9.2
S&P 500	5.2	7.1	24.6	16.6	18.8	7.8
Russell 1000	5.1	7.3	25.4	16.6	19.3	8.2
Russell 1000 Value	5.1	8.3	23.8	16.9	19.2	8.0
Russell 1000 Growth	5.1	6.3	26.9	16.3	19.2	8.2
Russell Midcap	5.0	8.7	26.9	16.1	22.1	10.4
Russell Midcap Value	5.6	11.1	27.8	17.6	23.0	10.7
Russell Midcap Growth	4.4	6.5	26.0	14.5	21.2	9.8
Russell 2000	2.1	3.2	23.6	14.6	20.2	8.7
Russell 2000 Value	2.4	4.2	22.5	14.7	19.9	8.2
Russell 2000 Growth	1.7	2.2	24.7	14.5	20.5	9.0
Russell 3000	4.9	6.9	25.2	16.5	19.3	8.2
MSCI EAFE Index	4.3	5.1	24.1	8.6	12.3	7.4
MSCI World Index	5.1	6.5	24.7	12.5	15.6	7.8
MSCI World Ex. US Index	4.9	5.8	24.4	8.1	12.2	7.7
MSCI ACWI	5.2	6.5	23.6	10.9	14.9	8.0
MSCI ACWI ex USA	5.3	5.9	22.3	6.2	11.6	8.2
MSCI EM (EMERGING MARKETS)	6.7	6.3	14.7	(0.1)	9.6	12.3
MSCI FM (FRONTIER MARKETS)	12.1	20.5	36.6	12.8	11.1	8.7
Barclays U.S. Aggregate	2.0	3.9	4.4	3.7	4.9	4.9
Barclays U.S. Government/Credit	1.9	3.9	4.3	4.1	5.1	4.9
Barclays Intermediate U.S. Government/Credit	1.2	2.3	2.9	2.8	4.1	4.3
Barclays Municipal Bond	2.6	6.0	6.1	5.4	5.8	5.0
BofA Merrill Lynch Convertible Securities	5.1	9.7	24.9	13.0	16.7	7.9
BofA Merrill Lynch High Yield Master	2.5	5.6	11.7	9.2	13.8	8.8
Citigroup World Government Bond Index	2.3	5.0	6.9	1.6	3.6	4.8
JPM EMBI Global Diversified	4.8	8.7	11.2	7.3	10.3	9.3
Citigroup 3-month T-bill	0.0	0.0	0.0	0.1	0.1	1.5
HFRI Fund of Funds Composite Index	1.4	2.0	7.5	3.3	4.2	3.4
CS Tremont Managed Futures Index	5.1	0.6	1.7	(1.9)	0.7	3.6
FTSE Nareit All REITs	7.0	16.1	13.7	12.0	22.9	8.8
Dow UBS Commodity Index	0.1	7.1	8.2	(5.2)	2.0	0.9

Statistics support the month of May as signaling the beginning of slower market activity, but that did not hold true this year as the S&P 500 and Dow Jones Industrial Average each reached new highs during the quarter. According to FactSet, 75% of S&P 500 companies reported results that surpassed consensus estimates. Improvements in retail sales and industrial production supported stronger markets early in the quarter, and improvements in the housing market and manufacturing activity at the mid-point were encouraging. Better-than-expected economic data reported in June kept the momentum up until the markets were finally slowed by valuation concerns and second thoughts about revised first-quarter GDP numbers.

Early economic projections indicated the recovery in Europe remained weak, but continued to show signs of improvement. Mid-quarter numbers showed that manufacturing had actually expanded more than expected. The markets responded positively, but investor confidence did not. After months of dovish statements, European Central Bank (ECB) President Mario Draghi took the unprecedented action of cutting interest rates paid to banks for deposits to below zero by lowering its deposit rate to -0.10%. The ECB also cut its benchmark lending rate from 0.25% to 0.15%.

Asian markets made a decisive move upward during the second quarter. Weak manufacturing data from China early in the quarter was more than offset by stronger manufacturing late in the period. The MSCI Asia-Pacific Index was up an impressive 7.4% for the quarter. Optimism spread to Japan after Prime Minister Shinzo Abe reaffirmed policy actions to boost growth and end deflation.

Emerging markets led the developed markets this quarter. The MSCI Emerging Markets Index increased for the fifth straight month and ended the quarter up 6.7%. It was the largest quarterly gain for the index in 2 years as investors look for better return opportunities.

Geopolitical concerns in the Middle East and Ukraine drove U.S. Treasury prices higher and yields lower early in the quarter. The overall risk aversion strategy continued through the end of the quarter. The yield on the benchmark 10-year note finished June at 2.54%, down 52 basis points from the start of the year. Gains also extended to riskier debt instruments as investors sought higher yields in the continued low interest rate environment.

Data Sources: Zephyr StyleAdvisor & Barclay's Capital

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## I. Executive Summary

### Observations & Recommendations

**Total Portfolio:** *The William & Mary Board of Visitors (BOV) Endowment* gained 2.3% for the quarter, trailing the target benchmark's gain of 3.4%. For fiscal year 2014, the portfolio gained 15.8% (net of fees) which outpaced the benchmark by 30 basis points.

**Domestic Equity:** *Blackrock's Large Cap Value* portfolio posted a gain of 2.4% for the quarter and 22.9% for the fiscal year. The quarterly return trailed the benchmark by 2.7% and the fiscal year return trailed by 80 basis points. The portfolio's underweight to energy and overweight to financials was negative attributes to relative results. The position in Bank of America (3.5% of total) was the largest drag on performance given the stock declined 10.6% for the quarter. Materials holding Domtar was also a drag on performance with the stock losing 23% for the quarter. On a positive note, Suncor Energy and Halliburton were among the portfolio's top performers.

**Goldman Sachs' Large Cap Growth** portfolio posted a gain of 3.0% compared to 5.2% for the S&P 500 and the portfolio's 23.4% fiscal year gain trailed the S&P 500 by 1.2%. Selection in the portfolio's technology sector negatively impacted relative performance.

The *Wells Fargo Advantage Discovery Fund* (Mid Cap Growth) gained 0.3% for the quarter, trailing the benchmark by 4.1%. Stock selection in consumer staples, financials, and information technology detracted from returns while natural and organic food holdings led to a performance shortfall in the consumer staples sector. Stock selection in financials weighed on relative results, particularly in the insurance, banks, and diversified financial services industries. The team has identified growth potential in the auto space based on the age of the fleet in the U.S. This macro call led to an investment in Lithia Motors which is an auto dealership in the specialty retail industry. This was the best performing stock in the portfolio.

**Artisan Midcap Value** gained 2.8% for the quarter but lagged the Russell Midcap Value index which gained 5.6%. The relative underperformance was largely attributed to holdings in consumer discretionary and technology. In consumer discretionary, Coach and Bed, Bath & Beyond continued to experience selling pressure from first quarter into the second quarter. NeuStar and Teradata were key underperformers in the technology sector. Conversely, energy was a source of strong gains for the portfolio. Exploration and production companies SM Energy, Hess, and Denbury Resources were among the top performers in the quarter.

**International Equity:** The *Dodge & Cox International Fund* gained 5.0% for the quarter, beating the MSCI EAFE's gain of 4.3%. Each sector in the MSCI EAFE generated positive returns for the quarter and Japan was the best performing country/region. As the Ukraine/Russia crisis escalates, fears of higher oil prices escalated. As such, energy was the best performer for the portfolio. Weatherford International (+32%), Schlumberger (+21%) and Petrobas (+19%) were notable contributors. Holdings in emerging market financials also helped performance, including Sabanci Holding, Yapi Kredi, and ICICI Bank. The financial names have helped throughout the year and are key contributors to the fund's 7.9% gain for the six months ending June 30, 2014 (vs. 4.8% for the EAFE).

**Thornburg International Growth** returned 1.5% for the quarter while the MSCI EAFE gained 4.3%. Contributing to the shortfall were holdings in ASOS, F@N Communications, Rightmove, Bravofly Rumbo Group and OzForex Group. Growth stocks also continued to drag performance. Thornburg had professional turnover this quarter as the team trimmed a number of richly valued positions, some repeatedly, and exited more than a dozen names completely.

**Domestic Fixed Income:** The *PIMCO Total Return Fund* posted a gain of 2.4% for the quarter versus the Barclays U.S. Aggregate's return of 2.0%. Most of the sectors that trade at a spread to U.S. Treasuries outperformed amid a return of risk appetite and an easing of global political risks. Tactical exposures to Italian and Spanish debt were additive along with exposures to local rates in Mexico and Brazil as rates declined. On the negative front, an underweight to the long end of the U.S. yield curve and Agency MBS hindered performance.

The *Pioneer Strategic Income Fund* posted a quarterly gain of 2.3%, outpacing the Barclays U.S. Aggregate by 30 basis points. Sector allocation, the portfolio's relative lower quality, and security selection aided performance. The portfolio was 25% underweight to U.S. Treasuries which helped along with the 4% allocation to convertibles and 9% to bank loans. The lower relative quality within financials and industrials benefited the fund's performance. Strong security selection within industrial and agency MBS contributed positively. The duration positioning shorter than the benchmark detracted from relative performance as rates declined.

The ***Dodge & Cox Income fund*** posted a gain of 2.2% for the quarter, 20 basis points ahead of the Barclays U.S. Aggregate Index. Security selection was a positive contributor as many corporate bonds performed well (Enel, Pemex, Petrobras, Royal Bank of Scotland, and Telecom Italia). The fund's overweight to corporate bonds was also beneficial (43% weight versus 23%). Taxable municipal holdings performed well, especially the State of California general obligation bonds. The fund's defensive duration (shorter than the benchmark) and Agency MBS holdings hurt relative performance.

**International Fixed Income:** The ***GMO Global Bond Strategy*** gained 3.1% for the quarter, outpacing the benchmark's gain of 2.3%. Exposure to asset-backed securities held indirectly through the GMO Debt Opportunities Fund and the GMO World Opportunity Overlay Fund contributed positively during the recent quarter. Within these funds, market consumer asset-backed spreads were flat to tighter across sectors. Underweight positions to Japan, Switzerland, and the U.K. detracted from results.

The ***GMO Emerging Country Debt Strategy*** posted a gain of 7.7% for the quarter and an impressive 17.0% for the fiscal year. The biggest gains for the quarter came from Venezuela, Zambia, and Argentina. Venezuela continues to benefit from the elevated oil prices and experienced a change in the upper echelons of the economic policy team. Zambia sought policy advice from the IMF which resulted in a significant bond rally. After a Supreme Court ruling, Argentina has been precluded from issuing new bonds in the international market to refinance maturities coming due which added some predictability to holdout bondholders. The worst relative performers were Angola, Belize, Slovak Republic, and Vietnam though all four posted positive gains for the quarter.

**Alternatives:** The ***Combined Alternatives*** posted a gain of 0.8% for the three months ending May 31, 2014. ***Aurora Diversified*** struggled for the three months, losing 80 basis points as did ***ABS Global Long/Short*** (-1.6%) and ***Graham Managed Futures*** (-2.1%). Other managed futures strategies ***BlueTrend*** and ***Legends*** made a positive recovery despite the benchmark posting a loss of 2.5%. Commodities as a whole performed well though the Gresham Commodities fund eked out a modest gain of only 30 basis points.

	2q14	FYTD	Three Years <sup>1</sup>	Five Years <sup>1</sup>	Seven Years <sup>1</sup>	Ten Years <sup>1</sup>	Changes (1/1/03)	Incept (Mgr) <sup>2</sup>	Incept Bench <sup>2</sup>
<b>Total BOV Account</b>	<b>2.3</b>	<b>15.8</b>	<b>8.6</b>	<b>13.0</b>	<b>4.7</b>	<b>6.9</b>	<b>8.9</b>	<b>7.7</b>	<b>7.2</b>
<b>Target Benchmark<sup>3</sup></b>	<b>3.4</b>	<b>15.5</b>	<b>10.0</b>	<b>13.0</b>	<b>4.6</b>	<b>6.8</b>	<b>8.2</b>		
<b>Blackrock: Large Cap Value</b>	<b>2.4</b>	<b>22.9</b>	<b>12.4</b>	<b>16.1</b>	<b>3.5</b>	--	--	<b>5.2</b>	<b>6.7</b>
Russell 1000 Value	5.1	23.8	16.9	19.2	4.8	--	--		
<b>Goldman Sachs</b>	<b>3.0</b>	<b>23.4</b>	--	--	--	--	--	<b>18.3</b>	<b>21.8</b>
S&P 500	5.2	24.6	--	--	--	--	--		
<b>Wells Fargo: Mid Cap Growth</b>	<b>0.3</b>	<b>19.6</b>	<b>14.5</b>	<b>22.8</b>	--	--	--	<b>10.0</b>	<b>8.4</b>
Russell MidCap Growth	4.4	26.0	14.5	21.2	--	--	--		
<b>Artisan Mid Cap Value</b>	<b>2.8</b>	<b>21.0</b>	<b>15.1</b>	--	--	--	--	<b>22.6</b>	<b>26.3</b>
Russell MidCap Value	5.6	27.8	17.6	--	--	--	--		
<b>Royce: Small-Cap</b>	<b>(0.5)</b>	<b>24.8</b>	<b>15.6</b>	<b>23.6</b>	<b>7.2</b>	<b>9.6</b>	<b>14.3</b>	<b>14.3</b>	<b>11.8</b>
Russell 2000	2.1	23.6	14.6	20.2	6.7	8.7	11.8		
<b>Dodge &amp; Cox International</b>	<b>5.0</b>	<b>29.3</b>	--	--	--	--	--	<b>19.9</b>	<b>16.6</b>
<b>Thornburg International Growth</b>	<b>1.5</b>	--	--	--	--	--	--	<b>4.5</b>	<b>11.2</b>
MSCI EAFE	4.3	24.1	--	--	--	--	--		
<b>State Street: Emerging Markets</b>	<b>6.5</b>	<b>12.3</b>	<b>(1.2)</b>	<b>8.7</b>	<b>0.4</b>	<b>11.2</b>	<b>13.6</b>	<b>13.6</b>	<b>14.9</b>
MSCI EM (Emerging Markets)	6.7	14.7	(0.1)	9.6	2.6	12.3	14.9		
<b>PIMCO Total Return Fund</b>	<b>2.4</b>	<b>4.9</b>	4.3	--	--	--	--	<b>5.5</b>	<b>4.5</b>
<b>Pioneer Strategic Income</b>	<b>2.3</b>	<b>7.5</b>	<b>6.1</b>	--	--	--	--	<b>7.5</b>	<b>4.5</b>
<b>Dodge &amp; Cox Income Fund</b>	<b>2.2</b>	--	--	--	--	--	--	<b>3.2</b>	<b>2.4</b>
Barclays U.S. Aggregate	2.0	4.4	3.7	4.9	5.4	4.9	--		
<b>GMO: Global Fixed Inc</b>	<b>3.1</b>	<b>9.6</b>	<b>5.4</b>	<b>9.7</b>	<b>5.7</b>	<b>5.5</b>	<b>6.5</b>	<b>6.5</b>	<b>5.3</b>
Citigroup World Govt Bond Index	2.3	6.9	1.6	3.6	5.5	4.8	5.3		
<b>GMO: Emerging Mkt Fixed Inc</b>	<b>7.7</b>	<b>17.0</b>	<b>12.6</b>	<b>18.9</b>	<b>10.2</b>	<b>12.7</b>	<b>13.9</b>	<b>13.9</b>	<b>9.7</b>
JPM EMBI Global Diversified	4.8	11.2	7.3	10.3	8.3	9.3	9.7		
<b>Combined Alternatives (1 mo lag)</b>	<b>0.8</b>	<b>3.9</b>	<b>1.6</b>	--	--	--	--	<b>2.6</b>	<b>3.3</b>
HFRI FOFs Index (1 mo lag)	2.4	6.2	2.5	--	--	--	--		

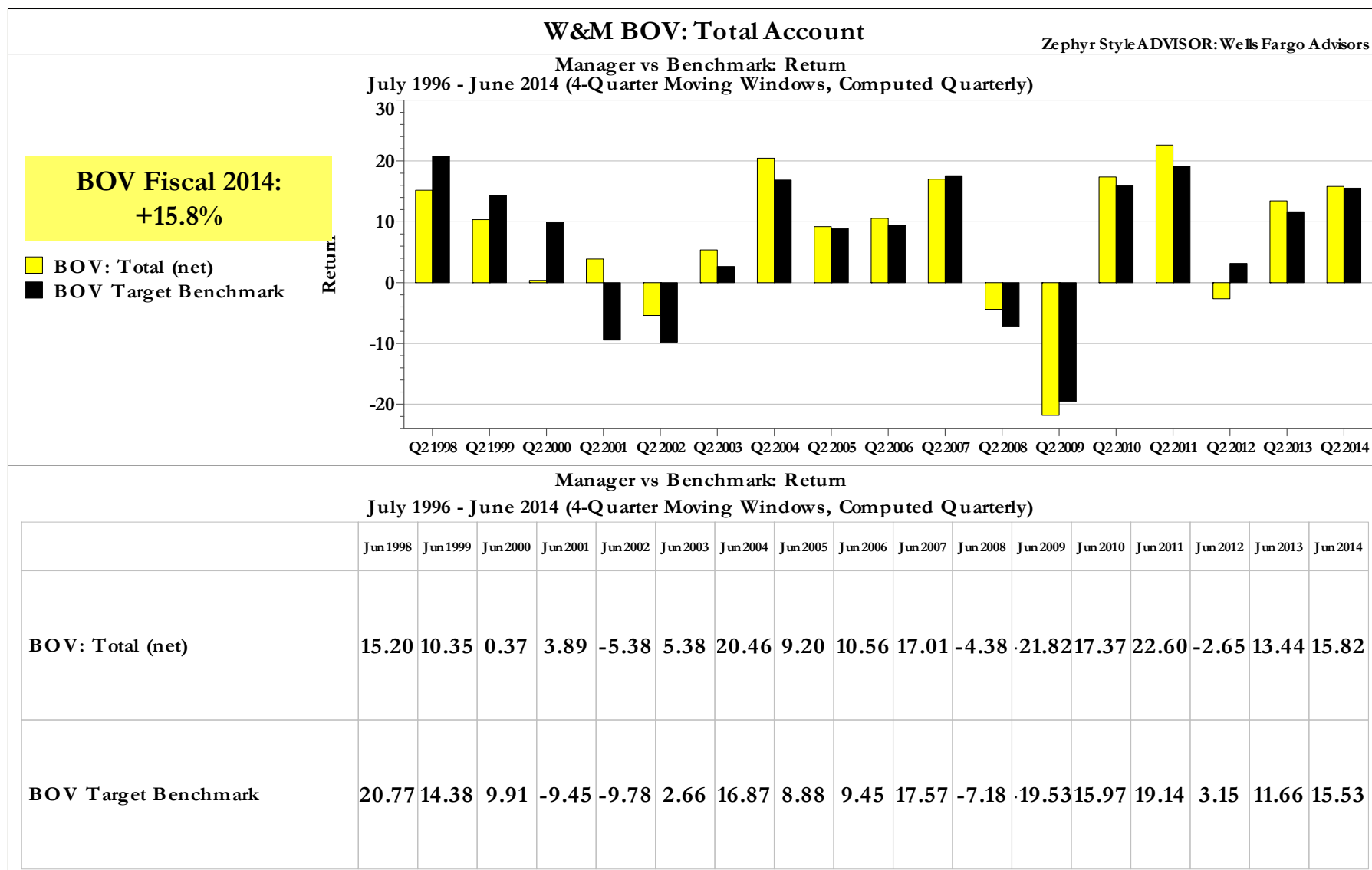
1 Annualized

2 Total BOV Account (7/1/96) = Target Benchmark; Blackrock Large Cap Value (5/1/06) = Russell 1000 Value; Goldman(5/1/2013) = Russell 1000 Growth; 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 (2/1/12) = MSCI EAFE; Thornburg (10/1/13) = 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 US Aggregate; Dodge & Cox Income (2/1/14) = Barclays US Aggregate; GMO Global Fixed (2/11/03) = Citi World Govt Bond Index; GMO Emerging Mkt Fixed (2/11/03) = JPM EMBI Global Diversified.

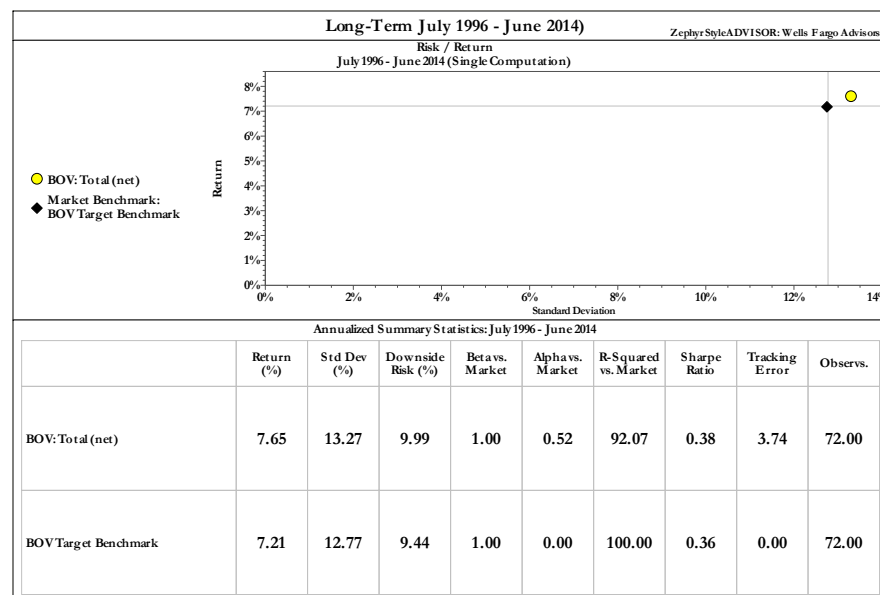
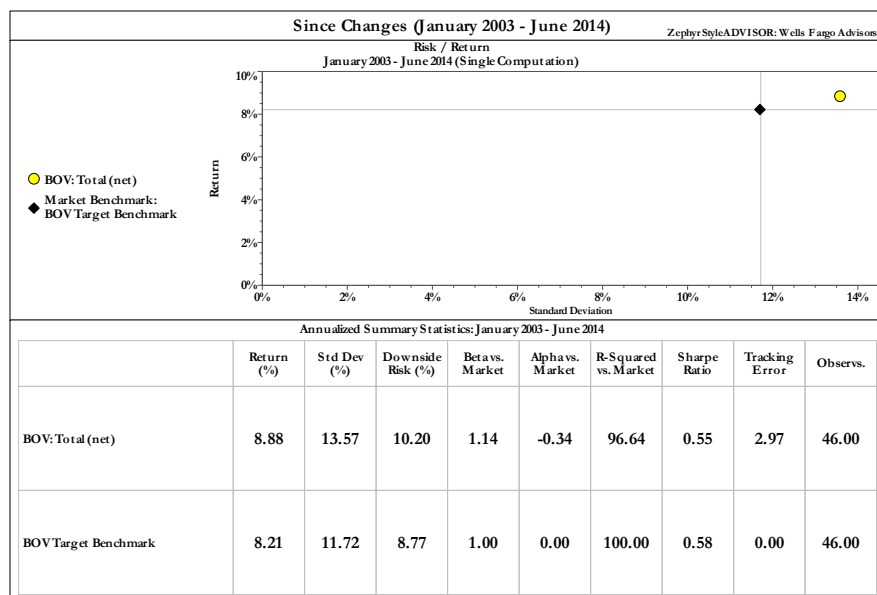
3 From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays U.S. Aggregate, 5% Citi World Government Bond Index, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays U.S. Aggregate, 2.5% Citi World Government Bond Index, 2.5% JPM EMBI+; Prior to 1/1/03, 60% Russell 3000, 15% MSCI World Ex-US, 25% Barclays Aggregate Bond Index.

+ Quarterly performance results prior to the third quarter of 2002, were provided by Delaware Investments Advisors and Lazard Asset Management. There were no calculations by Wells Fargo Advisors to ensure the accuracy of the results. Based on information provided by SunTrust, Wells Fargo Advisors began calculating quarterly results starting in the 4<sup>th</sup> quarter of 2002. There is no guarantee as to the accuracy of our calculations for the managers or the Total BOV Account.

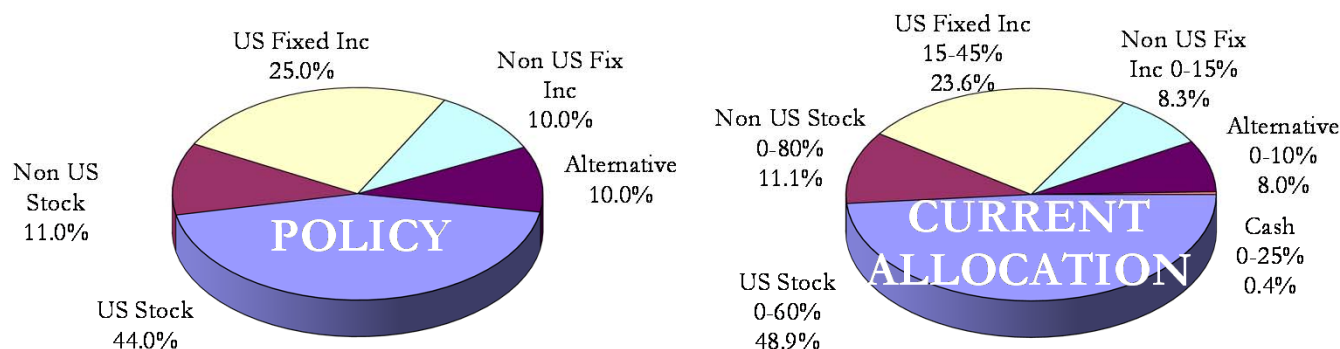
Performance is net of investment management fees



+ see footnote on previous page



\* BOV Target Benchmark = From 1/1/03, 40% S&P 500, 12.5% Russell Midcap, 7.5% Russell 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts Free, 20% Barclays Capital U.S. Aggregate, 6% Citi World Government Bond Index. Prior to 1/1/03, 60% Russell 3000, 15% MSCI World Ex-US, 25% Barclays Capital U.S. Aggregate Bond Index. From 11/1/09, 25% S&P 500, 12% Russell Midcap, 7% Russell 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays Capital U.S. Aggregate, 5% Citi World Government Bond Index, 5% JPM EMBI Global Diversified, 5% HFRI FoF Index.



Manager	Domestic Fixed Income	Global Fixed Income	Domestic Equity	Non-US Equity	Alternative	Cash Equiv.	Total
Goldman Sachs	0	0	9,002,226	0	0	0	9,002,226
Blackrock	0	0	10,839,840	0	0	0	10,839,840
Dodge & Cox International	0	0	0	4,026,601	0	0	4,026,601
Grantham, Mayo	0	6,730,919	0	0	0	0	6,730,919
Artisan MC	0	0	6,106,612	0	0	0	6,106,612
Thornburg (previously EFA)	0	0	0	3,707,968	0	0	3,707,968
Royce & Associates	0	0	6,664,004	0	0	0	6,664,004
State Street Global Advisors	0	0	0	1,180,793	0	0	1,180,793
Wells Capital	0	0	6,607,753	0	0	0	6,607,753
Pimco Total Return Fund	4,750,925	0	0	0	0	0	4,750,925
Pioneer Strategic Income	9,559,744	0	0	0	0	0	9,559,744
Dodge & Cox Income Fund	4,744,324	0	0	0	0	0	4,744,324
Cash & Equivalents	0	0	0	0	0	347,931	347,931
Private Equity Partners II	0	0	0	0	4,383	0	4,383
Combined Alternatives	0	0	0	0	6,339,160	0	6,339,160
<b>Total BOV Account</b>	<b>19,054,993</b>	<b>6,730,919</b>	<b>39,220,435</b>	<b>8,915,362</b>	<b>6,343,543</b>	<b>347,931</b>	<b>80,613,183</b>
<b>% of Total Fund</b>	<b>23.6%</b>	<b>8.3%</b>	<b>48.7%</b>	<b>11.1%</b>	<b>7.9%</b>	<b>0.4%</b>	

\* 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.

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*July 1, 2013 – June 30, 2014*

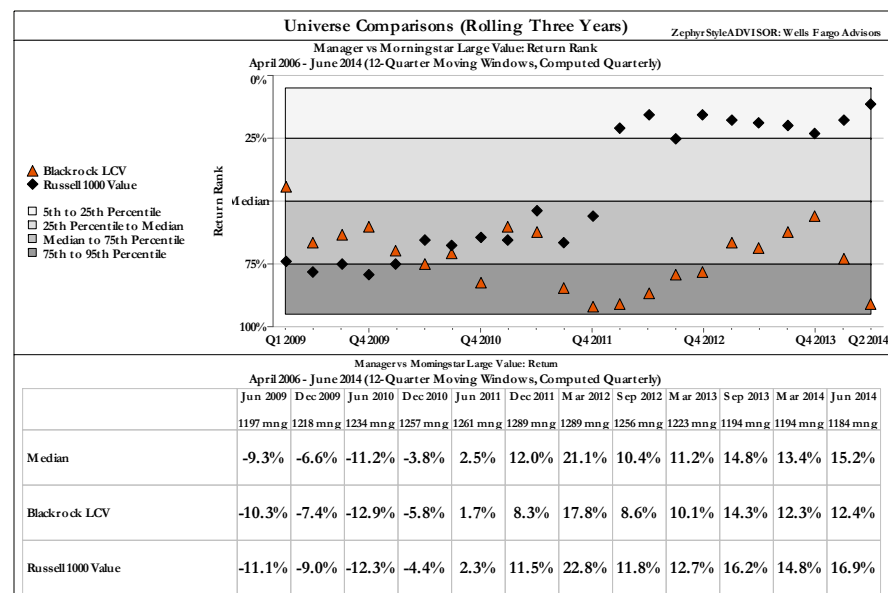
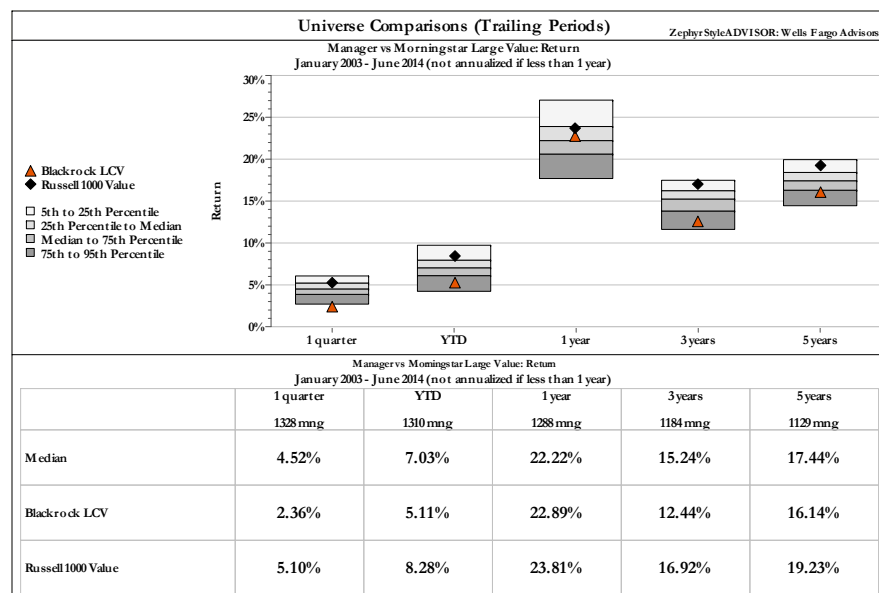
	<b>William &amp; Mary BOV Endowment</b>
<b>6/30/13 Market Value</b>	<b>71,533,323</b>
Net Additions/Withdrawals	(1,875,986)
Expenses	<u>(142,607)</u>
<i>Net Cash Flow</i>	<i>(2,018,593)</i>
Net Income	1,256,749
Net Realized Gain/(Loss)	4,027,450
Change Unrealized Gain/(Loss)	<u>5,809,869</u>
<i>Total Investment Gain/(Loss)</i>	<i>11,094,068</i>
<b>6/30/14 Market Value</b>	<b>80,608,799</b>

•All account values (excluding “Alternatives”) are reported by SunTrust; “Alternative values are reported by Wells Fargo Advisors; to comply with GIPS Performance reporting standards, beginning and ending market values include fixed income accruals.

•Ending value excludes PEP II.

## II. Equity Sector (Large-Cap Value\*)

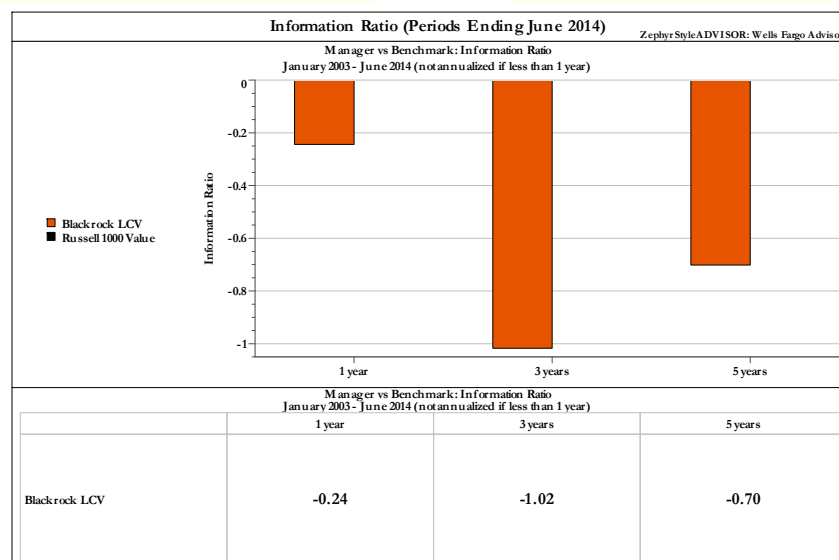
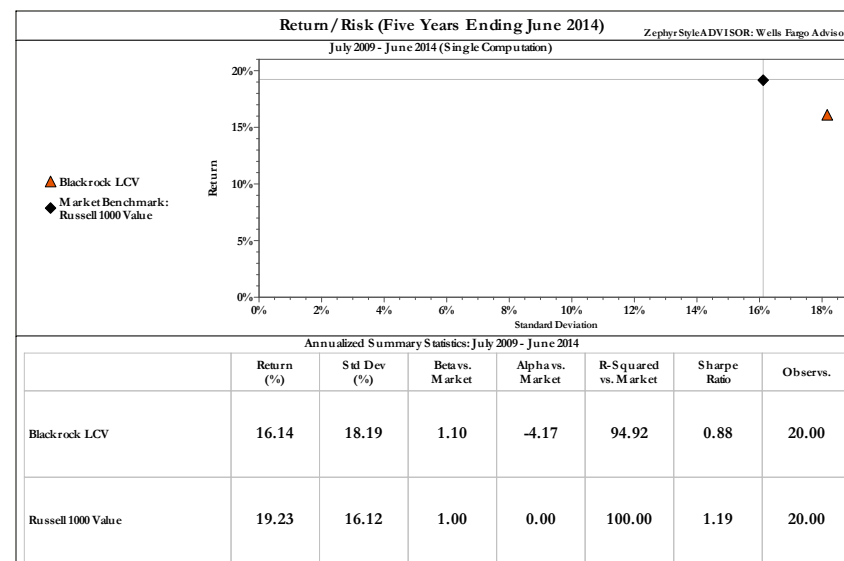
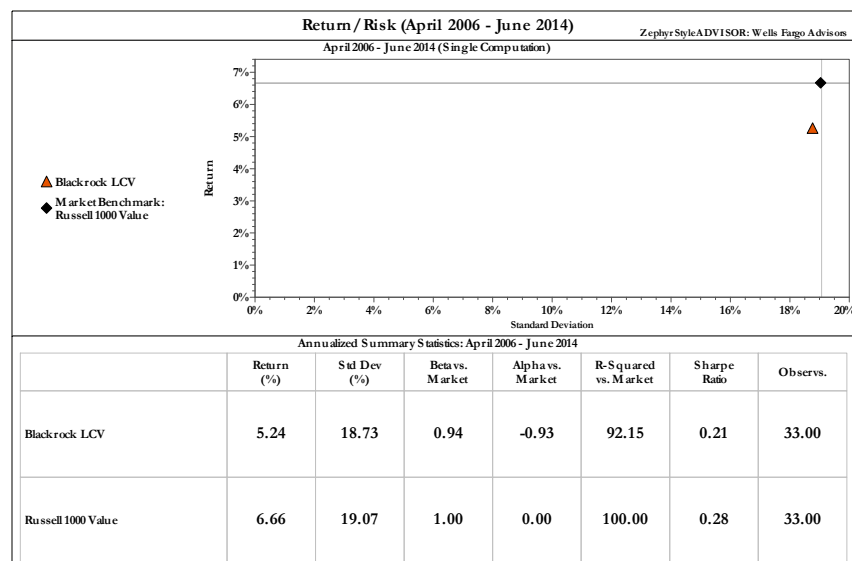
Periods Ending June 30, 2014 - Performance



\* 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 June 30, 2014— Risk Measures

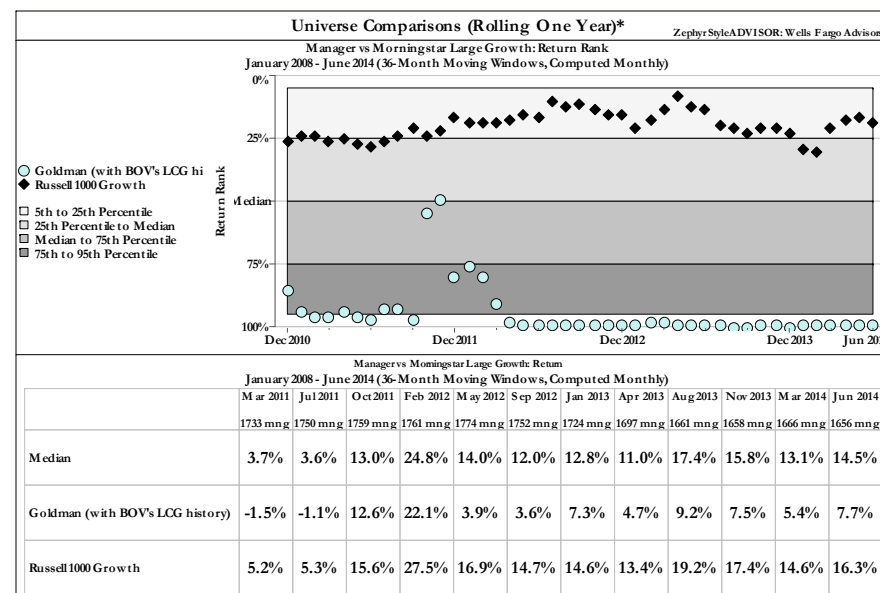
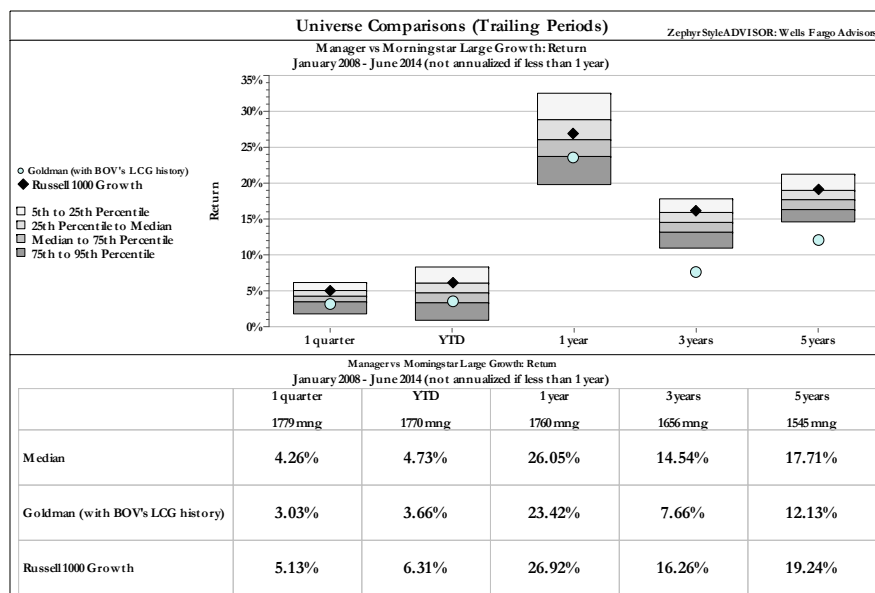


\* Please note that we have linked Blackrock's composite historical returns for periods prior to 5/1/06 with BOV actual results starting on May 1, 2006.

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# Equity Sector (Large-Cap Growth)

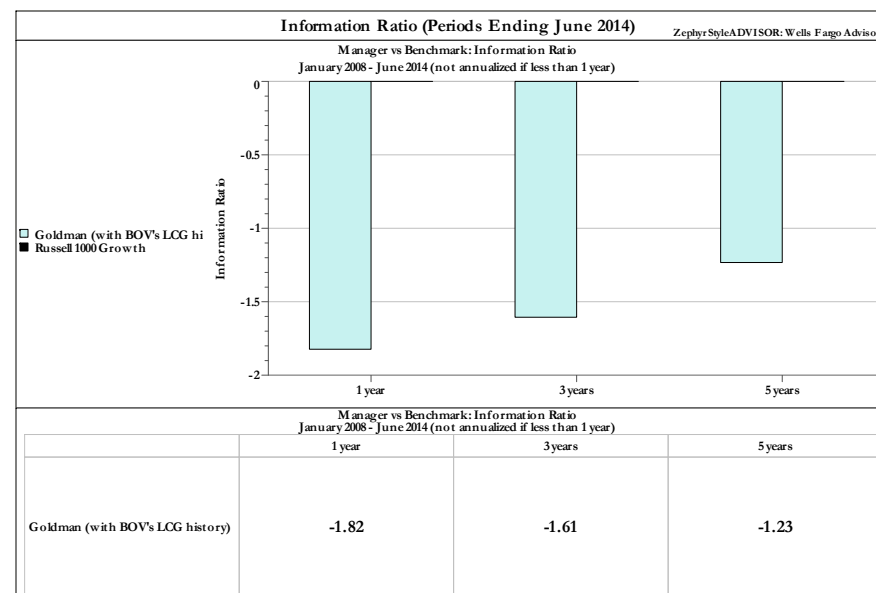
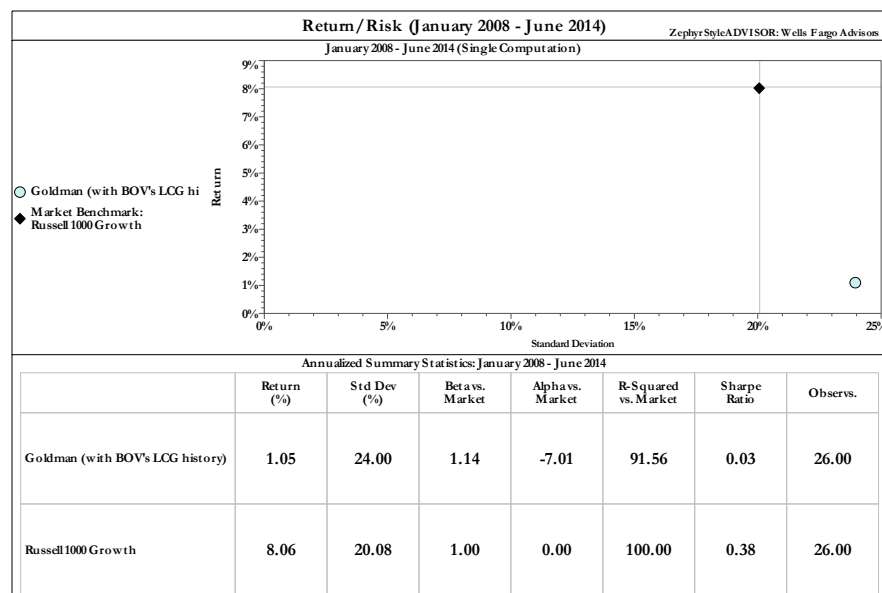
## Periods Ending June 30, 2014 - Performance



\*Longer time periods are shown for illustrative purposes. Aletheia's actual performance began on 12/1/07

## Equity Sector (Large-Cap Growth)

### Periods Ending June 30, 2014 - Performance



\*Longer time periods are shown for illustrative purposes. Aletheia's actual performance began on 12/1/07

## Equity Sector (Large-Cap Combined)

Characteristics - As of June 30, 2014

Characteristic	Blackrock	Goldman	Combined BOV Large-Cap	S&P 500	Over/(Under) Weight
Median Cap (\$MM)	31,903	35,602	33,581	17,455	16,126
Avg Cap (\$MM)	99,217	59,625	81,254	118,120	(36,866)
Yield (%)	1.88	1.00	1.48	2.00	(0.52)
P/E Ratio	17.05	19.30	18.07	20.38	(2.31)
Price / Book	2.32	3.70	2.95	3.89	(0.94)
# of Stocks	74	20		501	

### Blackrock

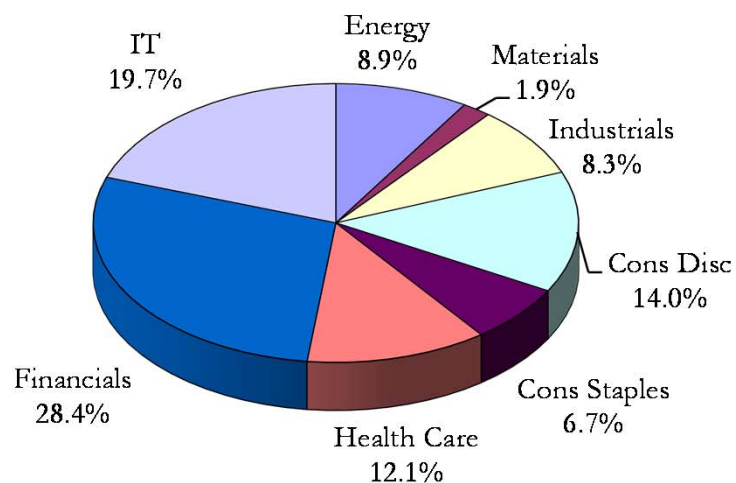
Top Ten Equity Holdings	% of Portfolio
JPMorgan Chase	4.3
Bank of America	3.7
Merck & Co	3.6
Citigroup	3.0
CVS Caremark	3.0
Exxon Mobil	3.0
US Bancorp	2.9
American International	2.9
Pfizer	2.5
Discover Financial Services	2.5

### Goldman

Top Ten Equity Holdings	% of Portfolio
Google Inc.	6.5
Equinix, Inc.	6.5
American Tower Corporation	6.1
PVH Corp.	5.9
YUM! Brands, Inc.	5.9
Mylan Inc.	5.8
Intercontinental Exchange, Inc.	5.7
EMC Corporation	5.7
Costco Wholesale Corporation	5.6
CBRE Group, Inc. Class A	5.4

Data Source: Blackrock, Goldman, InvestorForce

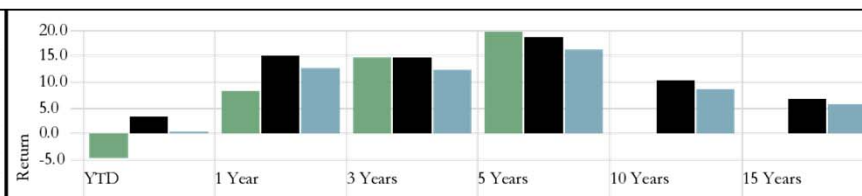
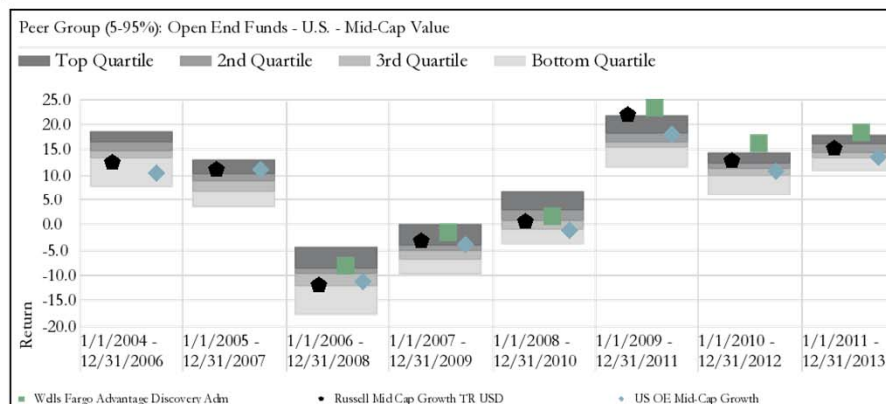
**Combined BOV Large-Cap Sector Distribution**



	Blackrock Weight	Goldman Weight	Combined BOV Large-Cap	S&P 500 Weight	Over / (Under)
Energy	12.4%	4.7%	8.9%	10.9%	-2.0%
Materials	3.5%	0.0%	1.9%	3.5%	-1.6%
Industrials	11.7%	4.1%	8.3%	10.5%	-2.3%
Consumer Discretionary	8.7%	20.5%	14.0%	11.9%	2.2%
Consumer Staples	4.6%	9.2%	6.7%	9.5%	-2.8%
Health Care	14.9%	8.7%	12.1%	13.3%	-1.2%
Financials	31.1%	25.1%	28.4%	16.1%	12.4%
Information Technology	13.1%	27.7%	19.7%	18.8%	0.9%
Telecomm Service	0.0%	0.0%	0.0%	2.4%	-2.4%
Utilities	0.0%	0.0%	0.0%	3.2%	-3.2%

Data Source: Blackrock, Goldman, InvestorForce

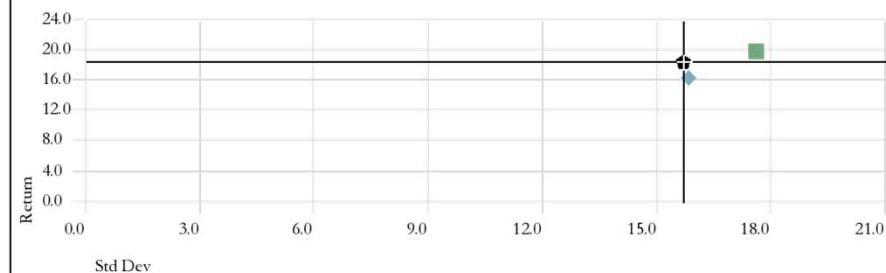
## Equity Sector (Mid Cap Growth)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Wells Fargo Advantage Discovery Adm	-4.81	8.24	14.71	19.68		
Russell Mid Cap Growth TR USD		3.32	15.11	14.84	18.61	10.25
US OE Mid-Cap Growth		0.41	12.67	12.30	16.22	8.62

Time Period: 8/1/2009 to 7/31/2014



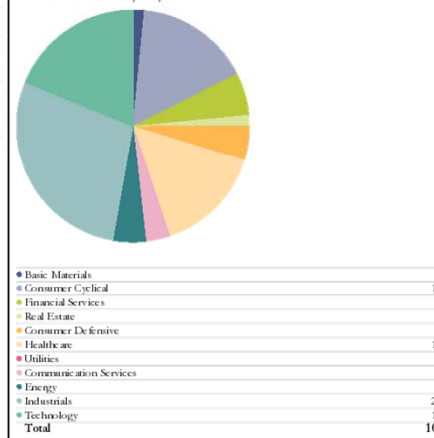
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Wells Fargo Advantage Discovery Adm	42.66	15.95	0.88	35.06	38.66	-43.48	22.22	13.27						
Russell Mid Cap Growth TR USD	35.74	15.81	-1.65	26.38	46.29	-44.32	11.43	10.66	12.10	15.48	42.71	-27.41	-20.15	-11.75
US OE Mid-Cap Growth	34.93	14.07	-3.96	24.61	39.11	-43.77	15.09	9.00	9.84	13.23	35.96	-27.24	-19.98	-4.78

Time Period: 8/1/2009 to 7/31/2014

	Inv	Bmk1
Return	19.68	18.61
Std Dev	17.63	15.73
Downside Deviation	3.61	0.00
Alpha	-0.12	0.00
Beta	1.07	1.00
R2	91.70	100.00
Tracking Error	5.21	0.00
Treynor Ratio (geo)	18.25	18.51
Sharpe Ratio	1.11	1.16
Information Ratio (geo)	0.17	

Portfolio Date: 6/30/2014



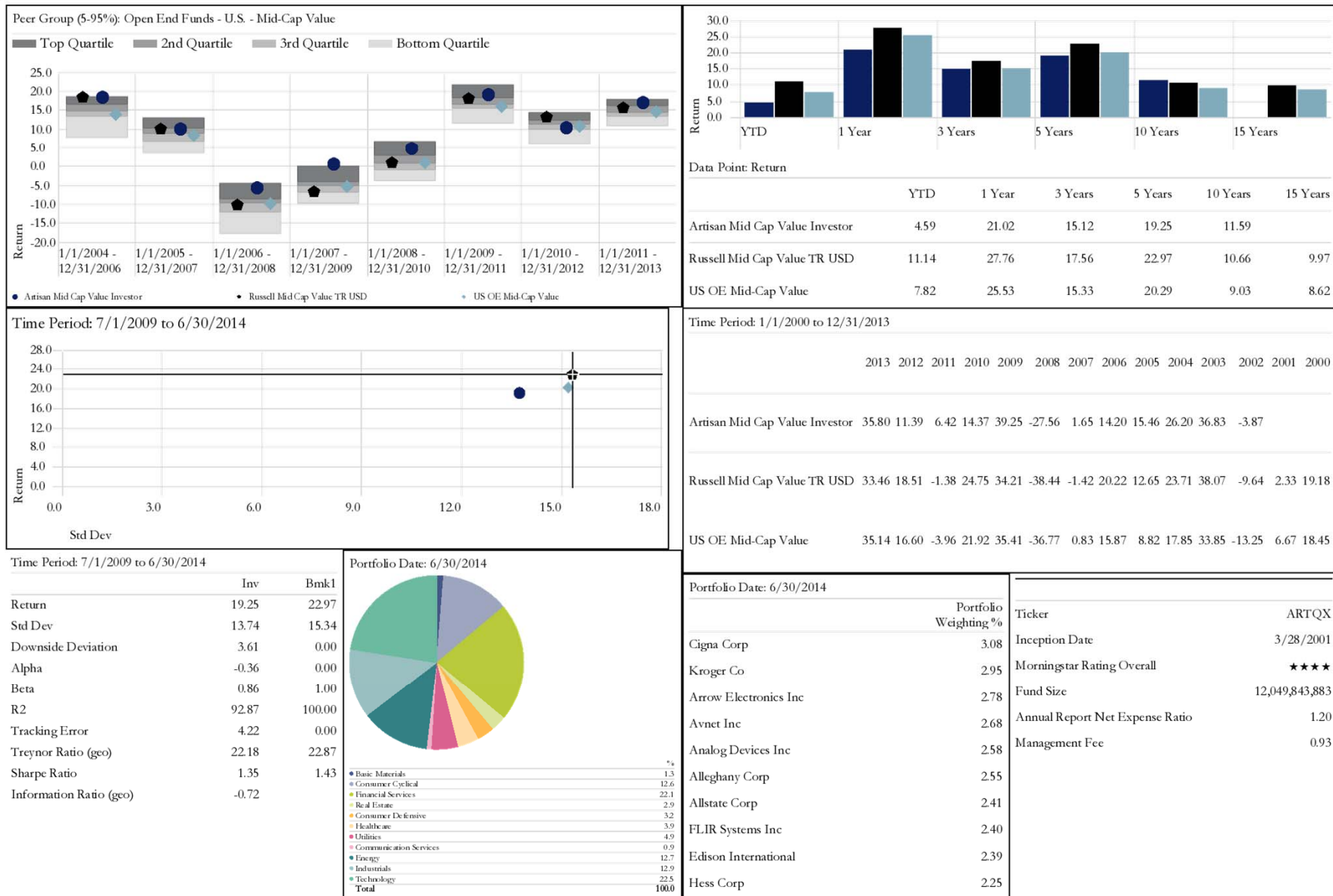
	Portfolio Weighting %
Wfa Cash Inv Mm Fund Par 3800	3.32
Constellation Brands Inc Class A	2.57
IHS Inc Class A	2.22
SBA Communications Corp	2.18
Westinghouse Air Brake Technologies Corp	2.08
Old Dominion Freight Lines	1.87
Vantiv Inc	1.83
LKQ Corp	1.79
Cooper Companies	1.57
Aspen Technology Inc	1.57

Ticker	WFDDX
Inception Date	4/11/2005
Morningstar Rating Overall	★★★★★
Fund Size	3,298,834,797
Annual Report Net Expense Ratio	1.10
Management Fee	0.69

Source: Morningstar Direct

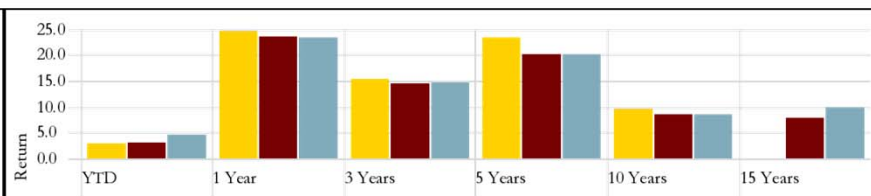
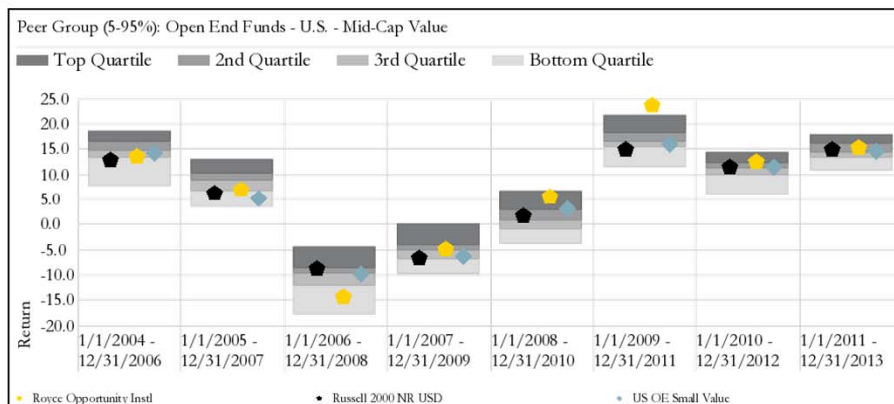
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## Equity Sector (Mid Cap Value)



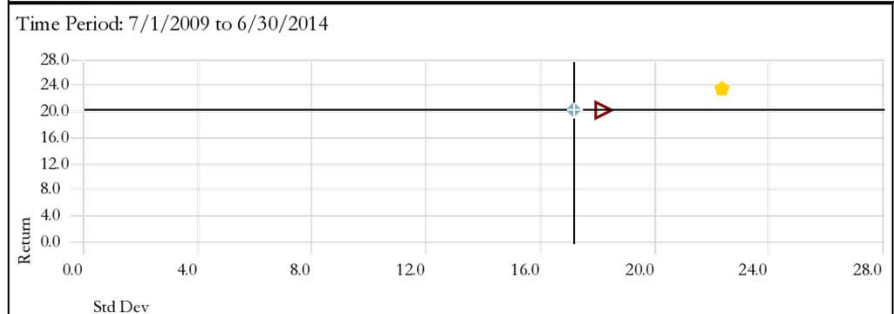
Source: Morningstar Direct

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Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Royce Opportunity Instl	2.99	24.80	15.55	23.60	9.64	
Russell 2000 TR USD	3.19	23.64	14.57	20.21	8.70	8.01
US OE Small Value	4.65	23.60	14.80	20.22	8.57	10.00



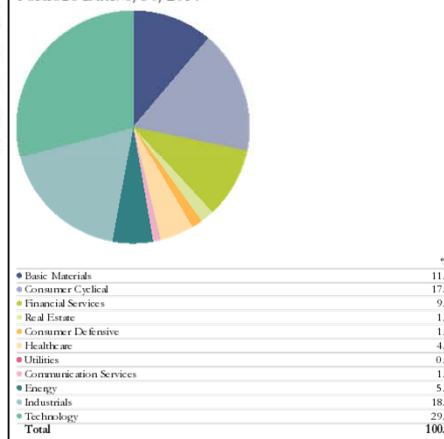
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Royce Opportunity Instl	43.69	22.70	-12.86	34.07	62.23	-45.66	-1.89	18.85	4.90	17.57	72.91	-16.90		
Russell 2000 TR USD	38.82	16.35	-4.18	26.85	27.17	-33.79	-1.57	18.37	4.55	18.33	47.25	-20.48	2.49	-3.02
US OE Small Value	36.22	16.00	-4.45	26.17	31.32	-32.24	-6.08	16.27	6.40	21.14	42.38	-10.12	15.92	18.64

Time Period: 7/1/2009 to 6/30/2014

Return	23.60
Std Dev	22.35
Downside Deviation	3.31
Alpha	0.04
Beta	1.20
R2	96.10
Tracking Error	5.77
Treynor Ratio (geo)	19.52
Sharpe Ratio	1.06
Information Ratio (geo)	0.56

Portfolio Date: 6/30/2014

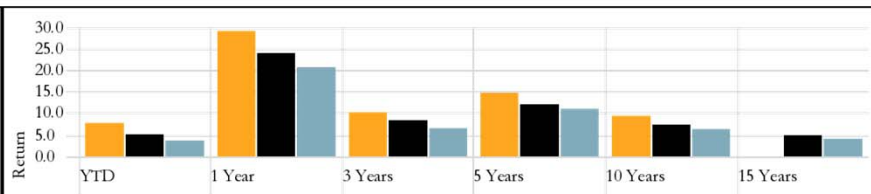
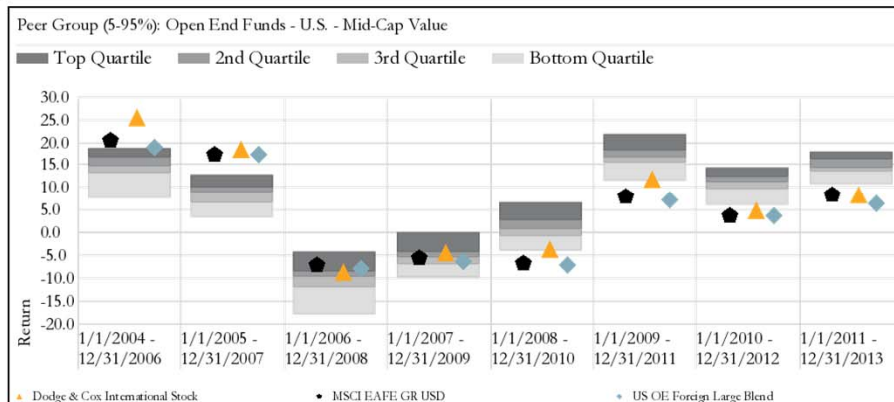


Portfolio Date: 6/30/2014		Portfolio Date: 6/30/2014	
	Portfolio Weighting %	Ticker	ROFIX
Sanmina Corp	0.92	Inception Date	12/12/2001
NCI Building Systems Inc	0.84	Morningstar Rating Overall	★★★
Microsemi Corp	0.75	Fund Size	2,475,781,281
OM Group Inc	0.74	Annual Report Net Expense Ratio	1.03
Commercial Metals Co	0.72	Management Fee	0.99
Dana Holding Corp	0.71		
Kaiser Aluminum Corp	0.70		
Ingram Micro Inc Class A	0.69		
International Rectifier	0.68		
RTI International Metals Inc	0.67		

Source: Morningstar Direct

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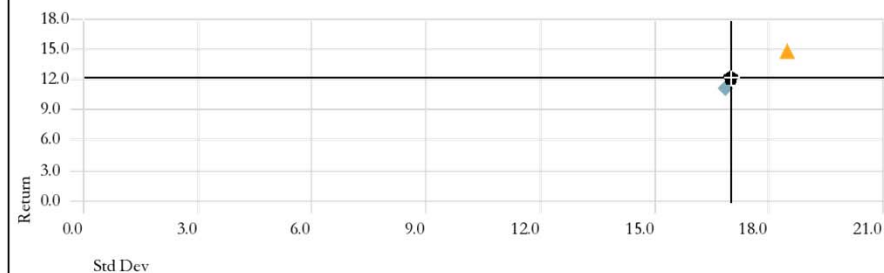
## Equity Sector (International Developed)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox International Stock	7.90	29.31	10.41	14.89	9.55	
MSCI EAFE GR USD	5.14	24.09	8.59	12.27	7.42	5.03
US OE Foreign Large Blend	3.79	20.89	6.56	11.12	6.49	4.08

Time Period: 7/1/2009 to 6/30/2014



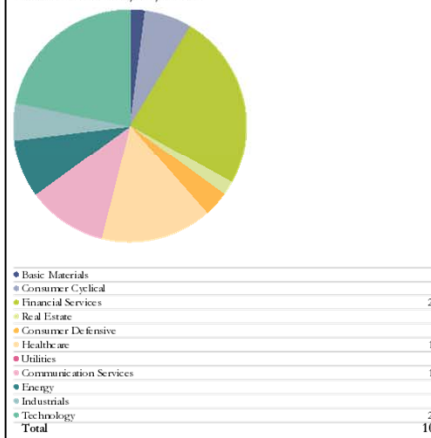
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Dodge & Cox International Stock	26.31	21.03	-15.97	13.69	47.46	-46.69	11.71	28.01	16.75	32.46	49.42	-13.11		
MSCI EAFE GR USD	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17	-15.66	-21.21	-13.96
US OE Foreign Large Blend	19.44	18.29	-13.97	10.24	31.24	-43.99	12.71	24.77	14.72	17.39	33.58	-16.69	-21.67	-16.34

Time Period: 7/1/2009 to 6/30/2014

	Inv	Bmk1
Return	14.89	12.27
Std Dev	18.48	17.00
Downside Deviation	2.19	0.00
Alpha	1.76	0.00
Beta	1.06	1.00
R2	95.89	100.00
Tracking Error	3.90	0.00
Treynor Ratio (geo)	13.90	12.17
Sharpe Ratio	0.84	0.76
Information Ratio (geo)	0.60	

Portfolio Date: 6/30/2014



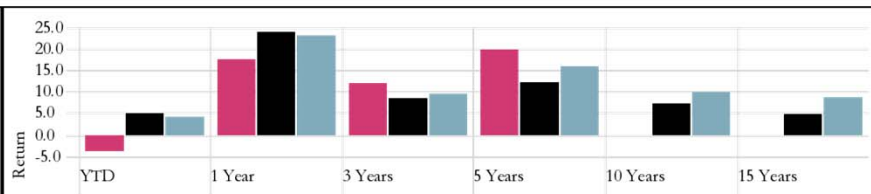
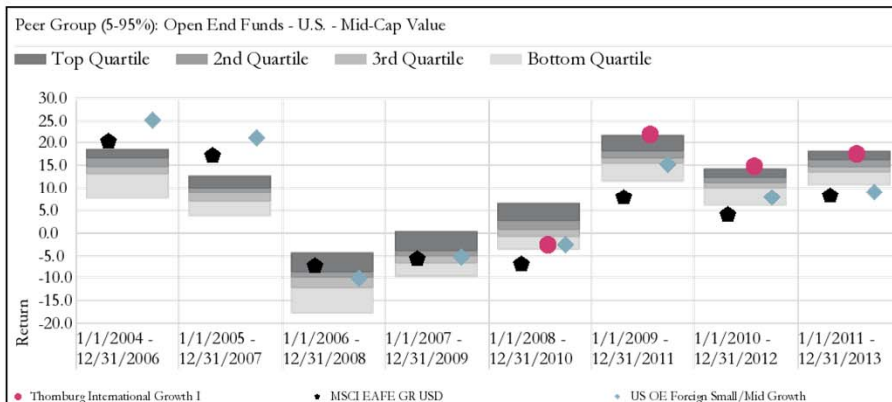
Portfolio Date: 6/30/2014

	Portfolio Weighting %	Ticker	DODFX
Naspers Ltd Class N	3.60	Inception Date	5/1/2001
Roche Holding AG	3.51	Morningstar Rating Overall	★★★★★
Sanofi	3.03	Fund Size	62,824,580,230
Lafarge Sa	2.68	Annual Report Net Expense Ratio	0.64
Hewlett-Packard Co	2.59	Management Fee	0.60
Credit Suisse Group	2.40		
Samsung Electronics Co Ltd	2.37		
Novartis AG ADR	2.35		
Schlumberger NV	2.34		
Bayer AG	2.07		

Source: Morningstar Direct

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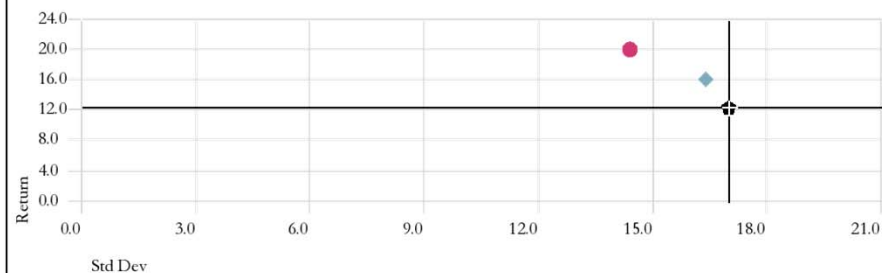
## Equity Sector (International Developed)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Thornburg International Growth I	-3.75	17.64	12.20	19.97		
MSCI EAFE GR USD	5.14	24.09	8.59	12.27	7.42	5.03
US OE Foreign Small/Mid Growth	4.28	23.15	9.74	15.94	10.05	8.79

Time Period: 7/1/2009 to 6/30/2014



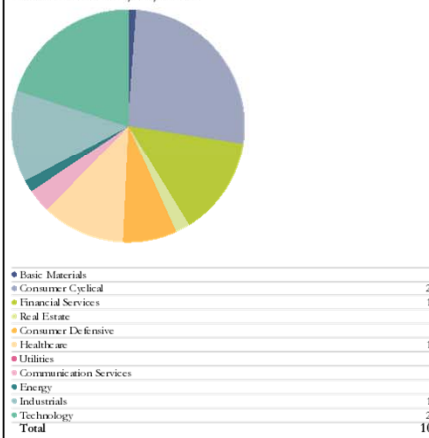
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Thornburg International Growth I	36.94	22.45	-2.51	28.10	45.75	-50.04								
MSCI EAFE GR USD	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17	-15.66	-21.21	-13.96
US OE Foreign Small/Mid Growth	26.61	22.20	-14.72	23.04	49.24	-49.02	12.03	26.79	24.86	24.38	54.17	-15.43	-24.44	-15.12

Time Period: 7/1/2009 to 6/30/2014

	Inv	Bmk1
Return	19.97	12.27
Std Dev	14.40	17.00
Downside Deviation	5.33	0.00
Alpha	9.75	0.00
Beta	0.73	1.00
R2	75.21	100.00
Tracking Error	8.47	0.00
Treynor Ratio (geo)	27.04	12.17
Sharpe Ratio	1.34	0.76
Information Ratio (geo)	0.81	

Portfolio Date: 5/31/2014



Portfolio Date: 5/31/2014

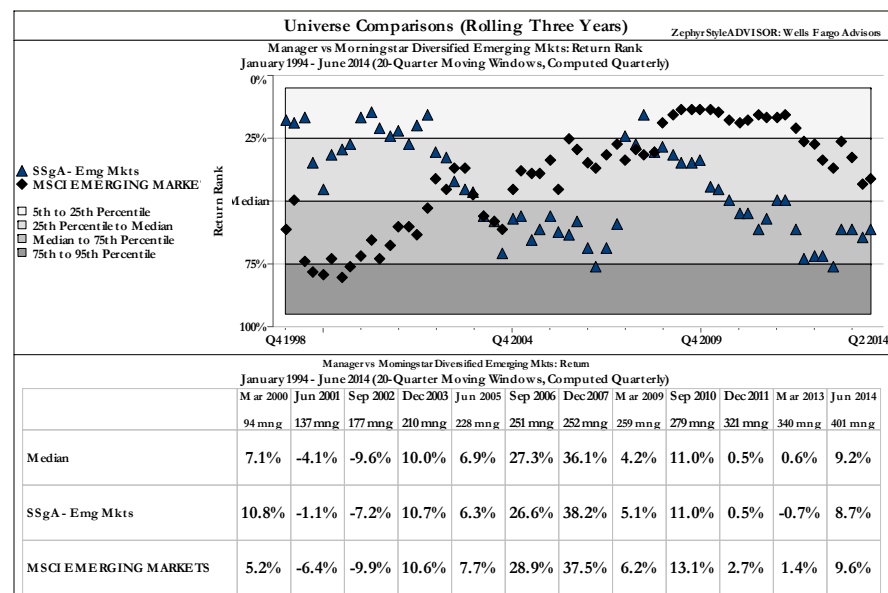
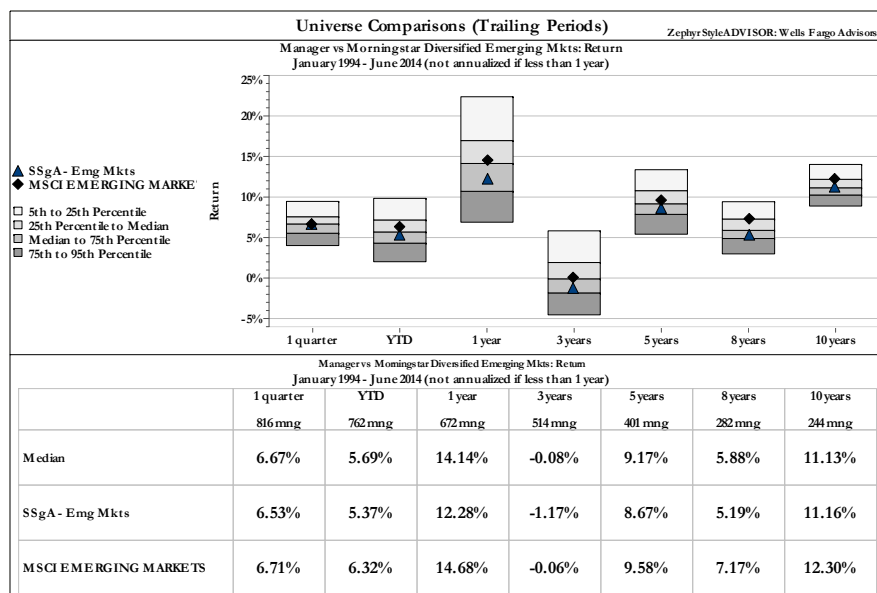
	Portfolio Weighting %	Ticker	TINGX
MasterCard Inc Class A	3.15	Inception Date	2/1/2007
Partners Group Holding	2.59	Morningstar Rating Overall	★★★★★
Galaxy Entertainment Group Ltd	2.44	Fund Size	2,286,262,099
Catamaran Corp	2.44	Annual Report Net Expense Ratio	0.99
Gildan Activewear Inc	2.40	Management Fee	0.88
Sands China Ltd	2.37		
Constellation Software Inc	2.30		
Dollarama Inc	2.24		
Priceline Group Inc	2.19		
Perrigo Co PLC	2.11		

Source: Morningstar Direct

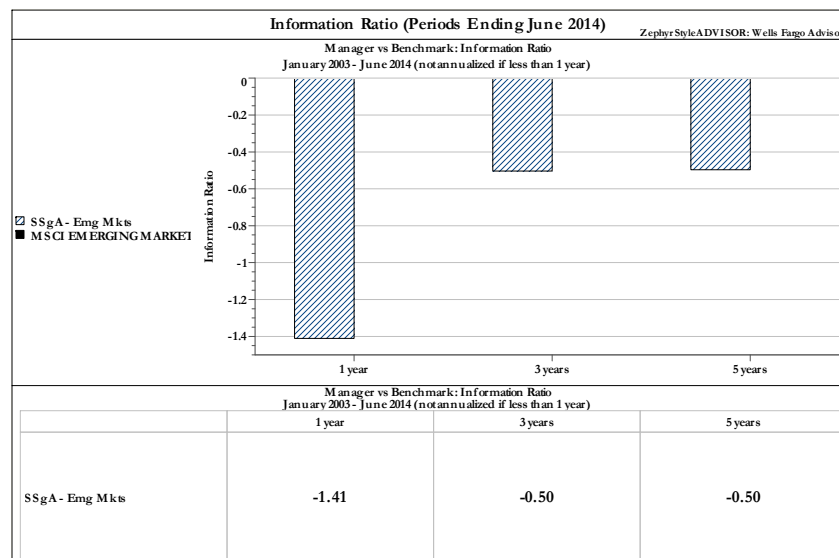
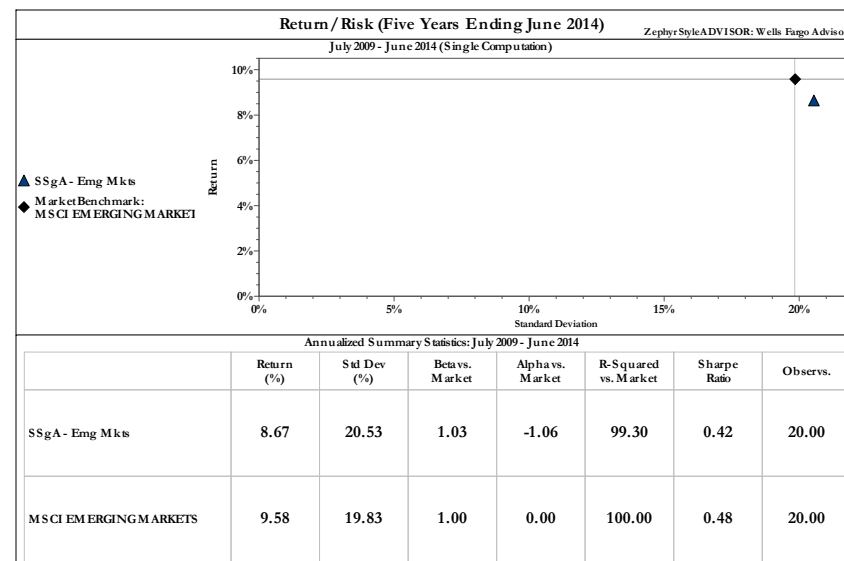
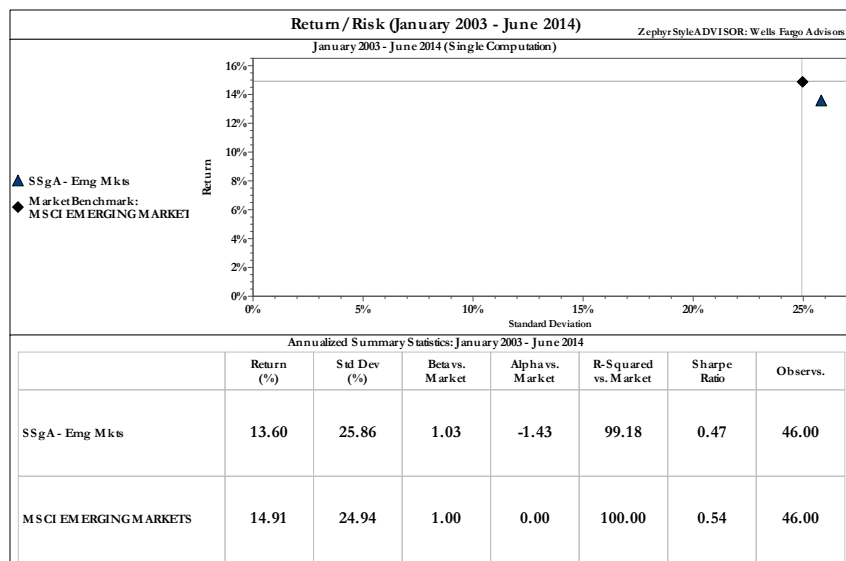
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# Equity Sector (Emerging Markets)

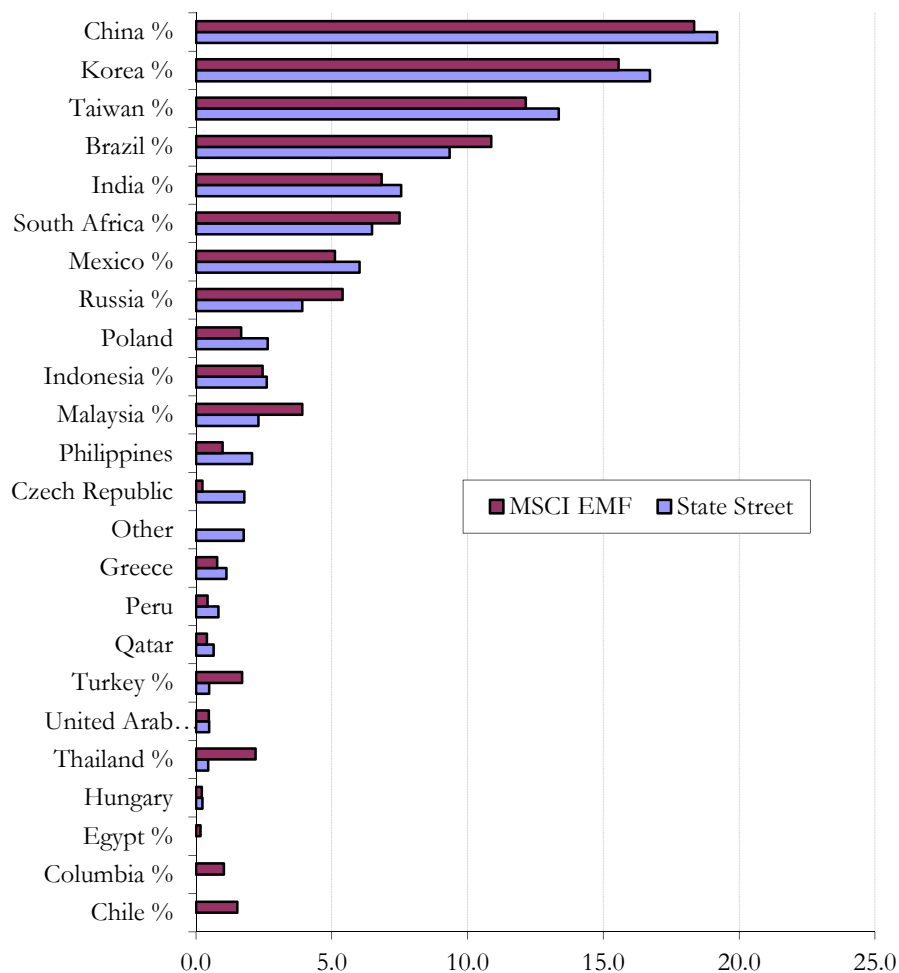
Periods Ending June 30, 2014 - Performance



## Equity Sector (Emerging Markets) Periods Ending June 30, 2014— Risk Measures



## Country Distribution

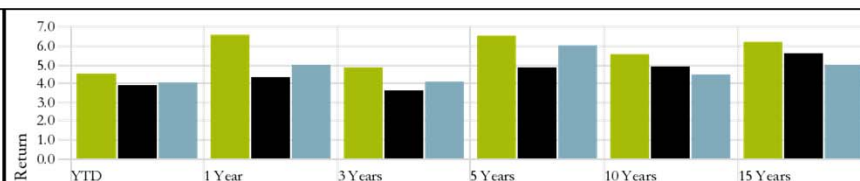
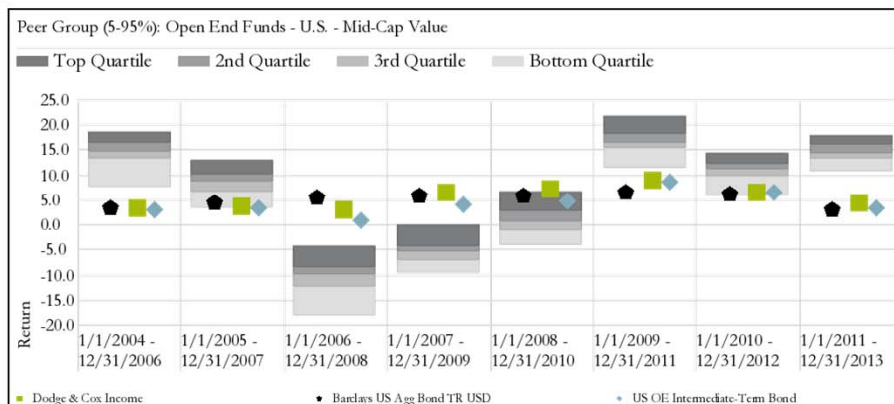


	State Street	MSCI EM
Price/Earnings	10.2	11.37
Price/Book	1.39	1.53
Yield	3.27	2.72
Weighted Average Cap (\$billions)	24,165	22,378
# Holdings	288	832

Data Source: State Street, MSCI

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### III. Fixed Income Sector (US Bonds)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox Income	4.56	6.62	4.88	6.55	5.59	6.23
Barclays US Agg Bond TR USD	3.93	4.37	3.66	4.85	4.93	5.60
US OE Intermediate-Term Bond	4.07	5.03	4.10	6.05	4.50	4.99

Time Period: 7/1/2009 to 6/30/2014



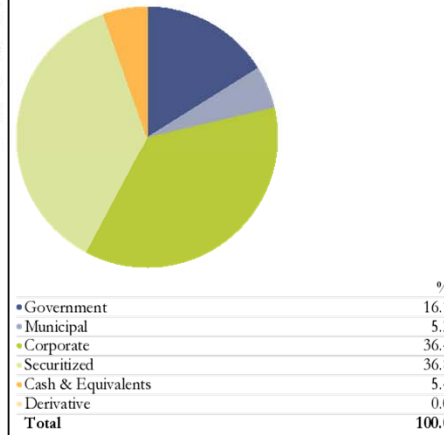
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Dodge & Cox Income	0.64	7.94	4.76	7.17	16.05	-0.29	4.68	5.30	1.98	3.64	5.97	10.75	10.32	10.70
Barclays US Agg Bond TR USD	-2.02	4.21	7.84	6.54	5.93	5.24	6.97	4.33	2.43	4.34	4.10	10.26	8.44	11.63
US OE Intermediate-Term Bond	-1.42	7.01	5.86	7.72	13.97	-4.70	4.70	4.15	1.80	3.91	5.10	8.04	7.64	9.44

Time Period: 7/1/2009 to 6/30/2014

Return	6.55
Std Dev	2.72
Downside Deviation	1.39
Alpha	3.18
Beta	0.67
R2	48.85
Tracking Error	2.16
Treynor Ratio (geo)	9.69
Sharpe Ratio	2.32
Information Ratio (geo)	0.75

Portfolio Date: 6/30/2014



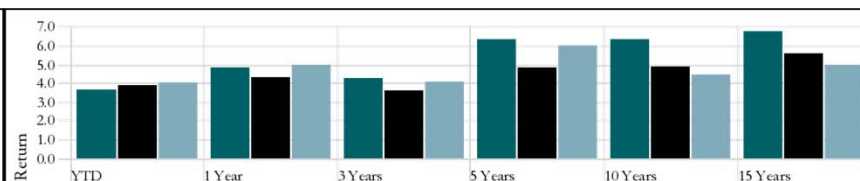
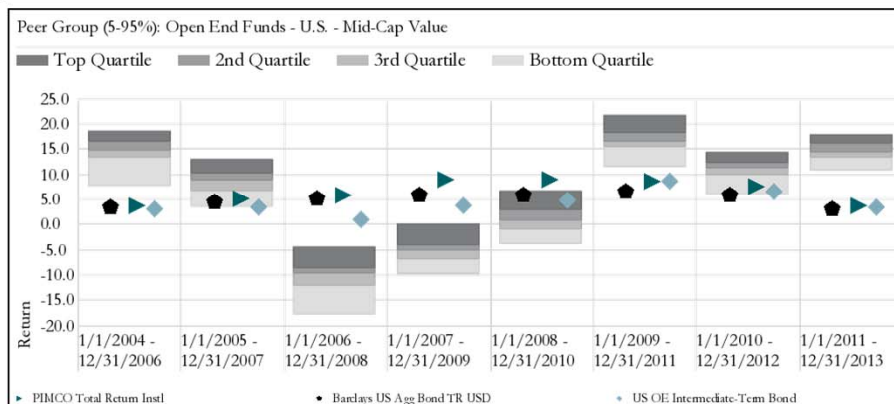
Portfolio Date: 6/30/2014

	Portfolio Weighting %	
US Treasury Note 1.5%	1.81	Ticker: DODIX
US Treasury Note 1.5%	1.78	Inception Date: 1/3/1989
US Treasury Note 0.625%	1.61	Morningstar Rating Overall: ★★★★★
Verizon Comms 6.55%	1.42	Fund Size: 27,835,072,375
FNMA 4.5%	1.34	Annual Report Net Expense Ratio: 0.43
US Treasury Note 1.5%	1.28	Management Fee: 0.40
US Treasury Note 0.75%	1.26	
FHLMC FRN	1.07	
Time Warner Cable 8.25%	1.01	
Petrobras Intl Fin 5.375%	1.00	

Source: Morningstar Direct

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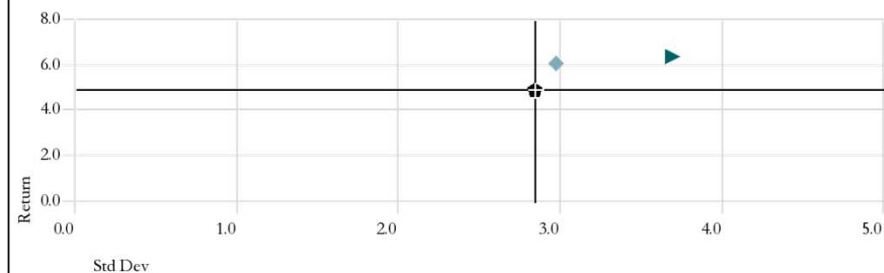
## Fixed Income Sector (US Bonds)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
PIMCO Total Return Instl	3.70	4.88	4.32	6.39	6.37	6.80
Barclays US Agg Bond TR USD	3.93	4.37	3.66	4.85	4.93	5.60
US OE Intermediate-Term Bond	4.07	5.03	4.10	6.05	4.50	4.99

Time Period: 7/1/2009 to 6/30/2014



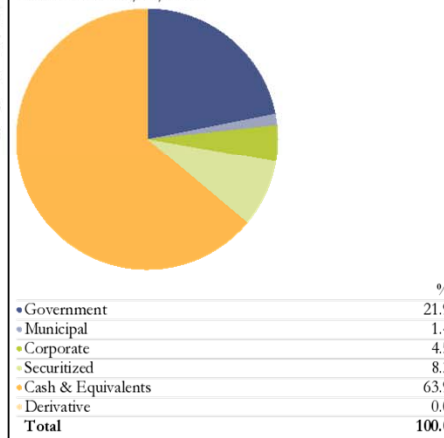
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
PIMCO Total Return Instl	-1.92	10.36	4.16	8.83	13.83	4.82	9.07	3.99	2.89	5.14	5.56	10.20	9.50	12.09
Barclays US Agg Bond TR USD	-2.02	4.21	7.84	6.54	5.93	5.24	6.97	4.33	2.43	4.34	4.10	10.26	8.44	11.63
US OE Intermediate-Term Bond	-1.42	7.01	5.86	7.72	13.97	-4.70	4.70	4.15	1.80	3.91	5.10	8.04	7.64	9.44

Time Period: 7/1/2009 to 6/30/2014

	Inv	Bmk1
Return	6.39	4.85
Std Dev	3.70	2.85
Downside Deviation	1.73	0.00
Alpha	1.46	0.00
Beta	1.01	1.00
R2	59.92	100.00
Tracking Error	2.34	0.00
Treynor Ratio (geo)	6.26	4.76
Sharpe Ratio	1.67	1.65
Information Ratio (geo)	0.62	

Portfolio Date: 3/31/2014



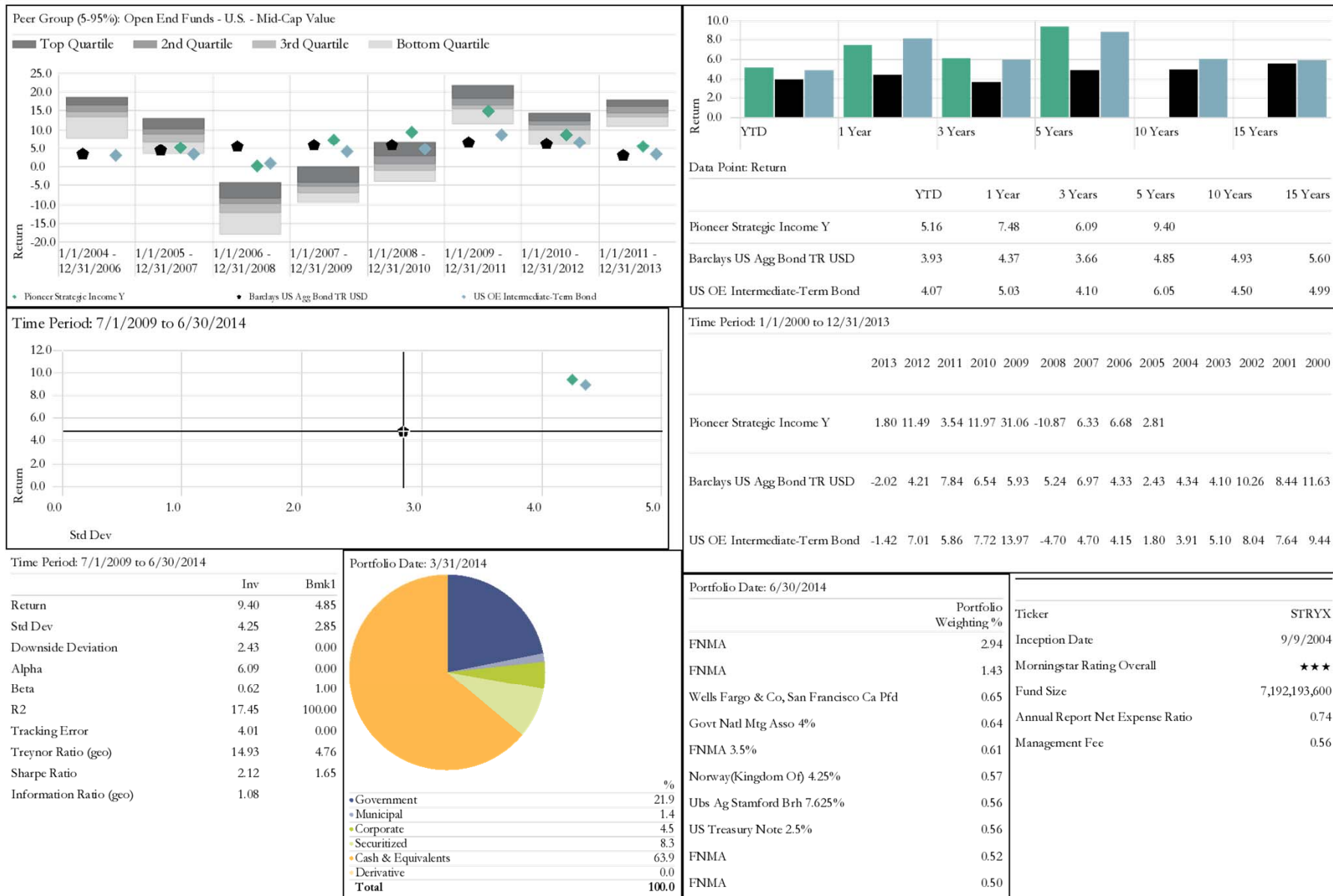
	Portfolio Weighting %
Irs Usd 1.500 03/18/15-1y (Red) Cme	15.53
Irs Usd 3.000 09/21/16-1y (Grn) Cme	9.61
5 Year US Treasury Note Future June14	8.52
Pimco Fds	7.90
Irs Usd 1.500 12/16/15-1y (Grn) Cme	6.91
Irs Usd 2.750 06/19/13-30y Cme	-2.50
Irs Usd 3.500 12/18/13-30y Cme	-2.45
US Treasury TIP	2.19
US Treasury Note 0.75%	1.99
US Treasury Note 1.5%	1.98

Ticker	PTTRX
Inception Date	5/11/1987
Morningstar Rating Overall	★★★★
Fund Size	225,216,397,275
Annual Report Net Expense Ratio	0.46
Management Fee	0.46

Source: Morningstar Direct

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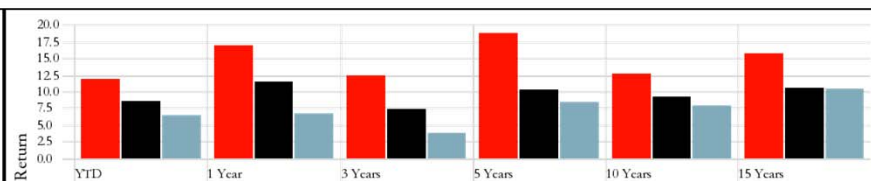
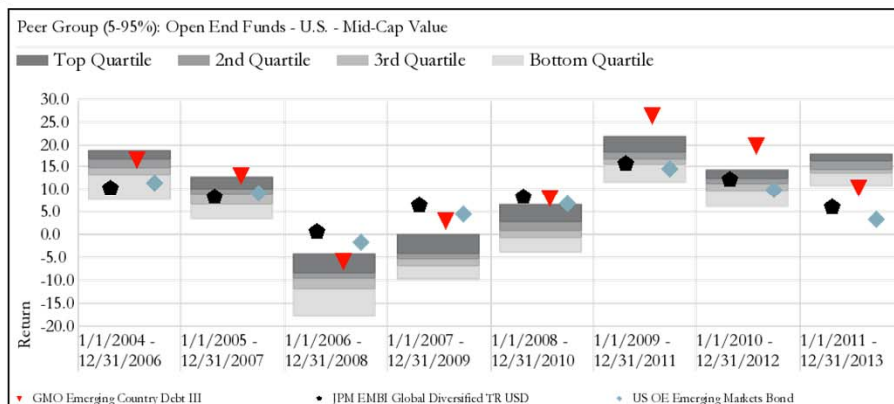
## Fixed Income Sector (US Bonds)



Source: Morningstar Direct

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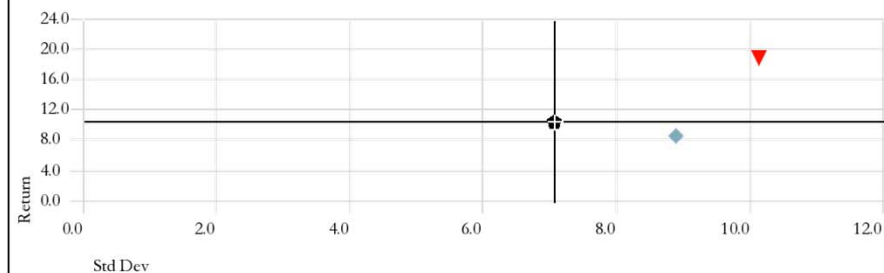
## Fixed Income Sector (EM Debt)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Emerging Country Debt III	11.97	17.00	12.55	18.91	12.70	15.82
JPM EMBI Global Diversified TR USD	8.66	11.63	7.40	10.33	9.28	10.60
US OE Emerging Markets Bond	6.55	6.74	3.94	8.53	8.06	10.53

Time Period: 7/1/2009 to 6/30/2014



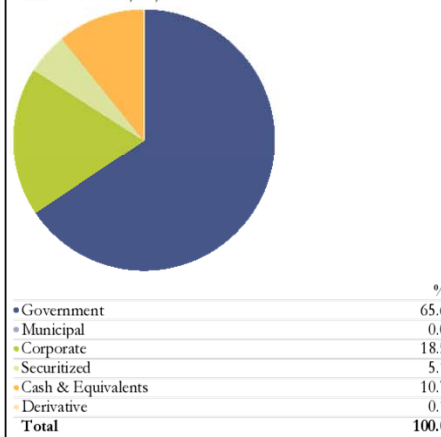
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
GMO Emerging Country Debt III	-1.18	26.73	7.50	25.64	50.17	-33.25	9.19	14.81	15.77	19.00	36.39	19.35	14.19	24.13
JPM EMBI Global Diversified TR USD	-5.25	17.44	7.35	12.24	29.82	-12.03	6.16	9.86	10.25	11.62	22.21	13.65	9.70	12.68
US OE Emerging Markets Bond	-7.27	17.95	1.98	12.34	32.43	-17.64	5.36	10.99	11.50	12.31	30.83	12.69	12.83	12.68

Time Period: 7/1/2009 to 6/30/2014

	Inv	Bmk1
Return	18.91	10.33
Std Dev	10.14	7.07
Downside Deviation	2.35	0.00
Alpha	4.66	0.00
Beta	1.32	1.00
R2	84.34	100.00
Tracking Error	4.60	0.00
Treynor Ratio (geo)	14.28	10.23
Sharpe Ratio	1.76	1.42
Information Ratio (geo)	1.69	

Portfolio Date: 2/28/2014



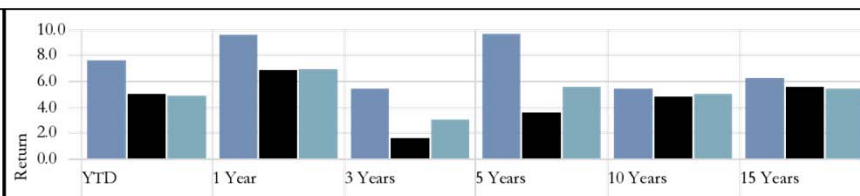
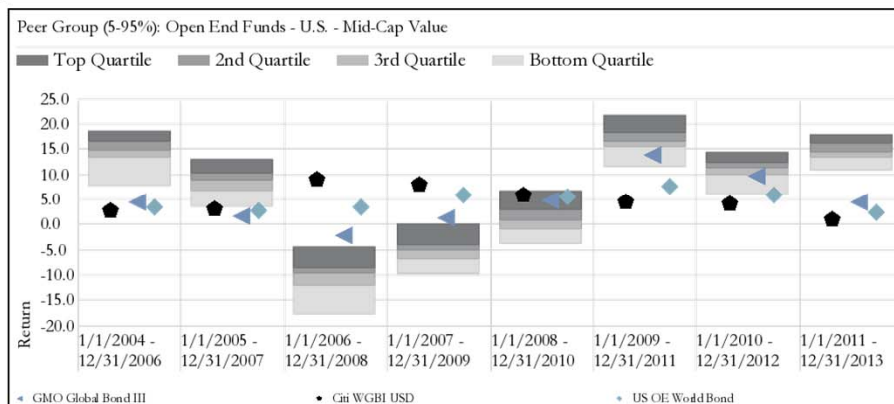
	Portfolio Weighting %
United Mexican Sts Mfn Be 5.75%	5.95
Petroleos De Venezuela Sa 9%	4.22
Bolivarian Republic Venezuela 11.95%	3.66
Republic Of Argentina Sr Unsecured 12/38 Var	3.21
Republic Of Congo Sr Unsecured Regs 06/29 Var	2.91
US Treasury TIP 0.125%	2.35
Republic Of Turkey 6.75%	2.18
Hungary Rep 7.625%	1.91
Natl Pwr 9.625%	1.91
State Street Instl Trs Pls MMkt Instl	1.88

Ticker	GMCDX
Inception Date	4/19/1994
Morningstar Rating Overall	★★★★★
Fund Size	3,493,610,576
Annual Report Net Expense Ratio	0.58
Management Fee	0.35

Source: Morningstar Direct

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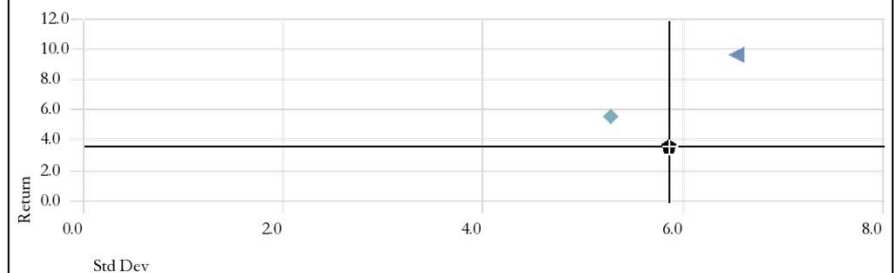
## Fixed Income Sector (World Bonds)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Global Bond III	7.62	9.61	5.43	9.66	5.46	6.26
Citi WGBI USD	5.00	6.85	1.57	3.60	4.82	5.54
US OE World Bond	4.92	6.95	3.00	5.58	4.99	5.45

Time Period: 7/1/2009 to 6/30/2014



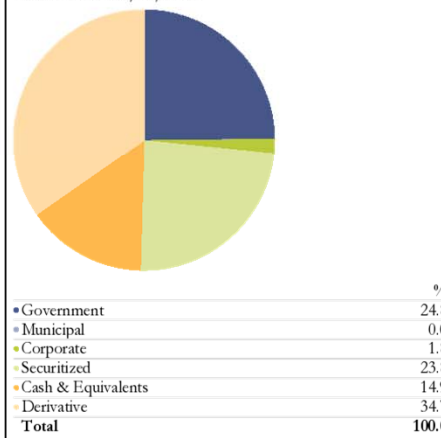
Time Period: 1/1/2000 to 12/31/2013

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
GMO Global Bond III	-1.65	7.19	8.47	14.14	20.43	-15.70	2.76	8.53	-5.61	12.29	22.13	13.31	-0.62	4.38
Citi WGBI USD	-4.00	1.65	6.35	5.17	2.55	10.89	10.95	6.12	-6.88	10.35	14.91	19.49	-0.99	1.59
US OE World Bond	-2.62	8.09	3.39	6.35	13.12	-1.57	7.28	5.42	-3.33	8.98	13.79	14.10	1.95	3.21

Time Period: 7/1/2009 to 6/30/2014

	Inv	Bmk1
Return	9.66	3.60
Std Dev	6.53	5.87
Downside Deviation	1.10	0.00
Alpha	5.66	0.00
Beta	1.03	1.00
R2	84.94	100.00
Tracking Error	2.54	0.00
Treynor Ratio (geo)	9.32	3.51
Sharpe Ratio	1.44	0.62
Information Ratio (geo)	2.31	

Portfolio Date: 2/28/2014

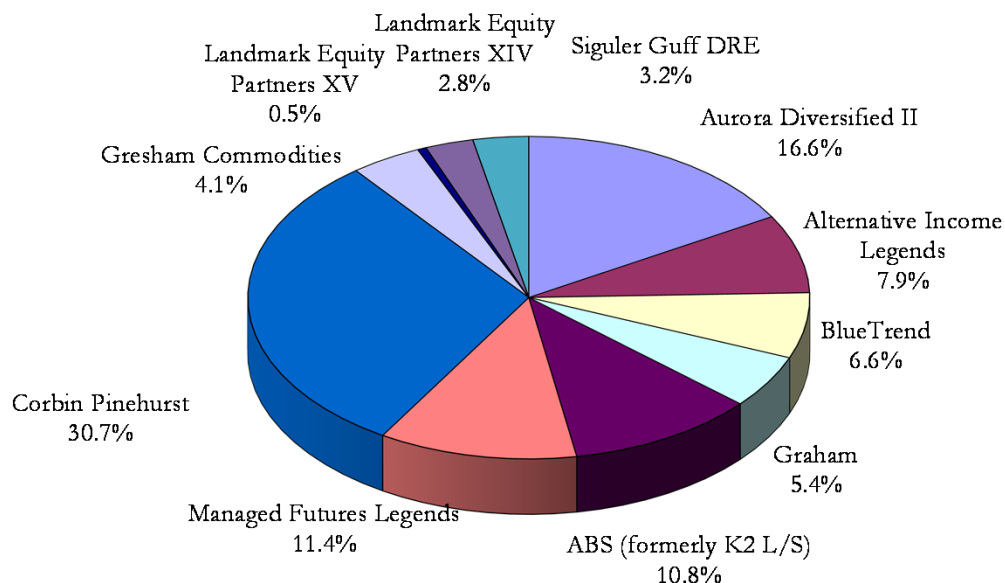


	Portfolio Weighting %
GMO World Opportunity Overlay	16.00
GMO Debt Opportunities VI	13.67
GMO US Treasury	10.57
Euro-Bobl Future Mar14 Xeur 20140306	9.13
Us 10yr Note (Cbt) Jun14 Xcbr 20140619	7.94
Japan(Govt Of) 2.2%	6.92
Us 2yr Note (Cbt) Jun14 Xcbr 20140630	6.40
Us 5yr Note (Cbt) Jun14 Xcbr 20140630	6.32
Jpn 10y Bond(Tse) Mar14 Xtk 20140311	-5.01
US Treasury Note 1.625%	4.68

Ticker	GMGBX
Inception Date	12/28/1995
Morningstar Rating Overall	★★★★
Fund Size	49,391,685
Annual Report Net Expense Ratio	0.38
Management Fee	0.19

Source: Morningstar Direct

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<u>Manager</u>	<u>% of Account</u>	<u>Estimated Market Value</u>	<u>Verified Values</u>	<u>Verified As Of</u>
Aurora Diversified II	16.6%	\$1,054,809	\$1,056,026	5/31/2014
Alternative Income Legends	7.9%	\$500,000	\$504,244	6/30/2014
BlueTrend	6.6%	\$416,680	\$426,317	6/30/2014
Graham	5.4%	\$339,233	\$337,510	6/30/2014
ABS (formerly K2 L/S)	10.8%	\$685,802	\$685,559	5/31/2014
Managed Futures Legends	11.4%	\$724,110	\$725,505	6/30/2014
Corbin Pinehurst	30.7%	\$1,949,199	\$1,957,870	5/31/2014
Gresham Commodities	4.1%	\$258,686	\$262,006	6/30/2014
Landmark Equity Partners XV	0.5%	\$32,200	\$32,200	not verified
Landmark Equity Partners XIV	2.8%	\$175,437	\$153,626	12/31/2013*
Siguler Guff DRE	3.2%	<u>\$203,004</u>	<u>\$181,356</u>	<u>12/31/2013**</u>
<b>Total</b>	<b>100.0%</b>	<b>\$6,339,160</b>	<b>\$6,322,219</b>	

\* Private Equity is last audited on 12/31/13 with a \$158,892 value plus contributions and minus distributions totaling -\$5,257 since that verified value

\*\* Private Equity is last audited on 12/31/13 with a \$192,554 value plus contributions and minus distributions totaling -\$11,198 since that verified value

Data Source: Wells Fargo Advisors

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	2q14	FYTD	One Year	Three Years <sup>1</sup>	Incept (Mgr) <sup>2</sup>	Incept Bench <sup>2</sup>	Performance Inception
<i><b>Combined Alternatives (1 mo lag)</b></i>	<i><b>0.8</b></i>	<i><b>3.9</b></i>	<i><b>3.9</b></i>	<i><b>1.6</b></i>	<i><b>2.6</b></i>	<i><b>3.3</b></i>	Jan-10
<i><b>HFRI FoF Index (1 mo lag)</b></i>	<i><b>2.4</b></i>	<i><b>6.2</b></i>	<i><b>7.5</b></i>	<i><b>2.5</b></i>			
<u>Lower Volatility</u>							
<b>Aurora Diversified II</b>	<b>(0.8)</b>	<b>5.2</b>	<b>5.2</b>	--	<b>2.1</b>	2.9	Feb-11
<i>HFRI Conservative Index</i>	<i>2.5</i>	<i>5.3</i>	<i>7.3</i>	--			
<u>Diversified</u>							
<b>Corbin Pinehurst</b>	<b>1.6</b>	<b>7.9</b>	<b>7.9</b>	<b>6.2</b>	<b>6.4</b>	3.3	Jan-10
<i>HFRI Fund of Funds</i>	<i>2.4</i>	<i>6.2</i>	<i>7.5</i>	<i>2.5</i>			
<u>Hedged Equity</u>							
<b>ABS Global L/S (K2 prior to 12/12)</b>	<b>(1.6)</b>	<b>10.2</b>	<b>10.2</b>	<b>5.1</b>	<b>4.9</b>	5.8	Jan-10
<i>HFRI Equity Hedge</i>	<i>3.3</i>	<i>9.5</i>	<i>12.3</i>	<i>4.0</i>			
<u>Managed Futures</u>							
<b>BlueTrend</b>	<b>4.4</b>	<b>(8.9)</b>	<b>(8.9)</b>	--	<b>(3.3)</b>	(3.1)	Feb-11
<b>Graham</b>	<b>(2.1)</b>	<b>(8.9)</b>	<b>(8.9)</b>	<b>(5.6)</b>	<b>(4.3)</b>	(1.0)	Jan-10
<b>Managed Futures Legends</b>	<b>0.7</b>	<b>(9.8)</b>	<b>(9.8)</b>	--	<b>(6.0)</b>	(3.1)	Feb-11
<i>CS Tremont Managed Futures Index</i>	<i>(2.5)</i>	<i>2.3</i>	<i>(6.8)</i>	<i>(4.6)</i>			
<u>Commodities</u>							
<b>Gresham Commodities</b>	<b>0.3</b>	<b>2.4</b>	<b>2.4</b>	--	<b>(3.9)</b>	(5.4)	Feb-11
<i>Dow UBS Commodity Index</i>	<i>7.9</i>	<i>2.7</i>	<i>(1.8)</i>	--			
<u>Private Equity</u>							
<b>Landmark Equity Partners</b>					<b>13.5</b>		Jan-10
<b>Singular Guff DRE</b>					<b>12.2</b>		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. Because the futures and commodity markets can be highly unpredictable – often swinging dramatically – investing in currency and commodities is not suitable for all investors. You may lose your entire investment, and in some cases, more than you invested.

**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, Investor Force/MSCI, Barclays Capital, Standard & Poor's, Morningstar, Thomson Reuters, direct material from managers/funds, and other sources we deem reliable.

**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.

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

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

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

**Barclays 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.

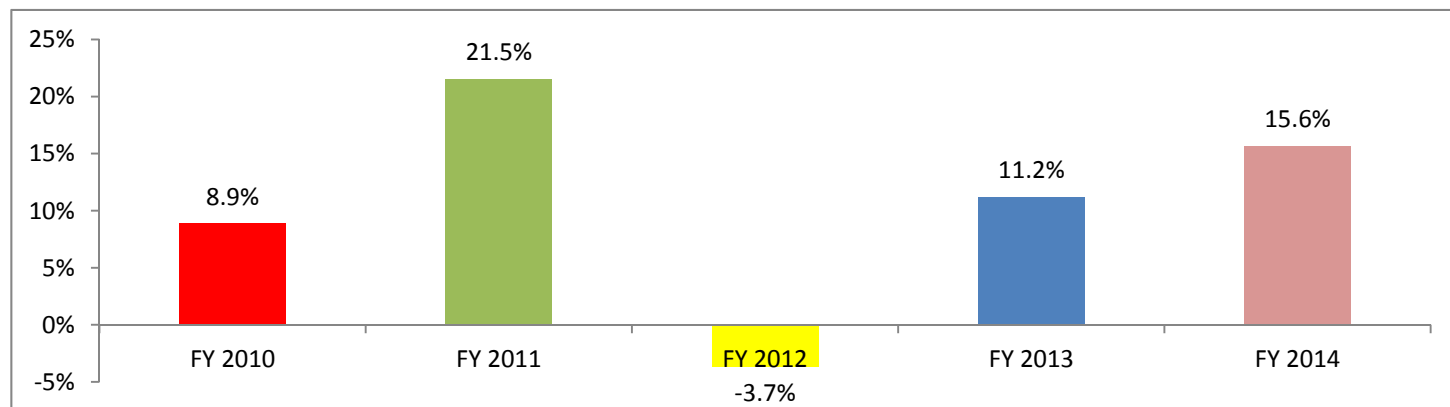
**Dow Jones Wilshire REIT Index** - A measurement of equity REITs and Real Estate Operating Companies. No special-purpose or health care REITs are included. It is a market capitalization-weighted index for which returns are calculated monthly using buy and hold methodology; it is rebalanced monthly.

**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.

**Performance for  
College of William and Mary Green Fund**

**Rates of Return**



Performance Inception Date: January 23, 2009

Since Inception ROR: 12.09%

Fiscal Year 2014 ROR: 15.65%

Beginning Market Value (July 1, 2013):

<u>Quarter</u>	<u>Contributions</u>	<u>Withdrawals</u>
3Q13		
4Q13	\$ 20,000	
1Q14	\$ 20,000	
2Q14		

Total Net Flows \$ 40,000

Invested Capital \$ 317,661

Appreciation/Depreciation \$ 7,833

Ending Market Value (June 30, 2014) \$ 325,494

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.

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NOT INSURED BY FDIC OR ANY FEDERAL GOVERNMENT AGENCY	MAY LOSE VALUE	NOT A DEPOSIT OF OR GUARANTEED BY A BANK OR ANY BANK AFFILIATE
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September 2, 2014

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

**2014-2015**

**EXECUTIVE COMMITTEE**

Todd A. Stottlemeyer, Rector  
Robert E. Scott, Vice Rector  
Thomas R. Frantz, Secretary  
Kendrick F. Ashton, Jr.  
Ann Green Baise  
Sue H. Gerdelman  
H. Thomas Watkins III  
*Michael J. Fox*

**COMMITTEE ON ACADEMIC AFFAIRS**

Robert E. Scott, Chair  
Kendrick F. Ashton, Jr., Vice Chair  
Lynn M. Dillon  
Thomas R. Frantz  
William H. Payne II  
Lisa E. Roday  
Suzanne Raitt, faculty representative  
*Michael R. Halleran*

**COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

Ann Green Baise, Chair  
John Charles Thomas, Vice Chair  
Keith S. Fimian  
William H. Payne II  
DeRonda M. Short  
Peter A. Snyder  
David Dessler, faculty representative  
*Anna B. Martin*

**COMMITTEE ON ATHLETICS**

Peter A. Snyder, Chair  
Keith S. Fimian, Vice Chair  
Thomas R. Frantz  
Sue H. Gerdelman  
DeRonda M. Short  
H. Thomas Watkins III  
Bill Cooke, faculty representative  
*Edward C. Driscoll, Jr.*

**COMMITTEE ON AUDIT AND COMPLIANCE**

John Charles Thomas, Chair

Leigh A. Pence, Vice Chair

Ann Green Baise

John E. Littel

Christopher M. Little

DeRonda M. Short

*Kent B. Erdahl*

*Kiersten L. Boyce*

*Samuel E. Jones*

*Anna B. Martin*

**COMMITTEE ON FINANCIAL AFFAIRS**

Kendrick F. Ashton, Jr., Chair

John E. Littel, Vice Chair

Lynn M. Dillon

Thomas R. Frantz

Christopher M. Little

Lisa E. Roday

Robert E Scott

H. Thomas Watkins III

Eric Chason, faculty representative

*Samuel E. Jones*

(to be appointed - Investments Subcommittee)

**RICHARD BLAND COLLEGE COMMITTEE**

John E. Littel, Chair

Ann Green Baise, Vice Chair

Lynn M. Dillon

Sue H. Gerdelman

William H. Payne, II

*Debbie L. Sydow*

***COMMITTEES OF THE WHOLE:*****COMMITTEE ON ADVANCEMENT** (combined Development, Alumni Relations committees)

Sue H. Gerdelman, Chair

Lynn M. Dillon, Vice Chair

Keith S. Fimian, Vice Chair

Christopher M. Little, Vice Chair

Leigh A. Pence, Vice Chair

H. Thomas Watkins III, Vice Chair

*Matthew T. Lambert*

**COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES**

Thomas R. Frantz, Chair

John E. Littel, Vice Chair

Robert E. Scott, Vice Chair

Peter A. Snyder, Vice Chair

H. Thomas Watkins III, Vice Chair

*Michael R. Halleran*

*Henry R. Broaddus*

**COMMITTEE ON STUDENT AFFAIRS**

Leigh A. Pence, Chair

Keith S. Fimian, Vice Chair

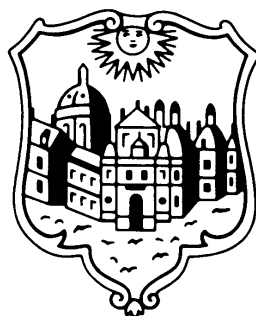
Lisa E. Roday, Vice Chair

Peter A. Snyder, Vice Chair

*Virginia M. Ambler*

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

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WILLIAM  
& MARY

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COMMITTEE MEETINGS

*Board Rooms - Blow Memorial Hall*

September 24-26, 2014

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

September 26, 2014 - 11:00 a.m.  
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Todd A. Stottlemeyer
- II. Approval of Minutes Mr. Stottlemeyer
  - A. April 23-25, 2014 Annual Board Meeting
  - B. August 15-16, 2014 Board Retreat
- III. Opening Remarks Mr. Stottlemeyer  
President W. Taylor Reveley III
- IV. Closed Session (if necessary) Mr. Stottlemeyer
- V. Open Session - Certification of Closed Session **Resolution** Mr. Stottlemeyer
- VI. Reports of Standing Committee Chairs
  - A. Richard Bland College Committee John E. Littel
  - B. Committee on Audit and Compliance John Charles Thomas
  - C. Committee on Administration, Buildings and Grounds Ann Green Baise
    - 1. **Resolution 9:** Resolution to Demolish Page House,  
Pollock House, Coastal Inventory  
Facility, Wetlands Facility and  
CCRM Watershed Facility *tab #9*
    - 2. **Resolution 10:** Resolution to Approve Capital Project:  
Improve Swem Media Center *tab #10*
  - D. Committee on Advancement Sue H. Gerdelman
  - E. Committee on Athletics Peter A. Snyder
  - F. Committee on Financial Affairs Kendrick F. Ashton, Jr.
    - 1. **Resolution 11:** Six-Year Plan Update *tab #11*

Board of Visitors  
MEETING AGENDA  
September 26, 2014

G. Committee on Academic Affairs

Robert E. Scott

1. **Resolution 1:** Appointment to Fill Vacancies in the Executive Faculty *tab #1*
2. **Resolution 2:** Appointments to Fill Vacancies in the Instructional Faculty *tab #2*
3. **Resolution 3:** Appointments to Fill Vacancies in the Professional Faculty *tab #3*
4. **Resolution 4:** Award of Academic Tenure *tab #4*
5. **Resolution 5:** Designated Professorships *tab #5*
6. **Resolution 6:** Faculty Leaves of Absence *tab #6*
7. **Resolution 7:** Resolution to Amend the Bylaws of the Faculty of Arts and Sciences *tab #7*
11. **Resolution 8:** Resolution to Amend the Bylaws of the School of Education *tab #8*

VII. Old Business

Mr. Stottlemeyer

VIII. New Business

Mr. Stottlemeyer

IX. Executive Session

Mr. Stottlemeyer

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

Mr. Stottlemeyer

XI. Closing remarks

XII. Adjournment

Mr. Stottlemeyer

**BOARD DINING ROOM:**

Lunch available

FULL BOARD MEETING  
MINUTES – APRIL 23-25, 2014

BOARD RETREAT  
MINUTES – AUGUST 15-16, 2014

## MINUTES

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

April 23-25, 2014  
Blow Memorial Hall - College of William and Mary

The Board of Visitors of The College of William and Mary in Virginia met on the William and Mary campus in Williamsburg on Wednesday, Thursday and Friday, April 23-25, 2014.

On Wednesday, April 23, the Executive Committee met in the Rector's Office from 4:07 to 6:32 p.m. That evening the full Board convened for dinner at Plumeri House at 119 Chandler Court.

Those present on Wednesday were:

Kendrick F. Ashton, Jr.	John E. Littel
Ann Green Baise	Leigh A. Pence
Charles A. Banks III	Robert E. Scott
Keith S. Fimian	DeRonda M. Short
Edward L. Flippen	Todd A. Stottlemeyer, Rector
Thomas R. Frantz	John Charles Thomas
Sue H. Gerdelman	H. Thomas Watkins III

Absent: Lynn M. Dillon  
Peter A. Snyder  
L. Clifford Schroeder, Sr.

Also present was William and Mary President W. Taylor Reveley III.

At 7:55 p.m. the Rector convened the full Board at Plumeri House, and asked for a motion that the Board of Visitors of the College of William & Mary convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was made by Mr. Frantz, 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 7:55 p.m.

The Board reconvened in open session at 9:15 p.m. Mr. Stottlemeyer reviewed the topic discussed during closed session for the benefit of the observers, then asked for a motion to adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was made by Mr. Frantz, seconded by Mr. Banks and approved by roll call vote of the Board conducted by Secretary of the Board Thomas Frantz. (Certification **Resolution** is appended.)

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

On Thursday, April 24, the Committee on Audit and Compliance, the Committee on Administration, Buildings and Grounds, and the Committee on Athletics met in the Board Conference Room, while the Committee on Academic Affairs, the Committee on Student Affairs, the Committee on Development, the Committee on Alumni Relations and the Richard Bland College Committee met in the Board Room.

Board of Visitors  
MINUTES  
Page 2

Those present on Thursday were:

Kendrick F. Ashton, Jr.	Robert E. Scott
Ann Green Baise	DeRonda M. Short
Charles A. Banks III	Peter A. Snyder
Lynn M. Dillon	L. Clifford Schroeder, Sr
Keith S. Fimian	Todd A. Stottlemeyer, Rector
Edward L. Flippen	John Charles Thomas
Thomas R. Frantz	H. Thomas Watkins III
Sue H. Gerdelman	Faculty representative: William J. Hausman
John E. Littel	Student representative: Chase B. Koontz
Leigh A. Pence	

Others present:

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

Also in attendance were University Counsel Deborah Love, Staff Liaison Jennifer E. Sekula, 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 VIMS staff.

The Committee on Audit and Compliance met from 8:00 to 9:28 a.m. The Committee on Administration, Buildings and Grounds met from 9:30 to 10:15 a.m. The Committee on Academic Affairs met from 9:30 to 10:20 a.m.

At 10:28 a.m. the Board convened as a committee of the whole for the Provost Report and Faculty Presentation. Mr. Scott introduced Provost Michael Halleran. The Provost focused the first portion of his report on the requirement in the William and Mary Promise for an annual report prior to the adoption of the budget on salaries, academic innovation and business innovation, as laid out in sections 25.7, 25.8 and 25.9. A general discussion with the Board members ensued as the Provost discussed each section. At the conclusion of the academic innovation section, Mr. Scott thanked the deans for their efforts, noting the difficulty in making culture change.

Due to time constraints, at the conclusion of this portion of the presentation, Mr. Scott advised that the remaining faculty presentations would be deferred to a future meeting, and the Board recessed at 12:02 p.m. to attend a lunch with student leaders.

At 1:45 p.m. the Board convened as a committee of the whole for the **Committee on Student Affairs**. In the absence of Ms. Pence, Vice Chair Peter Snyder presided, briefly reviewed the agenda, and called on Vice President for Student Affairs Ginger Ambler. Ms. Ambler reported on the College radio station, noting that the annual report was contained in Enclosure J. Ms. Ambler advised that she and Chief Compliance Officer Kiersten Boyce would jointly discuss Title IX, including the current context for the law, other relevant laws and statutes, William & Mary's infrastructure and staff for Title IX compliance and education and prevention efforts at the College, as they relate to sexual conduct and based on guidelines from the Association of Governing Board's advisory statement published in October 2013. A general discussion ensued.

Mr. Snyder introduced student liaisons Brian Focarino and Erin Spencer, and congratulated them on their presentations this year, then called on student representative Chase Koontz, who introduced the new Student Assembly President Colin Danly, the new Student Assembly Vice President Kendall Lorenzen, and the student liaisons for next year, Megan Brew and Peter Rechter. Mr. Koontz also thanked Mr. Focarino and Ms. Spencer for their hard work during the year.

In their presentation, Mr. Focarino and Ms. Spencer discussed student innovation taking place at William and Mary, focusing on several student entrepreneurship efforts and then outlined the need for a physical space on campus for an entrepreneurship center. Following a brief discussion, and there being no further business, the Committee adjourned at 2:38 p.m.

Following a short break, the Committee on Development and the Committee on Alumni Relations met jointly in the Board Room from 2:45 to 3:45 p.m. The Committee on Athletics met in the Board Conference Room from 4:00 to 5:00 p.m., while the Richard Bland College Committee met in the Board Room from 4:00 to 5:43 p.m.

On Friday, April 25, the Board reconvened in the Board Room as a committee of the whole.

Those present on Friday morning were:

Ann Green Baise	DeRonda M. Short
Charles A. Banks III	Peter A. Snyder
Lynn M. Dillon	L. Clifford Schroeder, Sr
Keith S. Fimian	Todd A. Stottlemeyer, Rector
Edward L. Flippen	John Charles Thomas
Thomas R. Frantz	H. Thomas Watkins III
Sue H. Gerdelman	Faculty representative: William J. Hausman
John E. Littel	Student representative: Chase B. Koontz
Robert E. Scott	

Absent: Kendrick F. Ashton, Jr.  
Leigh A. Pence

Others present:

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

Also in attendance were University Counsel Deborah Love, Staff Liaison Jennifer E. Sekula, Dean Katharine Conley, Dean Davison Douglas, Dean Lawrence B. Pulley, Dean John T. Wells, Richard Bland Vice President Annette Parker, members of the William and Mary Faculty and Student Liaison Committees, and other William and Mary and VIMS staff.

At 8:00 a.m. Chair Tom Frantz convened the **Committee on Strategic Initiatives and New Ventures**. Following brief opening remarks, Mr. Frantz moved that the Committee convene in Closed Session for the purpose of discussing the evaluation of performance of departments or schools, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was 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 8:07 a.m.

The Committee reconvened in open session at 9:32 a.m. Mr. Frantz reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Frantz called on Vice President for Strategic Initiatives Jim Golden and Provost Michael Halleran, who provided an update on the 2015-2019 Strategic Plan, noting the main change was building in implementation of the Promise into the planning dashboard.

Following the general discussion and there being no further business, the Committee adjourned at 9:45 a.m.

The Committee on Financial Affairs met in the Board Room from 9:50 to 11:05 a.m.

Board of Visitors  
MINUTES  
Page 5

Following a short break, the Rector convened the annual meeting of the full Board at 11:15 a.m.

Those present were:

Ann Green Baise	DeRonda M. Short
Charles A. Banks III	Peter A. Snyder
Lynn M. Dillon	L. Clifford Schroeder, Sr.
Keith S. Fimian	Todd A. Stottlemeyer, Rector
Edward L. Flippen	John Charles Thomas
Thomas R. Frantz	H. Thomas Watkins III
Sue H. Gerdelman	Faculty representative: William J. Hausman
John E. Littel	Student representative: Chase B. Koontz
Robert E. Scott	

Absent: Kendrick F. Ashton, Jr.  
Leigh A. Pence

Others present were:

W. Taylor Reveley III	Kiersten L. Boyce
Debbie L. Sydow	Karen R. Cottrell
Michael R. Halleran	John E. Donaldson
Edward C. Driscoll, Jr.	Michael J. Fox
James R. Golden	Fanchon Glover
Samuel E. Jones	Annette S. Parker
Matthew T. Lambert	Brian W. Whitson
Anna B. Martin	Sandra J. Wilms

Also in attendance were University Counsel Deborah Love, Dean Katharine Conley, Dean John T. Wells, Richard Bland Dean of Faculty Vern Lindquist, members of the William and Mary Faculty Liaison Committee, and other William and Mary, Richard Bland and VIMS staff.

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to adopt the minutes of the meeting of February 5-7, 2014. Motion was made by Mr. Scott, seconded by Mr. Thomas; and approved by voice vote.

In his opening remarks, the Rector expressed his thanks for the work of the faculty, staff and administration during the past year, and particularly thanked staff liaison Jennifer Sekula, faculty representatives Barbara Morgan and Will Hausman, student representatives Eric Monge and Chase Koontz, and Board member Charlie Banks, for their service on the Board.

In his opening remarks, President Reveley thanked Mr. Stottlemeyer for his leadership of the Board, and thanked Mr. Banks for his service during the past eight years.

The Rector moved that the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing and/or approving personnel actions pertaining to the appointment, tenure, promotions and leaves of specific instructional and professional faculty; discussion of matters that would involve the disclosure of information contained in a scholastic

record; consultation with legal counsel employed by a public body regarding specific legal matters; discussing specific recommendations related to fundraising initiatives, priorities and strategies as well as current development activities, gifts and bequests, and discussion or consideration of honorary degrees, as provided for in Section 2.2-3711.A.1., 2., 7., 8., and 10., of the Code of Virginia. Motion was seconded by Mr. Banks and approved by voice vote. The Board went into closed session at 11:40 a.m.

The Board reconvened in open session at 11:58 a.m. Mr. Stottlemeyer moved to certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Scott and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Mr. Thomas reported for the Committee on Audit and Compliance. There were no action items.

Mr. Snyder reported for the Committee on Athletics. There were no action items.

Ms. Baise reported for the Committee on Administration, Buildings and Grounds

Ms. Baise moved adoption of **HANDOUT Resolution 47**, Resolution to Approve Capital Project: Renovate Zable Stadium. Motion was seconded by Mr. Thomas and approved by voice vote. (**Resolution 47** is appended.)

Ms. Gerdelman reported for the Committee on Development.

Ms. Gerdelman moved adoption of **Resolution 37**, The Christopher Wren Association Fund Functioning as an Endowment and **Resolution 38**, Amendment of the Katherine Elizabeth Towers and Lewis Carlin Towers Scholarship Quasi-Endowment. Motion was seconded by Ms. Dillon and approved by voice vote.

Mr. Littel reported for the Richard Bland College Committee, and asked President Sydow for a brief report.

President Sydow recognized Annette Parker, who is retiring in June, and thanked her for her work on the financial plan. The President also expressed thanks to Sam Jones, Sarah Melchior, Deb Love and others on the William and Mary campus for their help during the year, and commented on the ongoing work to re-engage Richard Bland alumni with the college. She noted that a strong administrative team is now in place; and that enhanced enrollment is being seen. The academic profile has been expanded, with seven new associate degrees and three new certificates, providing more options to students. President Sydow thanked the Board for their confidence in Richard Bland and the efforts underway.

Mr. Littel moved adoption as a block of **Resolution 1**, Appointment of Dean of Faculty and Academic Effectiveness; **Resolution 2**, Appointment of Dean of Students; **Resolution 3**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 4**, Appointments to Fill a Vacancy in the Professional Faculty; **Resolution 5**, Faculty Promotion; **Resolution 6**, Approval of Priority Registration and Transfer Evaluation for Military Personnel Policy; **Resolution 7**,

Approval of Academic Curricula and Degrees; **Resolution 8**, Approval of FY 2014-2015 Tuition and Fees; **Resolution 9**, Approval of 2014-2015 Operating Budget Proposal; **Resolution 10**, Approval of Expanded Use of Secondary Residence; **Resolution 11**, Endorsement of Forest Management Plan; **Resolution 12(R)**, Approval of 2014 Campus Master Plan; and **Resolution 13**, Approval of Use of James W. and Carolyn M. Sutherland Fund in Support of Richard Bland College. Motion was seconded by Mr. Flippen and approved by voice vote. (**Resolution 12(R)** is appended.)

In the absence of Mr. Ashton, Mr. Littell, reported for the Committee on Financial Affairs.

Mr. Littell moved adoption as a block of **Resolution 39**, FY 2014-15 Operating Budget for Educational and General Programs; **Resolution 41**, FY 2014-15 Auxiliary Enterprise Operating Budgets; **Resolution 42**, FY 2014-15 Sponsored Programs Operating Budget; **Resolution 43**, FY 2014-15 State Appropriated Student Financial Assistance; **Resolution 44**, FY 2014-15 Applied Music Fee; **Resolution 45**, FY 2014-15 Board of Visitors Private Funds Budget; and **Resolution 46**, Virginia Institute of Marine Science FY 2014-15 Operating Budget. Motion was seconded by Mr. Frantz and approved by voice vote.

Mr. Littell moved adoption of **Resolution 40**, FY 2014-15 Tuition and Fee Structure for Full- and Part-time Students. Motion was seconded by Ms. Gerdelman and approved by voice vote, with Mr. Snyder voting no.

Mr. Scott reported for the Committee on Academic Affairs.

Mr. Scott moved adoption as a block of **Resolution 14**, Appointment to Fill Vacancies in the Executive Faculty; **Resolution 16**, Appointments to Fill Vacancies in the Professional Faculty; **Resolution 17**, Faculty Promotions; **Resolution 18(R)**, Designated Professorships; **Resolution 19**, Term Distinguished Professorships; **Resolution 20**, William and Mary Student Professorship; **Resolution 21**, Appointments to University Professorships for Teaching Excellence; **Resolution 22**, Faculty Leaves of Absence; **Resolution 23**, Resolution to Modify the Faculty Handbook with Regard to the Timing of Salary Letters; **Resolution 24**, Resolution to Modify the Faculty Handbook with Regard to Extension of Probationary Period; **Resolution 25**, Resolution to Modify the Faculty Handbook with Regard to Inadequate Consideration; **Resolution 26**, Resolution to Modify the Faculty Handbook with Regard to Eligibility for Scheduled Semester Research Leave; **Resolution 27**, Resolution to Adopt Policies for the Purpose of Awarding Academic Credit to Students for Educational Experiences Gained During Service in the Armed Forces of the United States; **Resolution 28**, Resolution to Adopt a Policy that Recognizes the Scheduling Difficulties and Obligations Encountered by Those Serving in the Armed Forces of the United States; **Resolution 29**, Revisions to the Bylaws of the Faculty of Arts and Sciences; **Resolution 30**, Retirement of James W. Beers, School of Education; **Resolution 31**, Retirement of Nancy L. Gray, Department of English; **Resolution 32**, Retirement of John Noell Moore, School of Education; **Resolution 33**, Retirement of Franklin E. Robeson, Mason School of Business; **Resolution 34**, Retirement of James B. Savage, Department of English; **Resolution 35**, Retirement of Robert L. Vold, Department of Applied Science; **Resolution 36**, Retirement of Ned Waxman, Mason School of Business. Motion was seconded by Mr. Frantz and approved by voice vote. (**Resolution 18(R)** is appended.)

Mr. Scott moved adoption of **Resolution 15**, Appointments to Fill Vacancies in the Instructional Faculty. Motion was seconded by Mr. Frantz and approved by voice vote, with Mr. Snyder voting no.

Under Old Business, the Rector moved that the Board of Visitors hereby confer the following honorary degrees on the individuals noted at Commencement 2014:

Alan B. Miller – **Doctor of Public Service**  
Leroy A. Petry – **Doctor of Public Service**

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

Under New Business, the Rector recognized Mr. Scott.

Mr. Scott moved adoption of **HANDOUT Resolution 48**, Appointment of Faculty Representatives to Standing Committees of the Board of Visitors. Motion was seconded by Ms. Baise.

The Rector advised that the Executive Committee had discussed the proposed resolution and recommended its adoption. Following discussion, Ms. Short made a substitute motion to table the resolution. The motion failed for lack of a second.

The Rector called the vote and the motion was approved by voice vote, with Ms. Short voting no. (**HANDOUT Resolution 48** is appended.)

Judge Thomas moved adoption of **HANDOUT Resolution 49**, Resolution Establishing the Academic Regalia to be Worn by the President of The College of William and Mary in Virginia. Motion was seconded by Ms. Baise and approved by voice vote. (**HANDOUT Resolution 49** is appended.)

Rector moved that the Board of Visitors reappoint John Gerdelman for a three-year term beginning July 1, 2014, representing the Board of Visitors on the Real Estate Foundation Board. Motion was seconded by Mr. Fimian and approved by voice vote.

Mr. Stottlemeyer moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees and matters regarding the consideration of candidates for employment, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Thomas and approved by voice vote. The Board went into closed session at 1:07 p.m.

The Board reconvened in open session at 1:37 p.m. Mr. Stottlemeyer moved to certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Mr. Frantz and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Judge Thomas **moved** that the Board authorize the Rector, in consultation with the Chair of the Committee on Audit and Compliance, to execute a contract with the recommended final candidate for the position of Director of Internal Audit, consistent with the terms discussed in closed session. Motion was seconded by Mr. Flippen and approved by voice vote.

Mr. Littel moved adoption of **HANDOUT Resolution 50**, Approval of Continued Appointment and Amended Contract of Employment. Motion was seconded by Ms. Baise and approved by voice vote. (**HANDOUT Resolution 50** is appended).

Following brief closing remarks, and there being no further business, the Board adjourned at 1:40 p.m.

Board of Visitors

April 23, 2014

### 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

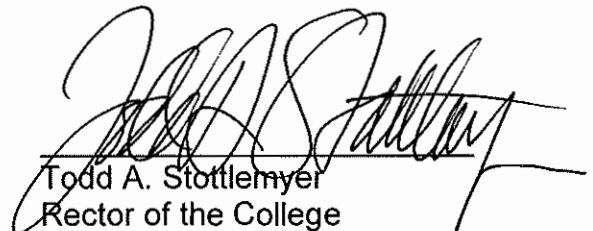
AYES:

14

NAYS:

0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

April 25, 2014

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Board of Visitors Committee on Strategic Initiatives and New Ventures 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 Strategic Initiatives and New Ventures, 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 Financial Affairs.

VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Thomas R. Frantz  
Chair  
Committee on Strategic Initiatives and  
New Ventures

Board of Visitors

April 25, 2014

### 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:

15

NAYS:

0

ABSENT DURING CLOSED SESSION:



Todd A. Stottemyer  
Rector of the College

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE CAPITAL PROJECT:  
RENOVATE ZABLE STADIUM**

Whereas, in March of 2013, the College received the Governor's request that each agency and institution develop a Capital Outlay Plan for the 2014-2020 biennia, and the College complied with that request, resulting in the 2014-2020 Capital Outlay Six Year Plan, which was approved by the Board in April 2013, and submitted to the Department of Planning and Budget over the spring and summer of 2013; and

Whereas, the College's Board of Visitors has the authority to approve non-general fund, non-debt capital projects in accordance with Subchapter 3, (§23.38.91 et seq.) of the Restructured Higher Education Administrative and Operations Act, Chapter 4.10 (§23-38.88 et seq.) of Title 23 of the Code of Virginia, effective July 1, 2006 (the "Act"); and

Whereas, the College's Board of Visitors may authorize a new non-general fund capital project regardless of the Commonwealth's biennial calendar and process; and

Whereas, the College seeks Board authorization to create a non-general fund capital project for the renovation and improvement of Zable Stadium to address significant facility deficiencies;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the creation of capital project 204-90005, Renovate Zable Stadium.

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take all actions necessary to initiate, implement and complete the project in accordance with the College's restructured authority under the Act.

**RICHARD BLAND COLLEGE**

**2014 CAMPUS MASTER PLAN:  
BUILDING COMMUNITY BY TRANSFORMING PHYSICAL SPACE**

Beginning in the fall of 2013, the College received campus mastering planning services with RRMM Architects, Inc. of Chesapeake, VA, and Vanasse Hangen Brustlin, Inc. (VHB), civil engineers and landscape architects to develop a new master plan for the College's campus. RRMM is also designing the renovations currently underway on Ernst Hall and VHB has provided previous civil engineer services on campus.

The central goal of the new campus master plan focuses on building community by transforming RBC's physical space from a commuter campus to a residential, pedestrian-friendly campus. Academic, athletic and residential activity is concentrated in the southwest and northwest quadrants to create a feeling of condensed activity and energy. Pedestrian corridors connect the academic quad to the athletic and residential quadrant. Traffic nodes on Johnson Road and Carson Drive are designed to slow traffic, and vehicles and parking are redirected to the periphery of the main campus. A trail system loops the campus, intersecting with sensitively created storm water management areas to focus on the natural beauty of RBC's campus and to encourage engagement with the delineated wetlands and the pecan groves.

The new campus master plan reorients the main entrance of campus turning off Halifax Road and progressing to the center of campus along a pecan-lined Carson Drive. The northwest quadrant of campus focuses on athletics and residence halls, increasing housing occupancy to 700 students by 2019 and providing significantly diverse recreational opportunities from zip lines and a field house to a new track for the enjoyment of all members of the campus community.

Academic buildings are clustered in the southwest quadrant of campus. The College's six-year capital plan submitted to the Commonwealth in the summer of 2013 includes, as its key new academic facility, an Academic Innovation and Resource Center to house the nexus of technology and information including the library; information technology, including cyber security, computer modeling, simulation, gaming and logistics; the Center for Strategic Initiatives, including, among others, support for Main Street Virtual Learning and the Language Institute; and a home for the technical and creative arts, such as film production, videography, and art design.

The Academic Innovation and Resource Center is intended to support existing academic programs by providing appropriate space and equipment for faculty to engage in research and development necessary to keep current courses up to date and relevant as the College seeks to improve learning outcomes through new pedagogies and learning technologies. After the Academic Innovation and Resource Center has been constructed, the current library is expected to be renovated to accommodate a "One-Stop Student Center" to better serve our students and their families. This service model includes in one location admissions, financial aid, student accounts, registrar, and

student support services. Linked physically to the Student Commons, it will create a full-service student center appropriately positioned in the midst of the academic, athletic and social spaces of our campus.

The new campus master plan calls for the east side of campus to “go green,” improving the health of our pecan groves in the northeast quadrant, providing a focus on environmental sustainability, and developing space for new programs in agri-business, equine therapy, and the like, perhaps in collaboration with other colleges and universities. This incredibly beautiful campus holds many opportunities for future growth and programming to align with the goals of RBC-19, our current strategic plan, and to build for the future.

At the February 2014 meeting, the Richard Bland College Committee of the William and Mary Board of Visitors were provided an in-depth presentation on the intentions of the new campus master plan by RRMM Architects, VHB, and Richard Bland College administrators to seek feedback to move forward with the plan. The new campus master plan has been shared with college constituents to include the Richard Bland College Foundation.

BE IT RESOLVED, That the Board of Visitors hereby endorses and adopts the new campus master plan, dated January 2014, and directs the College administration to oversee implementation and ensure compliance with the plan.

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 2014-2015 academic year:

LIZABETH A. ALLISON, Chancellor Professor of Biology

JOSHUA GERT, Francis S. Haserot Professor of Philosophy

G. SCOTT GIBSON, J. Edward Zollinger Professor of Business

RAJIV KOHLI, John N. Dalton Memorial Professor of Business

PAUL F. MANNA, Paul R. Verkuil Associate Professor of Public Policy

DEBORAH D. MORSE, Vera W. Barkley Term Professor of English

CAROL SHERIFF, William E. Pullen Professor of American History

KIMBERLY J. SMITH, Chancellor Professor of Business

DEBORAH K. STEINBERG, CSX Professor of Marine Science

EUGENE R. TRACY, Alfred Ritter Term Professor of Physics

**APPOINTMENT OF FACULTY REPRESENTATIVES  
TO STANDING COMMITTEES OF THE BOARD OF VISITORS**

WHEREAS, in April 2004 the Board of Visitors approved the appointment of a full-time faculty member from among the former presidents of the William and Mary Faculty Assembly to the position of a non-voting, advisory representative on the Board of Visitors; and

WHEREAS, the Board of Visitors faculty representative is invited to attend and participate in most of the Board of Visitors committee meetings, and in 2013 was officially made a member of the Committee on Academic Affairs; and

WHEREAS, the Rector meets on a regular basis with the President and Vice President of the Faculty Assembly; and

WHEREAS, the Executive Committee of the Faculty Assembly has recently requested additional faculty representation on Board standing committees, specifically Administration, Buildings and Grounds; Athletics; Alumni Relations; and Financial Affairs; and

WHEREAS, the Rector, the President and the Provost have determined that faculty participation and expertise on these committees would be helpful and welcome;

WHEREAS, the Faculty Assembly Executive Committee recognizes that a faculty member serving on these committees would be a non-voting member and would be excused from closed sessions dealing with personnel or legal matters, or any other issue as determined by the chair of the respective committee;

THEREFORE, BE IT RESOLVED, That annually the Rector of the College, in consultation with the President and Provost of William and Mary and the Chair of the Committee on Academic Affairs, shall appoint a full-time faculty member, who has first been nominated by the William and Mary Faculty Assembly Executive Committee, to the position of a non-voting, faculty representative to the Committee on Administration, Buildings and Grounds; the Committee on Athletics; the Committee on Alumni Relations; and the Committee on Financial Affairs, with the understanding that no faculty member may serve on more than one committee; and

BE IT FURTHER RESOLVED, That such faculty representatives shall be eligible to serve two consecutive one-year terms so long as they remain full-time instructional faculty members; in the event a faculty representative is not able to complete a one-year term, the Rector, acting in concert with the President, will appoint a replacement; and

BE IT FINALLY RESOLVED, That the Board of Visitors of the College of William and Mary hereby approves the appointment of such faculty representatives effective with the 2014-2015 academic year.

**RESOLUTION ESTABLISHING THE ACADEMIC REGALIA  
TO BE WORN BY THE PRESIDENT  
OF THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA**

WHEREAS, in 1990, the distinctive Board of Visitors regalia, the gift of a private donor, was first worn. The gown is an open-front robe, patterned after those used at Oxford University, with the gown body in dark Kelly green, dark green sleeve bars and front panels of dark green velvet on which the William and Mary cipher – the intertwined W and M – is embroidered in gold; and

WHEREAS, in 1993, with the election of The Rt. Hon. The Baroness Thatcher as the twenty-first chancellor, and to commemorate the tercentenary of the university, the Chancellor's academic regalia was redesigned and revised to be a robe of green silk damask with cape collar and panel sleeves; trimmed with gold oak leaf lace, with the College coat of arms displayed on the cape collar; and.

WHEREAS, the College has also adopted distinctive doctoral regalia consisting of a Kelly green robe, with three chevrons on the sleeve piped with the appropriate color of the degree, and a black velvet tam, which was first worn by graduates at Commencement 2002. With an open front in the tradition of the British universities, the piping surrounding the chevrons identifies the degree conferred. The William and Mary cipher with crown is embroidered in gold on the front panels, which are black velvet; and

WHEREAS, as of 2009, undergraduate robes are black with a green strip on the sleeve; undergraduate regalia consists of a robe, a cap, a tassel and a hood with colors indicating the graduate's degree; and

WHEREAS, Presidential regalia is unique among academic vestments in that it symbolizes the president's rank and authority as the chief official of the institution, rather than reflecting an individual's academic credentials. University presidents wear their distinctive regalia when participating in official university ceremonies and convocations. There are four velvet chevrons on the sleeves of presidential regalia whereas standard doctor's robes feature only three. While past practice has been for each William & Mary president to wear the robe of his own alma mater, several members of the Board of Visitors and members of the William & Mary community have suggested that the President of the College of William & Mary also wear special academic regalia; and

WHEREAS, the President's robe is an open-front Jefferson style robe in dark green with black velvet panels and four sleeve bars; the panels and sleeve bars are trimmed with bright gold cord and the William & Mary cipher and crown is embroidered in goldenrod on the panels.

April 25, 2014

Page   2   of   2  

THEREFORE, BE IT RESOLVED, That the official regalia for the President of the College shall be worn at all official College convocations, inaugurations and special occasions at which the President represents the College of William and Mary.

Board of Visitors

April 25, 2014

### 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

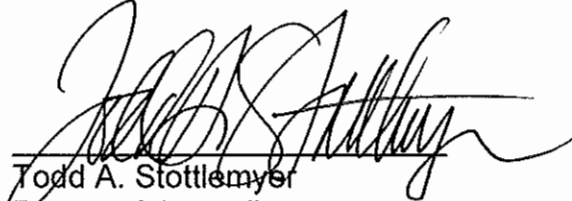
AYES:

15

NAYS:

0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

APPROVAL OF CONTINUED APPOINTMENT  
AND AMENDED CONTRACT OF EMPLOYMENT

The Board of Visitors of The College of William and Mary in Virginia formalized the appointment of the 4<sup>th</sup> President of Richard Bland College in the form of a contract of employment adopted on April 4, 2012.

Debbie L. Sydow has served Richard Bland College as its President with honor and distinction. The Board of Visitors believes it is in the best interest of the College to ensure the continued leadership of President Sydow, and expresses its appreciation to her for outstanding service to Richard Bland and to the Commonwealth of Virginia.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of the College of William and Mary hereby delegates to the Rector of the College authority to amend the contract with President Sydow dated April 24, 2012, to adjust the provisions and duration of the Agreement through June 30, 2019.

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

August 15-16, 2014

The Board of Visitors of The College of William and Mary in Virginia met in the Providence Hall Guest House at Colonial Williamsburg on Friday, August 15, and in the Board Room in Blow Memorial Hall on the campus on Saturday, August 16, for a Board Retreat.

Those present on Friday were:

Kendrick F. Ashton, Jr.	Lisa E. Roday
Ann Green Baise	Robert E. Scott
Lynn M. Dillon	DeRonda M. Short
Keith S. Fimian	Peter A. Snyder
Thomas R. Frantz	Todd A. Stottlemeyer, Rector
Sue H. Gerdelman	John Charles Thomas
John E. Littel	H. Thomas Watkins III
Christopher M. Little	Faculty representatives: Suzanne Raitt
William H. Payne II	Student representative: Colin D. Danly

Also present were:

President W. Taylor Reveley III	Michael J. Fox
Provost Michael R. Halleran	Samuel E. Jones
Henry J. Broaddus	Matthew T. Lambert
James R. Golden	Deborah A. Love
	Brian W. Whitson

At 1:40 p.m. Rector Todd A. Stottlemeyer convened the Board Retreat in the Director's Meeting Room in the Providence Hall Guest House, welcomed new members Lisa Roday, Will Payne, Chris Little, Suzanne Raitt and Colin Danly, congratulated Sue Gerdelman on her re-appointment, and briefly reviewed the agenda, noting that the focus of the sessions during the afternoon would be on the new financial foundation. The Rector also reviewed Board accomplishments during the past year, and outlined objectives for this year and next.

In his opening remarks, President Reveley focused on key accomplishments during 2013-2014, including campus productivity gains, enhanced philanthropy and alumni engagement.

The Rector called on Vice President for Finance Sam Jones, Vice President for Strategic Initiatives Henry Broaddus and Provost Michael Halleran, who presented information on the new financial foundation. A general discussion ensued.

Following a short break, the Rector moved that the Board of Visitors of the College of William and Mary convene in Closed Session to discuss specific recommendations related to fundraising initiatives, priorities and strategies as well as current development activities, gifts and bequests as provided for in Section 2.2-3711.A. 8., of the Code of Virginia.

Motion was seconded by Ms. Gerdelman and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 3:10 p.m.

The Board reconvened in open session at 4:30 p.m. The Rector reviewed the topic discussed in closed session for benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Following a short break, 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 matters and the evaluation of performance of departments or schools, as provided for in Section 2.2-3711.A.1., of the Code of Virginia.

Motion was seconded by Mr. Scott and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 4:50 p.m.

The Board reconvened in open session at 6:10 p.m. The Rector reviewed the topic discussed in closed session for benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Scott and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Following brief announcements regarding the rest of the schedule, the Board recessed at 6:15 p.m.

On Saturday, August 16, the Rector reconvened the Board at 8:30 a.m. in the Board Room in Blow Memorial Hall on the campus.

Those present on Saturday were:

Kendrick F. Ashton, Jr.	Lisa E. Roday
Ann Green Baise	Robert E. Scott
Lynn M. Dillon	DeRonda M. Short
Keith S. Fimian	Peter A. Snyder
Thomas R. Frantz	Todd A. Stottlemeyer, Rector
Sue H. Gerdelman	H. Thomas Watkins III
John E. Littel	Faculty representatives: Suzanne Raitt
Christopher M. Little	Student representative: Colin D. Danly
William H. Payne II	

Also present were:

President W. Taylor Reveley III	Michael J. Fox
Provost Michael R. Halleran	Samuel E. Jones
Henry J. Broaddus	Matthew T. Lambert
James R. Golden	Brian W. Whitson
Edward C. Driscoll, Jr.	

The Rector reviewed the agenda, and then called on Provost Halleran for an update on the new curriculum. The Provost reviewed next steps and implementation, schedule and budget impacts. A general discussion ensued.

At 9:05 a.m., 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 matters and the evaluation of performance of departments or schools, as provided for in Section 2.2-3711.A.1., of the Code of Virginia.

Motion was seconded by Mr. Scott and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 9:05 a.m.

The Board reconvened in open session at 10:28 a.m. The Rector reviewed the topic discussed in closed session for benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Scott and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Following a short break, the Rector moved that 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, as provided for in Section 2.2-3711.A.8., of the Code of Virginia. Motion was seconded by Mr. Snyder and approved by voice vote. Observers were asked to leave the room and the Board went into closed session at 10:47 a.m.

The Board reconvened in open session at 12:05 p.m. The Rector reviewed the topics discussed in closed session for benefit of observers and moved the adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Snyder and approved by roll call vote of the Board conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** will be appended in the final minutes.)

Following a break for lunch, the Rector moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluation of specific executive employees, as provided for in Section 2.2-3711.A.1., 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 Board went into Executive Session at 12:30 p.m.

Board of Visitors  
**MINUTES**  
Page 4

The Board reconvened in open session at 1:41 p.m. The Rector reviewed the topic 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. Scott and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** will be appended in the final minutes.)

There being no further business, the Board adjourned at 1:42 p.m.

Board of Visitors

August 15, 2014

3:00-4:30

SESSION II

### CERTIFICATION OF CLOSED SESSION

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

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

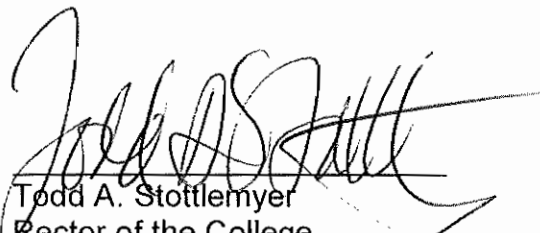
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

Board of Visitors

August 15, 2014

CERTIFICATION OF CLOSED SESSION

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

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

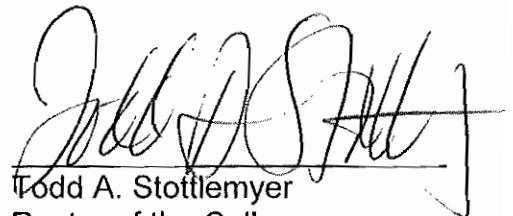
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VOTE

AYES: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
Todd A. Stottlemeyer  
Rector of the College

SESSION IV

Board of Visitors

August 16, 2014

### 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;

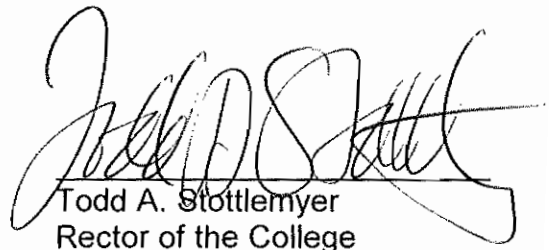
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

Board of Visitors

August 16, 2014

### 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;

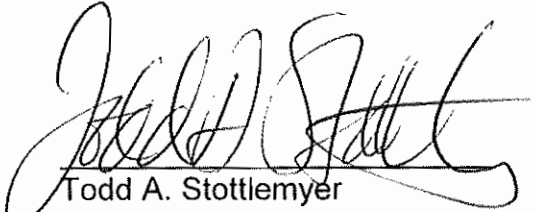
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

Board of Visitors

August 16, 2014

SESSION VIII

EXECUTIVE  
SESSION

### 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;

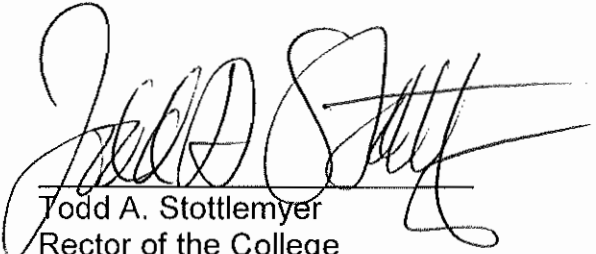
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this 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: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

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

September 24-26, 2014  
Board Room - Blow Memorial Hall

COLLEGE OF WILLIAM AND MARY

Resolution 1, <i>tab #1</i>	Appointments to Fill Vacancies in the Executive Faculty
Resolution 2, <i>tab #2</i>	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 3, <i>tab #3</i>	Appointments to Fill Vacancies in the Professional Faculty
Resolution 4, <i>tab #4</i>	Award of Academic Tenure
Resolution 5, <i>tab #5</i>	Designated Professorships
Resolution 6, <i>tab #6</i>	Faculty Leaves of Absence
Resolution 7, <i>tab #7</i>	Resolution to Amend the Bylaws of the Faculty of Arts and Sciences
Resolution 8, <i>tab #8</i>	Resolution to Amend the Bylaws of the School of Education
Resolution 9, <i>tab #9</i>	Resolution to Demolish Page House, Pollock House, Coastal Inventory Facility, Wetlands Facility and CCRM Watershed Facility
Resolution 10, <i>tab #10</i>	Resolution to Approve Capital Project: Improve Swem Media Center
Resolution 11, <i>tab #11</i>	College of William and Mary Six-Year Plan Update

COLLEGE OF WILLIAM AND MARY  
RESOLUTIONS

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

Vacancies in the Executive Faculty of the College of William and Mary have resulted because of resignations, terminations or the approval of additional 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 this position:

HENRY R. BROADDUS, Vice President for Strategic Initiatives, effective August 1, 2014

A.B., Dartmouth College, 1997

College of William and Mary  
Associate Provost for Enrollment and Dean of Admission, 2010-2014  
Dean of Admission, 2005-2010  
Director of Admission, 2004-2005  
Associate Dean of Admission, 2003-2004  
Senior Assistant Dean of Admission, 2001-2003

Dartmouth College  
Assistant Director of Admissions, 1997-2000

VAN DOBSON, Associate Vice President for Facilities Management, effective September 2, 2014

B.S. (1982); M.E. (1990), University of Florida

Lehigh University  
Associate Vice President, Facilities Services and Campus Planning, 2011-2014

The University of North Carolina at Chapel Hill  
Chief Facilities Officer, 2008-2011

20<sup>th</sup> Seabee Readiness Group  
Commanding Officer, Construction Battalion Center, 2006-2008

Navy Public Works Center  
Executive Officer, 2003-2006

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

MARK J. HOFER, Associate Dean for Teacher Education  
and Professional Services, School of Education, effective July 1, 2014

B.A., University of Notre Dame, 1995  
M.S., Butler University, 1999  
Ph.D., University of Virginia, 2003

College of William & Mary  
Sallie Gertrude Smoot Spears Term Distinguished  
Associate Professor, 2014  
Dorman Family Distinguished Associate Professor, 2009-2012  
Assistant Professor, 2005-2009

Towson University  
Assistant Professor, 2003-2005

JOHN M. POMA, Associate Vice President for Human Resources,  
effective, July 1, 2014

B.A. (1986); M.B.A. (2000), College of William & Mary  
J.D., Emory University School of Law, 1989

n1Health, LLC  
Executive Vice President, Corporate Development and General  
Counsel, 2013-2014

Alpha Natural Resources/Massey Energy Company  
Vice President, Enterprise Risk Management, 2011-2013

Massey Energy  
Vice President, Chief Administrative Officer, 2008-2011  
Vice President, Human Resources, 2003-2008  
Senior Corporate Counsel/Assistant Secretary, 2000-2003  
Corporate Counsel, 1996-2000

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

KEN WHITE, Associate Dean, MBA Programs, Mason School of Business  
effective August 10, 2014

B.A. (1983); M.A. (1990), Edinboro University of Pennsylvania  
Ph.D., University of Missouri, 2001

Robert H. Smith School of Business, University of Maryland  
Associate Dean, MBA and MS Programs, 2012-2014  
Assistant Dean, Marketing Communications, Development &  
Alumni Relations, 2010-2012

Darden School Foundation, Darden School of Business,  
University of Virginia  
Vice President, Communication & Marketing, 2004-2010

Virginia Military Institute  
Director of Communication & Marketing, 2002-2004

Northwest Missouri State University  
Vice President, Communication & Marketing, 1995-2002

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 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 2014-2015 academic year:

STEVEN DEREK BARKER, Instructor of Military Science

A.S., Barstow Community College, 2005

ARIEL BENYISHAY, Assistant Professor of Economics and AidData  
Chief Economist

B.A., University of Pittsburgh Honors College, 2002  
Ph.D., University of Maryland, 2009

University of New South Wales  
Lecturer, 2011-2014

Millennium Challenge Corporation  
Associate Director, 2008-2011  
Visiting Scholar, 2006-2008

The QED Group, LLC  
Senior Analyst, 2003-2007

Sterling International Group  
Research Associate, 2002-2003

WILLIAM DOUGLAS CHESHER, Assistant Professor of Military Science

B.S., Southern Connecticut State University, 1996  
M.M.A.S., Command and General Staff College, Fort Leavenworth,  
Kansas, 2010

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

DAWN EDMISTON, Clinical Associate Professor of Business

B.S., Rensselaer Polytechnic Institute, 1990

M.B.A., Columbia University, 1995

D.M., University of Maryland University College, 2007

Saint Vincent College

Associate Professor, 2013-2014

Assistant Professor, 2007-2013

Adjunct Faculty, 2005-2007

DAVID GRANDIS, Assistant Professor of Music

B.M., Nice University of Musicology, France, 2000

M.M., University of Illinois, Urbana-Champaign, 2002

G.P.D., Peabody Conservatory of Music, 2007

D.M.A., University of Wisconsin, 2013

Virginia Chamber Orchestra

Music Director, 2013-2014

College of William & Mary

Music Director, William & Mary Symphony Orchestra, 2013-2014

Lyon National Opera, France

Assistant of Maestro Bernhard Kontarsky for Capriccio, 2013

Assistant of Maestro Leopold Hager for Werther, 2010-2011

Edgewood College

Adjunct Instructor, 2011

DAVID SAMUEL JOHNSON, Assistant Professor of Marine Science

B.S., University of Central Arkansas, 2003

Ph.D., Louisiana State University, 2008

Marine Biological Laboratory

Assistant Research Scientist, 2013-2014

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

DAVID SAMUEL JOHNSON (cont'd)

Research Associate, 2010-2013  
Postdoctoral Scientist, 2009-2010  
Instructor, 2009-2011

The University of the South  
Visiting Assistant Professor, 2012

Louisiana State University  
Research Scientist, 2008  
Teaching Assistant, 2006-2008

JOHN A. LEE, Assistant Professor of Art and Art History

B.F.A., University of Pennsylvania, 2002  
M.F.A., University of Indiana, 2004

College of William & Mary  
Visiting Assistant Professor, 2008-2014

Drexel University  
Adjunct Instructor, 2006-2008

Delaware College of Art and Design  
Adjunct Instructor, 2005-2008

Arcadia University  
Adjunct Instructor, 2005-2006

XU LIU, Assistant Professor of Computer Science

B.E., Beihang University, China, 2006  
M.E., Institute of Computing Technology, Chinese Academy of  
Science, 2009  
Ph.D., Rice University, 2014

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

DANIEL MALINIAK, Assistant Professor of Government

B.A., College of William & Mary, 2006

M.A. (2009); Ph.D. (2014), University of California, San Diego

GBOLAHAN O. OLAWOYE, Assistant Professor of Military Science

B.S., Prairie View A&M University, 2009

DAN PARKER, Assistant Professor of English and Linguistics

B.A., University of Toledo, 2006

M.A., Eastern Michigan University, 2009

Ph.D., University of Maryland, College Park, 2014

MAINAK PATEL, Assistant Professor of Mathematics

B.S., University of Rochester, 2001

M.D. (2011); Ph.D. (2011), New York University, School of Medicine/  
Courant Institute of Mathematical Sciences

Duke University

Visiting Assistant Professor, 2011-2014

JOSHUA PIKER, Professor of History and Editor, William and Mary  
Quarterly

B.A., Oberlin College, 1989

M.A. (1995); Ph.D. (1998), Cornell University

University of Oklahoma

Associate Professor, 2005-2014

Assistant Professor, 1999-2005

Reed College and University of Portland

Adjunct Assistant Professor, 1999

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

JOSHUA PIKER (cont'd)

Portland Community College  
Instructor, 1998

Washington State University, Archaeological Field School  
Assistant Site Supervisor, 1990

EUGENE ROCHE, Executive Professor of Higher Education

B.A., Hamilton College, 1972  
M.S. (1984); Ed.D. (1990), Syracuse University

College of William & Mary  
Director of University E-learning Initiatives, 2012-2014  
Director of Academic Information Services, 2001-2014  
Executive Professor, School of Education, 2001-2014  
Director of Communications and Organizational Development, 1998-2001

Hamilton College  
Director of the Career Center, 1984-1998

FRANCESCA SAWAYA, Associate Professor of English and American  
Studies

B.A., University of California, Irvine, 1984  
M.A., University of York, 1986  
M.A. (1988); Ph.D. (1992), Cornell University

University of Oklahoma  
Associate Professor, 2004-2014  
Assistant Professor, 2000-2004

Portland State University  
Assistant Professor, 1995-1999

Illinois State University  
Assistant Professor, 1993-1995

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

ELIZABETH H. SHADWICK, Assistant Professor of Marine Science

B.S., McGill University, Montreal, Canada, 2003

M.S., University of Alberta, Canada, 2006

Ph.D., Dalhousie University, Canada, 2010

Southern Ocean Biogeochemistry, Antarctic Climate & Ecosystems  
Cooperative Research Centre  
Postdoctoral Fellow, 2011-2014

STEPHEN PAUL SHEEHY, Sultan Qaboos bin Said Associate Professor  
of Middle East Studies

B.A., Temple University, 1989

M.A. (1991); M.A. (1993); Ph.D. (1998), University of Michigan

University of South Carolina  
Associate Professor, 2006-2014

American University of Beirut, Lebanon  
Assistant Professor, 2003-2006

Duke University  
Assistant Professor of the Practice, 2000-2003

University of Utah  
Visiting Professor, 1998-2000

WILLIAM L. STAUFFER, JR., Clinical Associate Professor of Business

B.A., The Pennsylvania State University, 1971

J.D., William & Mary School of Law, 1974

College of William & Mary  
Adjunct Lecturer, 2010-2014

Williams Mullen Law Firm  
Senior Trial Partner, 2008-2014

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

WILLIAM L. STAUFFER, JR. (cont'd)

Miles & Stockbridge Law Firm  
Senior Trial Partner and Managing Partner, 2005-2007

Bracewell & Patterson Law Firm  
Senior Trial Partner and Managing Partner, 2000-2004

KUN SUN, Assistant Professor Computer Science

B.S. (1997); M.E. (2000), Nankai University, China  
Ph.D., North Carolina State University, 2006

George Mason University  
Research Professor, 2010-2014

Intelligent Automation, Inc.  
Senior Research Scientist, 2008-2010  
Research Scientist, 2006-2008

North Carolina State University  
Research Assistant, 2002-2006

KEVIN C. WENG, Assistant Professor of Marine Science

B.A., Williams College, 1993  
M.Sc., University of Hawaii at Manoa, 1999  
Ph.D., Stanford University, 2007

University of Hawaii  
Manager, Pelagic Fisheries Research Program, 2009-2014  
Graduate Faculty, 2009-2014  
SOEST Young Investigator, School of Ocean and Earth Science  
and Technology, 2007-2008

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 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:

CHARLES B. ANDERSON, Associate Director/Director of Clinical Services, effective August 15, 2014

B.A. George Washington University, (1983)  
M.F.A., George Mason University, 1983  
M.S. (2000); Ph.D. (2003), Virginia Commonwealth University

Thomas E. Cook Counseling Center  
Associate Director, 2011-2014

Central State Hospital  
Psychologist Senior, Civil Unit, 2008-2011  
Psychologist Assistant, Maximum Security Forensic Unit, 2000-2001

Medical College of Virginia, Outpatient Psychiatry Clinic  
Staff Clinician, 2005-2007

Virginia Rehabilitation Center for the Blind and Vision Impaired  
Staff Clinician, 2001-2002, 2005-2007

University of Notre Dame, University Counseling Center  
Predoctoral Intern, 2002-2003

CRAIG R. ANZALONE, Director of Regional Advancement – NYC Metro, University Advancement, effective July 25, 2014

B.S., College of William & Mary, 1994

College of William & Mary  
Chairperson, Reunion Gift Committee, 2013-2014  
Career Center Mentor, 2009-2014

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

CRAIG R. ANZALONE (cont'd)

Professionals for Nonprofits  
Director of Client Services, 2013-2014

Fundraising and Development Consultant, 2013

HSBC  
Senior International Relationship Manager, 2012-2013

Wells Fargo  
Business Development Manager, 2009-2011

JP Morgan Chase & Co.  
Area Manager, 2007-2009  
Small Business Team Leader, 2001-2005  
Branch Manager, 1994-2001

Citibank, NA  
Relationship Manager, 2005-2007

DAVID S. BIHL, Assistant Dean for Development, William & Mary Law  
School, effective August 1, 2014

A.B., Princeton University, 1987

University of Virginia Engineering Foundation  
Director of Development, Major Gifts, 2011-2013

Blue Ridge Planning Services  
Financial Planning Practitioner, 2004-2010

Wienken & Associates  
Managing Partner, 1996-2004

CM Financial Group  
Unit Manager, 1995-1996

MONY Financial Group  
Financial Planner and Trainer, 1991-1995

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

DAVID S. BIHL (cont'd)

Provident Mutual Insurance Company  
Insurance Agent, 1989-1991

Procter & Gamble  
Sales Representative, 1987-1989

M. MACKENZIE BRADY, Assistant Director for Outdoor Recreation,  
Student Affairs, effective July 15, 2014

B.A., Salem College, 2009  
M.Ed., Georgia College and State University, 2011

REI Outdoor School  
Instructor, 2014

California State University-Stanislaus  
Director of Outdoor Adventure Program, 2011-2013

Visionary Aviation  
Director of Adventure Logistics and Marketing, 2013

Qwake  
Adventure Ambassador, 2013

The Expedition School  
Paddling Director and Medical Support, 2011

KENDRA A. CABLER, Assistant Director, Center for Student  
Diversity, Student Affairs, effective July 14, 2014

B.A. (2011); M.Ed. (2014), College of William & Mary

Outreach 360, Jinotega, Nicaragua  
Assistant Teacher, 2014

Thomas Nelson Community College  
Student Success Intern, 2013

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

KENDRA A. CABLER (cont'd)

College of William & Mary  
Global Mindset Initiative Intern, 2013

SOFIA L. CHABOLLA, Assistant Dean of Admission, Undergraduate  
Admission, effective August 25, 2014

B.A., College of William & Mary, 2014

College of William & Mary  
Senior Admission Interviewer and Campus Tour Guide,  
Office of Undergraduate  
Admission, 2012-2014

DEBORAH CHEESEBRO, Chief, College of William & Mary  
Police Department, effective September 15, 2014

B.S., West Virginia State University, 1975  
M.S., Michigan State University, 1976  
Ph.D., Union Institute and University, 1995

The University of North Carolina School of the Arts  
Chief of Police/Senior Director of Police, 2009-2014  
Chief of Police/Director of Police and Public Safety, 2006-2009

University of Michigan  
Deputy Director, Department of Police and Public Safety, 2001-2006

LAURA E. DOHERTY, Executive Director of Development and  
Alumni Relations, Mason School of Business, effective July 14, 2014

B.A., University of Virginia, 2000  
M.B.A., University of Richmond, 2008

Randolph-Macon College  
Executive Director of Athletic Development and Capital  
Campaign Director, 2010-2014

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

LAURA E. DOHERTY (cont'd)

Executive Director of Development, 2008-2010  
Executive Director of Annual Giving, 2007-2008

University of Richmond  
Director of Annual Programs, 2003-2007

University of Virginia  
Director of Annual Giving, 2001-2003  
Associate Director of Annual Giving, 2000-2001

KENT B. ERDAHL, Director of Internal Audit for the College of William  
& Mary and Richard Bland College, effective July 1, 2014

B.B.A., College of William & Mary, 1983

The St. Joe Company  
Vice President, Internal Audit and Risk Management, 2005-2014

MeadWestvaco Corporation  
Internal Audit Senior Manager, 2001-2005

Fort James Corporation  
Internal Audit Manager, 1998-2001

Crown Vantage Incorporated  
Internal Audit Manager, 1997-1998

Ernst & Young LLP  
Audit Senior Manager, 1994-1997

Audit Manager, 1992-1994  
Audit Senior, 1990-1992

New York Life Insurance Company  
Sales Agent, 1988-1990

Mars Incorporated  
Accountant, 1986-1988

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

KENT B. ERDAHL (cont'd)

Arthur Andersen, LLP  
Audit Senior, 1985-1986  
Audit Staff, 1983-1985

AMY E. FISHER, Director of Development, Virginia Institute of Marine  
Science, effective June 25, 2014

B.S., Bates College, 1999  
M.B.A., Boston University, 2012

Simmons College  
Director of Capital Giving, 2013-2014  
Director of Corporate and Foundation Relations, 2012-2013

Boston University,  
Associate Director, Corporate and Foundation Relations, 2010-2012  
Assistant Director, Corporate and Foundation Relations, 2007-2010

St. Francis House  
Development Officer, 2005-2007

Pew Charitable Trust's Youth Vote Coalition  
Development and Programs Director, 2004-2005

Center for Environmental Citizenship  
National Programs Director, 2002-2004  
Northeast Regional Organizer, 1999-2001

BRADLEY JONATHAN HARLAN, Assistant Dean of Admission,  
Undergraduate Admission, effective August 25, 2014

B.S., University of Michigan, Ann Arbor, 2012

Teach for America  
Corps Member, 2012-2014

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

LESLEY J. HENDERSON, Assistant Dean/Director of Disability Services,  
Student Affairs, effective July 28, 2014

B.A., The University of North Carolina at Chapel Hill, 1999  
M.Ed., College of William & Mary, 2000

Williamsburg-James City County Public Schools  
School Psychologist, 2002-2014

College of William & Mary  
Adjunct Instructor, 2013-2014

KATHERINE J. HOVING, Public Relations Manager, Reves Center  
for International Studies, effective September 25, 2014

B.A., Smith College, 1983

City of Williamsburg, Virginia  
Communications Specialist, 2008-2014

Greater Williamsburg Chamber & Tourism Alliance  
Communications Director, 2006-2008

College of William & Mary  
Writer and Office Manager, University Relations, 2005-2006

Williamsburg Area Convention & Visitors Bureau  
Tourism Sales Assistant, 2004-2005

Colonial Williamsburg Foundation  
Orientation Interpreter, 2003-2004

National Institutes of Health  
Program Assistant, 2002-2003

EBN Education Business News  
Writer and Webmaster, 1999-2001

The Fashion Institute of Design & Merchandising  
Public Relations and Government Relations Representative, 1997-2001

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

KATHERINE J. HOVING (cont'd)

The Hoving Group  
Public Affairs Consultant, 1990-1997

Squier Eskew Communications  
Production Assistant and Researcher, 1989-1990

Alban Institute  
Events Coordinator, 1988-1989

Institute for Soviet-American Relations  
Editorial and Public Relations Assistant, 1984-1986

Anne Banville, Public Relations, Inc.  
Public Relations Assistant and Researcher, 1984

SUSAN ANNESLEY KERN, Executive Director the Historic Campus,  
effective August 10, 2014

B.A., West Chester University, 1986  
M.A., University of Virginia, 1990  
Ph.D., College of William & Mary, 2005

College of William & Mary  
Visiting Associate Professor, 2012-2014  
Visiting Assistant Professor, 2006-2012  
Director of Collegiate Programs, National Institute of American History  
and Democracy, 2005-2006  
NIAHD Coordinator of Internships, 2002-2004

Monticello, Thomas Jefferson Foundation  
Consultant, 2000, 2009, 2012  
Research Fellow, 1996  
Acting Director of Archaeology/Director of the Field School, 1993-1995  
Field Supervisor, 1989-1992

University of Georgia  
Archaeology Field School Supervisor, 1990

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

KAITLIN ELIZABETH KUNOWSKY, Assistant Director, Phonathon,  
University Advancement, effective May 19, 2014

B.S., College of William & Mary, 2014

College of William & Mary  
Phonathon, Senior Supervisor, 2010-2014

CALANDRA WATERS LAKE, Director of Sustainability, Office of  
Strategic Initiatives, effective June 18, 2014

B.S., Virginia Polytechnic Institute and State University, 2005  
M.A., College of William & Mary, 2008

York County Public Schools, Virginia  
NSF GK-12 Perfect Mentor, 2011-2014  
Secondary Science Teacher, 2008-2014

TOM MARINI, Associate Director for Library Services, McLeod Business  
Library, effective September 10, 2014

B.A., University of Akron, 1974  
M.B.A., Baldwin Wallace College, 1984  
M.L.I.S., Kent State University, 2003

University of Michigan  
Associate Business Librarian, 2008-2014  
Kansas State University  
Business Librarian, 2005-2008

Cleveland Public Library, Ohio  
Librarian, 2004-2005

Heat Relief International  
Sales and Marketing Representative, 2004

North American Refractories  
Sales and Senior Salesman, 1978-2001

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

WILLIAM S. MASON, Assistant Director of Volunteer Engagement,  
University Advancement, effective August 25, 2014

B.A., State University of New York, Oneonta, 2010  
M.S., State University of New York, Buffalo, 2014

State of University of New York, Oneonta  
Manager, Fund for Oneonta, 2012

Rollins College  
Assistant Director, Rollins Fund, 2011-2012

RuffaloCODY  
Program Center Manager, 2010-2011

LINDSAY J. MCCASLIN, Assistant Dean, Career Services, William  
& Mary Law School, effective June 25, 2014

B.A., Boston University, 2003  
J.D., University of Virginia School of Law, 2009

Suffolk Office of the Public Defender  
Assistant Public Defender II, 2009-2014

MARILYN W. MIDYETTE, Associate Vice President for Alumni  
Engagement/Executive Director of the Alumni Association, University  
Advancement, effective July 1, 2014

B.S., College of William & Mary, 1975

Girl Scouts of Greater Atlanta  
Chief Executive Officer, 2008-2013

Sprint  
Regional Vice President, 1998-2004  
Regional Director, 1996-1998  
Branch Manager, 1993-1996  
Regional Customer Support Manager, 1989-1992  
National Account Manager, 1985-1989

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

KATHERINE S. PASCHAL, Project Manager, University Advancement,  
effective August 18, 2014

B.A., California State University, 2005  
M.A., The Ohio State University, 2007

Indiana University Art Museum  
Manager of Communications and Public Relations, 2012-2014  
Marketing Coordinator, 2011-2012

Aspen Music Festival and School  
Community Connections Coordinator, 2011

Bloomington Area Arts Council/John Waldron Arts Center  
Director of Arts Outreach/Regional Services Coordinator, 2007-2009

Indiana University  
Admissions Assistant, 2007

SCOTT C. PERCIC, Associate Director, Analytics, University  
Advancement, July 25, 2014

B.S. (2008); M.S. (2012), College of William & Mary

College of William & Mary  
Data Analyst, 2013-2014

AvMet Applications, Inc.  
Mathematician/Statistician, 2012-2013

Ferguson Enterprises  
Consultant, 2012

PEGGY D. PHELPS, Director of Finance and Administration, School of  
Education, effective May 25, 2014

B.A., Carleton College, 1977  
M.P.A., Western Michigan University, 2006

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

PEGGY D. PHELPS (cont'd)

University of Michigan  
Internal Control Analyst, Office of the Associate Vice President for  
Finance, 2013-2014  
Unit Manager, International Institute, 2010-2012

University of Michigan-Dearborn  
Financial Associate Manager, College of Business, 2008-2010

Central Diagnostic & Referral Service  
Finance Director, 2000-2008

KATHLEEN I. POWELL, Assistant Vice President/Executive Director of  
Career Development, Student Affairs, effective July 1, 2014

B.A., The University of Akron, 1983  
M.S., Miami University, 1985

Denison University  
Director, Career Exploration and Development, 2011-2014

The University of Akron  
Director, Career Center, 2009-2011

Grinnell College  
Director, Career Development Office, 2007-2009

Marietta College  
Director, Career Center, 1998-2007

Knox College  
Director, Career Services Office, 1987-1998

Ashland College  
Director, Career Planning and Placement Office, 1985-1987

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

MICHAEL SEAN RYAN, Director of Corporate and Employer Relations, Mason School of Business, effective August 11, 2014

B.B.A., College of William & Mary, 1990

TASC, Inc.  
Human Resources Talent Management Lead/Sector Recruiting Director, 2012-2014

Northrop Grumman Aerospace Systems  
Senior Manager, Trade Shows and Events, 2009-2012

United States Department of Defense  
Public Affairs Officer, Office of Corporate Communications, 2009

Northrop Grumman Information Systems  
Senior Operations Manager, Heritage Conference Center, 2002-2009  
Manager, Media Relations, Trade Shows and Events, 2002-2005

Concert Communications  
Manager, Corporate Communications and Regional Marketing Programs, 1997-2001

MCI Communications Corporation  
Business Analyst, 1995-1997

JENNIFER L. SALYERS, Assistant Dean, Career Services, William & Mary School of Law, effective August 12, 2014

B.S., Christopher Newport University, 2002  
J.D., University of Baltimore School of Law, 2006

Thomson Reuters  
Academic Account Manager, 2008-2014  
Research Specialist and Law Firm Representative, 2007  
Academic Account Representative, 2006-2007  
Westlaw Student Representative, University of Baltimore School of Law, 2004-2006

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

JENNIFER L. SALYERS (cont'd)

United States Department of Justice, Executive Office of Immigration  
Review, United States Immigration Court  
Judicial Intern for the Chief Immigration Judge, The Honorable  
John F. Gossart, Jr., 2005-2006

KIMBERLY D. SIMS, University Archivist, Earl Gregg Swem Library,  
effective July 25, 2014

B.A., University of North Carolina at Wilmington, 1999  
M.A., North Carolina State University, 2001

Duke University  
Technical Services Archivist, David M. Rubenstein Rare Book &  
Manuscript Library, 2007-2014  
Archives Assistant, Duke University Archives, 2005-2007

Duke University Medical Center, Division of Endocrinology,  
Metabolism & Nutrition  
Fellowship Training Program Coordinator and Assistant to  
Chief, 2001-2005

KATHLEEN A. SLITER, Senior Director of Regional Advancement-West  
Coast, University Advancement, effective October 10, 2014

B.A., Stanford University, 1999

Development Consultant, 2008-2014

University of California, San Diego  
Assistant Director, Special Giving, 2003-2005

Stanford University  
Associate Director, The Stanford Fund, 2002-2003  
Development Associate, Lucile Packard Foundation for Children's  
Health, 2001-2002

Credit Suisse First Boston Corporation  
Analyst, 1999-2001

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

STÉPHANE THANASSEKOS, Assistant Research Scientist, Virginia  
Institute of Marine Science, effective August 10, 2014

B.S. (2002); M.S. (2004), Université Pierre et Marie Curie, France  
M.S., Université de Liège, Belgium, 2004  
Ph.D., Laval University, Canada, 2011

Commission for the Conservation of Antarctic Marine Living Resources,  
Secretariat, Australia  
Fisheries and Ecosystem Analyst, 2012-2014

MEGAN WAGNER, Assistant Director of Campus Recreation for Sports  
Clubs, Student Affairs, effective July 28, 2014

B.A. (2006); M.S. (2009), State University of New York at Cortland

Ithaca College Recreational Sports  
Program Coordinator, Sport Clubs and Business Management, 2011-2014

SUNY Cortland Recreational Sports  
Graduate Assistant for Sport Clubs, 2008-2009

TIMOTHY A. WOLFE, Interim Associate Provost for Enrollment and,  
Dean of Admission effective, August 1, 2014

B.A. (1995); M.Ed. (2001), College of William & Mary

College of William & Mary  
Senior Associate Dean of Admission, 2011-2014  
Assistant Dean of Admission, 1999-2002  
Assistant to the Dean of Admission, 1998-1999  
Admission Counselor, 1997-1998

Christopher Newport University  
Associate Director of Admissions, 2004-2010

Walsingham Academy  
Director of College Counseling, 2002-2004

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

CAMI W. WRIGHT, Project Specialist, Training and Technical Assistance  
Center, School of Education, effective September 25, 2014

B.A., Radford University, 1997  
M.Ed., College of William & Mary, 2008

Newport News, Virginia Public Schools  
Instructional Coach, Mathematics, 2010-2014  
Administrative Lead, Testing, 2004-2010  
Teacher, Mathematics, 1997-2010

COLLEGE OF WILLIAM AND MARY  
AWARD OF ACADEMIC TENURE

The following member of the Instructional Faculty at the College of William and Mary has been recommended for the award of academic tenure by the appropriate departmental committee and chair, the appropriate dean, 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 following member of the Faculty be awarded academic tenure, effective with the beginning of the 2014-2015 academic year:

JOSHUA PIKER, Department of History

RICHARD A. SNYDER, 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 2014-2015 academic year:

CAREY K. BAGDASSARIAN, Clark G. and Elizabeth H. Diamond  
Term Associate Professor of Chemistry

BRUCE B. CAMPBELL, Class of 1964 Term Associate Professor  
of Modern Languages and Literatures

JULIE GALAMBUSH, Walter G. Mason Associate Professor of  
Religious Studies

RAM K. GANESHAN, D. Hillsdon Ryan Professor of Business

GEORGIA L. IRBY, Robert F. and Sara M. Boyd Term Associate  
Professor of Classical Studies

TODD A. MOORADIAN, William J. Fields Professor of Business

ANNE K. RASMUSSEN, Dr. William M. and Annie B. Bickers Professor  
of Middle Eastern Studies

EVGENIA SMIRNI, Sidney P. Chockley Professor of Computer  
Science

ROBERT TRENT VINSON, Frances L. and Edwin L. Cummings  
Professor of History

COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or partial pay during the 2014-2015 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:

ALEXANDER ANGELOV, Assistant Professor of Religious Studies, to accept a Kingdon Fellowship at the University of Wisconsin.

HIROSHI KITAMURA, Associate Professor of History and American Studies, to accept a fellowship from the Japan Foundation.

HARVEY J. LANGHOLTZ, Professor of Psychology, to work on a project developing training materials for the United Nations Peacekeepers.

ILYA M. SPITKOVSKY, Professor of Mathematics, to continue a visiting position at NYU Abu Dhabi.

SANDRA C. WARD, Professor of Education, to work as a part-time school psychologist.

COLLEGE OF WILLIAM AND MARY  
REVISIONS TO THE BYLAWS  
OF THE FACULTY OF ARTS AND SCIENCES

Article III, Section 2 of the Board of Visitors Bylaws states that changes to any Bylaws of the respective faculties of the College "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."

The Faculty of Arts & Sciences passed the attached bylaws amendment regarding the formation of the new Committee on Faculty Awards, Professorships, and Prizes (CFAPP) at its May 6, 2014 meeting.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following amendment to Article V of the Bylaws of the Faculty of Arts and Sciences, effective immediately.

PROPOSED AMENDMENT TO ARTS AND SCIENCES BY-LAWS  
TO CREATE AN ARTS AND SCIENCES  
COMMITTEE FOR FACULTY AWARDS, PRIZES, AND PROFESSORSHIPS  
Submitted by the *ad hoc* Committee on Faculty Awards, Prizes and Professorships

To be added to Article V, Elected Committees of the Faculty:

Sec. 7.1. There shall be a Committee on Faculty Awards, Prizes and Professorships (CFAPP) consisting of six voting members from the Arts and Sciences faculty (two each from Areas I, II, and III). In addition, one ex officio representative from the Dean of the Faculty of Arts and Sciences Office will be selected by the Dean of the Faculty of Arts and Sciences to serve on the committee in an advisory role. Voting members of CFAPP will be elected and serve for three years, and must be tenured. Election will be staggered, with two members being elected each year.

Sec. 7.2. The CFAPP, in cooperation with the Dean of the Faculty, will review and suggest revisions to solicitations for awards, prizes, and professorships, and will suggest methods of advertising solicitations that reach as many faculty as possible. The CFAPP will monitor and review the procedures for solicitation, nomination, and selection of awards, prizes, and professorships, and it will recommend changes with the goal of improving efficiency, transparency, participation, and fairness.

Sec. 7.3. By September 1 each year, the Dean of the Faculty of Arts and Sciences Office should provide a list to CFAPP of all Arts and Sciences Faculty who have current awards, prizes, and professorships and are required to serve on review committees in the upcoming academic year. At the same time, the Dean's Office should provide a list to CFAPP of all likely awards, prizes, and professorship solicitations for the upcoming academic year. The CFAPP will then make recommendations to the Dean of the Faculty for review committee membership. Except for awards, prizes, and professorships with existing committee structures, at least one CFAPP faculty member will be part of each review committee for A&S eligible awards, prizes, and professorships.

Sec. 7.4. The Dean of the Faculty will make available to CFAPP an ongoing annual record of all nominees and awardees for all awards, prizes, and professorships. Using this record, the CFAPP will attempt to identify inequities in the nominations for, and selection and distribution of, awards, prizes, and professorships within Arts and Sciences, and make recommendations to the Dean of the Faculty to remedy these issues.

Sec. 7.5. The CFAPP will report once per year to the Faculty Affairs Committee and the Faculty of Arts and Sciences, including numbers of nominees; numbers of awards, professorships, and prizes; and names of faculty members to whom awards were given. The CFAPP will serve as a contact for A&S Faculty with compliments, concerns, and/or recommendations about the process of soliciting, nominating, and selecting awards, prizes, and professorships.

Sec. 7.6. CFAPP members are eligible for all awards, prizes, and professorships during their tenure on the committee. CFAPP members that hold awards, professorships, or prizes are exempt from the requirement of serving on review committees, as their service on CFAPP is considered to fulfill that requirement.

COLLEGE OF WILLIAM AND MARY  
REVISIONS TO THE BYLAWS  
OF THE SCHOOL OF EDUCATION

Article III, Section 2 of the Board of Visitors Bylaws states that changes to any bylaws of the respective faculties of the College "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."

It is proposed that currently defined "areas" in the School of Education's bylaws be renamed "departments" in order to make the school's organizational structure clearer; to allow greater flexibility in hiring colleagues on sponsored projects; and to provide more revenue generated by sponsored projects directly to the relevant department.

The Dean of the School of Education discussed making this change to the wording in the bylaws with the Faculty Executive Committee before bringing a motion to the entire faculty. The revisions were approved at the February 12, 2014 faculty meeting.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following revisions to the bylaws of the School of Education, effective immediately.

PROPOSED REVISIONS TO THE SCHOOL OF EDUCATION BYLAWS  
(Suggested revisions in strike-out/bold)

**BYLAWS OF THE FACULTY OF  
THE SCHOOL OF EDUCATION**

**ARTICLE 1**

**The Faculty**

**Section 1**

Individuals holding tenured or tenure eligible appointments as Professors, Associate Professors, Assistant Professors, or Instructors in the Faculty of the School of Education are members of the Faculty and are entitled to vote in meetings of the Faculty. All persons holding full-time, specified-term faculty appointments as Instructor, Lecturer, Senior Lecturer, Post-doctoral Fellow, Assistant Professor, Associate Professor, or Professor in the School of Education are members of the Faculty but are not entitled to vote in meetings of the Faculty. Persons in full-time, specified-term faculty appointments may have their designation modified, as appropriate, with "Research," "Clinical," "Visiting," "Executive," or "of the Practice."

**Section 2**

The President, Provost, and Dean of University Libraries are non-voting members of the Faculty.

**Section 3**

For certain organizational purposes, School of Education Faculty are grouped into three ~~areas~~ **departments**: Curriculum and Instruction; Educational Policy, Planning, and Leadership; and School Psychology and Counselor Education.

**Section 4**

With the exception of the Executive Committee, Faculty Affairs Committee, and the Faculty Evaluation Committee, all persons holding full-time, specified-term faculty appointments as Instructor, Lecturer, Senior Lecturer, Post-doctoral Fellow, Assistant Professor, Associate Professor, or Professor in the Faculty of the School of Education may represent their ~~area~~ **department** on committees of the School of Education.

## **ARTICLE II**

### **Officers of the Faculty**

#### **Section 1**

The Dean of the School of Education shall hold the office of Chair and shall preside regularly at meetings of the Faculty. The President of the College or the Provost may be invited to preside at any meeting in accordance with the Bylaws of the Board of Visitors. The Chair shall appoint annually a parliamentarian.

#### **Section 2**

A Vice-Chair shall be elected from among the members of the Faculty for a period of one year. The responsibility of the Faculty Vice-Chair shall be to preside at meetings of the Faculty in the absence of the Chair or when the chair is vacated. In the absence of both the Chair and the Vice-Chair, the Faculty shall elect a temporary presiding officer.

#### **Section 3**

A Secretary of the Faculty shall be elected from among the members of the Faculty for a period of one year. The responsibility of the Secretary shall be to record the minutes of each meeting and to prepare sufficient copies for distribution to members of the Faculty, the President, the Provost, the Dean of the School of Education, the College Archives, and Deans of other schools. Minutes will be made available seven days prior to the next Faculty meeting by the Secretary. Copies of the minutes in possession of the Secretary of the Faculty may be consulted upon request by any member of the Faculty.

## **ARTICLE III**

### **Meetings of the Faculty**

#### **Section 1**

Regular meetings of the Faculty shall be held September through May inclusively at a time determined by the Faculty. The time for the regular meetings of the Faculty will be determined by the voting members of the Faculty during the May meeting prior to the effective academic year.

### **Section 2.1**

Special meetings of the Faculty may be called by the President of the College, the Provost, the Dean of the School of Education, and the Faculty Affairs Committee. Special meetings of the Faculty require written notification to the Faculty by the Secretary 72 hours in advance.

### **Section 2.2**

Special meetings of the Faculty may be called by faculty members upon the presentation of a petition to the Secretary of the Faculty, signed by at least a majority of the Faculty, which includes the purpose and time for which the meeting is called. Special meetings of the Faculty called by petition require written notification to the Faculty by the Secretary 72 hours in advance.

### **Section 2.3**

Persons not members of the Faculty may attend Faculty meetings at the invitation of the Dean of the School of Education.

### **Section 3**

A quorum shall consist of a majority of the voting members of the Faculty.

### **Section 4**

All proposed motions affecting the policies, procedures, or programs of the School of Education shall be submitted in writing to the Secretary of the Faculty at least ten days prior to the Faculty meeting at which they are to be presented. Copies of such proposals shall then be posted by the Secretary at least seven days prior to the meeting. The Secretary will notify the Faculty when and where proposals are posted. These requirements may be waived by unanimous consent of voting members of the Faculty present.

### **Section 5**

The Faculty may allow electronic voting on motions by a simple majority vote of the Faculty. All motions for electronic voting must be available for review and comment at least ten (10) days prior to a vote. Motions for electronic voting may not be amended. If an amendment is required, the original motion must be withdrawn by the mover or defeated by a vote of the Faculty before an amended motion is proposed. An amended motion shall be treated as a new motion and requires the ten (10) day review and comment period. The results of electronic voting will be reported to the Faculty by the Secretary within two (2) days of the close of voting. The results of electronic voting will also be reported by the Secretary at the next regular meeting of the Faculty.

## **Section 6**

Robert's Rules of Order Revised shall govern all meetings of the Faculty in all cases to which such rules are applicable and in which they are not inconsistent with Bylaws or special rules of order of the Faculty.

# **ARTICLE IV**

## **Duties of the Faculty**

### **Section 1**

The School of Education shall offer programs and courses at the undergraduate and graduate levels. Basic standards prescribed by the College and criteria approved by the Faculty of the School of Education shall constitute the basis for admission to those programs and to individual courses.

### **Section 2.1**

Within the framework of general College policy, the Faculty shall (a) formulate curriculum and provide instruction within the School, (b) establish requirements for all degrees, concentrations, and courses within the School, (c) determine admissions criteria for all degrees, concentrations, and courses within the School, (d) recommend to the appropriate committee or officer of the College those students having fulfilled requirements for graduation, and (e) make recommendations to the Dean or to the President, Provost, or other appropriate members of the College administration concerning matters affecting the School of Education. Faculty recommendations to the President, Provost, or other appropriate members of the College administration concerning matters affecting the School of Education shall be made through resolutions offered by individuals or Faculty committees during meetings of the Faculty and passed by a two-thirds vote of the Faculty present, except as noted under Article V, Section 1.4, regarding the Faculty Affairs Committee.

### **Section 2.2**

The implementation of policies and procedures of the Faculty may be delegated by the Faculty to designated committees and administrators.

**Section 3**

The Faculty of the School of Education, through representation, shall evaluate all Faculty members, as appropriate, for retention, promotion, and award of tenure in accordance with approved College and School of Education policies and procedures. Representation is defined through Article V, Section 1.5, which specifies that the Faculty Evaluation Committee has the responsibility for evaluation of all Faculty members.

**Section 4**

The Faculty of the School of Education, through representation, shall annually meet with the Dean of the School of Education to assist in determining procedures and priorities for allocating faculty compensation in accordance with approved College and School of Education policies and procedures. Representation is defined through Article V, Section 1.6, that the Faculty Executive Committee, under its general responsibilities for shared governance, shall advise the Dean concerning Faculty compensation.

**ARTICLE V****Permanent Committees of the Faculty****Section 1.1**

The permanent committees of the Faculty shall consist of the following: (a) Academic Affairs Committee, (b) Faculty Affairs Committee, (c) Faculty Evaluation Committee, (d) Faculty Executive Committee, and (e) Diversity Committee. Faculty representatives on permanent committees shall be eligible as described in Article I. Student representatives shall be members of the Graduate Education Association and the Student Education Association.

**Section 1.2**

The Academic Affairs Committee shall consist of three faculty representatives, one graduate student representative and one undergraduate student representative. The Associate Deans shall serve ex officio. The Associate Dean for Academic Programs shall serve as secretary for the Committee. Each **area department** shall have one faculty representative, and these faculty representatives shall be elected for three-year terms with one term expiring annually. Student representatives shall be appointed by the Graduate Education Association and the Student Virginia Education Association and shall serve one-year terms. The faculty member who is the senior member of the Committee shall be chair.

The Committee shall review and develop School of Education policies for admissions and awarding of financial aid, including graduate assistantships. The Committee shall review ~~area~~ **department**- specific policies for admissions, optimal program size, and the award of financial aid and shall make recommendations to the Faculty for approval of School of Education and ~~area~~ **department** policies. The Committee shall review admissions and financial aid decisions to ensure that they comply with the approved School of Education and ~~area~~ **department** policies. The Committee shall act as arbiter when admissions or financial aid decisions are appealed.

In consultation with the Faculty, the Committee shall define required components of proposals related to programs, course offerings, and degree requirements. The Committee shall review all such proposals brought before it by any ~~area~~ **department**. The Committee shall evaluate the curricular dimensions of proposals and make recommendations concerning such to the Faculty. In conjunction with the Associate Dean for Academic Programs, the Committee shall develop, report, and review implementation of policies and procedures related to curricular matters, including the granting of exceptions to existing policies and procedures, responses to student appeals, and special requests. The Committee shall review all actions which represent exceptions to existing policy and procedure and report such actions to the Faculty

The Committee shall receive and review the annual reports of the ~~areas~~ **departments** related to program and ~~area~~ **department** performance, and provide a summary to the Dean and Faculty on the performance of the School on the aspects of the Conceptual Framework, common dispositions, diversity, professional standards, and technology. The Committee shall make recommendations for improvement to the appropriate groups based on their analysis of the ~~area~~ **department** reports.

The Committee will act as a conduit for alignment of standards and assessments within the School. Recommendations for changes to the Conceptual Framework, general assessment system, and common dispositions will be brought to the Faculty by this Committee. The Committee will examine the consistency between the plans of the School and the Conceptual Framework. The Committee will make recommendations on the systems used to collect and review data. They will also recommend and review studies related to the technical adequacy of assessments.

In instances when the Committee takes a vote, only the student representative whose constituency would be affected shall vote. When a vote of the Committee results in a tie, the Committee shall cause the question to be brought before the full Faculty in accordance with Article III, Section 4.

#### **Section 1.4**

The Faculty Affairs Committee shall consist of four faculty members. Three of the members shall be elected for three-year terms with one term expiring annually. These three members shall be comprised of one representative from each ~~area~~ **department**. The fourth member of the

Committee shall be the current School of Education representative to the Executive Committee of the Faculty Assembly of the College. The senior member of the Committee shall be chair. The Committee shall advise the Dean on faculty compensation, nominations and appointments, and examine other issues which may affect the welfare of the Faculty collectively or individually. When it deems appropriate, the Committee may bring issues to the attention of the President, Provost, Dean of the School of Education, or Faculty for review and resolution. The Committee shall conduct elections for all elective positions of the Faculty. The Committee shall annually present a slate of nominees for College-wide committees, including the Faculty Assembly, at the February faculty meeting. Election of the Faculty representatives to the Faculty Assembly shall take place at the February faculty meeting. Election to other College-wide committee positions shall take place at the March faculty meeting. The Committee shall annually present a slate of nominees and conduct an election for School of Education committees at the April faculty meeting. Prior to the construction of the slate, the Committee shall solicit nominations from the **area department** for position vacancies on School of Education Committees which require **area department** representation. All elections shall be conducted by ballot, consistent with procedures devised by the Committee. Whenever a vacancy occurs in an elected position, the Committee shall appoint a person to fill the vacated position until the next scheduled election. Appointments to fill vacated positions on School of Education Committees requiring **area department** representation shall be done in a manner which maintains such representation.

### **Section 1.5**

The Faculty Evaluation Committee shall consist of five tenured members of the Faculty for staggered terms, three terms expiring annually. Annually, two members shall be elected to two-year terms and one member to a one-year term.

For each associate professor elected to the Committee, a corresponding full professor shall be elected annually as an alternate. In the event that a member of the committee comes up for review or that a full professor promotion or review is being considered, the elected alternate(s) shall serve on the Committee. The Committee shall elect its chair from its elected members annually. The Committee shall evaluate designated School of Education Faculty, guided by approved policies and procedures for the evaluation of Faculty for retention, promotion, and award of tenure.

### **Section 1.6**

The Faculty Executive Committee shall consist of six to eight faculty representatives and the Dean of the School of Education as chair and ex officio member. Four of the faculty representatives shall be the members of the Faculty Affairs Committee. Three additional Faculty representatives shall be the ~~Area Coordinators~~ **Department Chairs**. The final faculty representative shall be the School of Education representative on the Faculty University Priorities Committee. In the event that the Faculty University Priorities Committee member or the School of Education representative to the Executive Committee of the Faculty Assembly of the College

are already represented on the Committee, the number of representatives on the Committee will be less than eight.

The Committee shall regularly advise the Dean on all matters pertaining to the School and share responsibility for governance of the School of Education. The Committee shall examine issues brought to it by the Faculty, its committees, or the Dean; and recommend to the Faculty long-range plans, policies, and procedures necessary for the School of Education to fulfill its mission. The Committee shall review proposals including those related to programs, course offerings, and degree requirements which have resource implications and make recommendations to the Dean.

### **Section 1.7**

The Diversity Committee shall consist of three faculty representatives, one graduate student representative, and one undergraduate student representative. The Dean of the School of Education shall serve ex officio. The three faculty representatives shall be comprised of one representative from each **area department**. Faculty representatives shall serve three year terms with one term expiring annually. Student representatives shall be appointed by the Graduate Education Association and the Student Education Association and shall serve one-year (renewable) terms. The faculty member who is the senior member of the Committee shall serve as chair.

For the purposes of this committee, diversity connotes distinctiveness, uniqueness, and interconnection among and between human beings. It denotes racial, ethnic, cultural, and linguistic heritage, national origin, socioeconomic status, age, gender, sexual orientation, philosophical, religious, and spiritual beliefs, as well as physical, social, and intellectual attributes and abilities.

The Committee shall: a) review data on student admissions, recruitment, retention, and financial aid awards to assess the degree to which the SOE is effectively addressing diversity in these actions; b) assess the perceptions of students from traditionally under-represented backgrounds regarding the SOE climate and attitude toward diverse students; c) assess the perceptions held by students toward diversity issues; d) assess the opportunities for all students in the SOE to interact with K-12 students, colleagues, and faculty who are from diverse groups; e) assess academic programs to ensure that graduates of the SOE will develop cultural competence; f) support faculty development in the area of preparing educators who will work with diverse learners and collaborate with diverse constituents; g) promote diversity in the recruitment and retention of faculty and staff, including part-time and clinical faculty; h) advise and make recommendations to the Executive Committee and the Dean regarding concerns raised by faculty or students regarding addressing issues of diversity within the SOE; and i) report annually to the faculty on the status of each of these responsibilities.

## **Section 2**

Terms as stipulated for all permanent committees of the School of Education shall expire on May 31. Newly elected committee members shall assume duties and membership on June 1. Appointed committee members shall also assume their duties on June 1 unless otherwise stipulated.

# **ARTICLE VI**

## **Special Committees of the Faculty**

### **Section 1.1**

The Dean of the School of Education may establish special committees. When requests for the establishment of special committees are supported in writing by one-third of the Faculty members, the Dean shall create special committees in consultation with the Faculty Executive Committee.

### **Section 1.2**

The Faculty may establish or abolish its special committees by successful motion from the floor during a meeting of the Faculty. When these committees are established by the Faculty, members shall be nominated from the floor.

# **ARTICLE VII**

## **Amendments and Implementation Procedures**

### **Section 1**

The Faculty shall establish procedures appropriate for implementing the approved Bylaws of the School of Education. A record of such procedures and all subsequent revisions of those procedures shall be kept by the Secretary of the Faculty.

### **Section 2**

Subject to approval by the President and the Board of Visitors, the Bylaws of the School of Education may be amended or repealed by an affirmative vote of two-thirds of the Faculty, provided that proposed amendments shall have been submitted in writing to the Faculty at least thirty (30) days in advance, unless otherwise specified by a two-thirds vote.

## **ARTICLE VIII**

### **Effective Date**

#### **Section 1**

These Bylaws shall become effective immediately upon approval by the President and Board of Visitors.

#### **Section 2**

All Bylaws of the School of Education previously adopted and approved by the President and Board of Visitors are hereby repealed.<sup>1</sup>

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<sup>1</sup> **Note:** These Bylaws were adopted by vote of the Faculty of the School of Education on December 14, 1988, and approved by the College's President and Board of Visitors on February 10, 1989. Unless otherwise indicated, the Implementation Procedures were adopted by vote of the Faculty of the School of Education on December 13, 1989. Sections 1.1, 1.2, 1.3, and 1.4 of Article V were amended by vote of the Faculty of the School of Education on March 18, 1992, and approved by the College's President and Board of Visitors on September 11, 1992. Article I, Section 3, Article IV, Section 2.2 and Article V, Sections 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, and Section 2 were amended by vote of the Faculty of the School of Education on December 11, 1996. Revisions approved by Board of Visitors April 24, 1997. Section 5 of Article II and Sections 1.7 and 1.8 of Article V were amended by vote of the Faculty of the School of Education on March 15, 2006. Revisions approved by Board of Visitors April 21, 2006.

**VIRGINIA INSTITUTE OF MARINE SCIENCE**

**RESOLUTION TO DEMOLISH  
PAGE HOUSE, POLLOK HOUSE, COASTAL INVENTORY FACILITY,  
WETLANDS FACILITY, AND CCRM WATERSHED FACILITY**

**WHEREAS**, the Virginia Institute of Marine Science requests Board of Visitors' approval to demolish five buildings: Page House, Pollok House, Coastal Inventory Facility, Wetlands Facility, and CCRM Watershed Facility, to allow for the construction of the new Consolidated Scientific Research Facility (Project 268-17993). All of the buildings are in substandard condition and are not suitable for renovation or reuse; and

**WHEREAS**, the College and the Commonwealth entered into a 2006 Management Agreement (the "Agreement"), governed by the restructured Higher Education Financial and Administrative Operations Act of 2005, Chapter 4.10 of Title 23 of the *Code of Virginia*; and

**WHEREAS**, the Agreement was renewed in 2009; and

**WHEREAS**, the Agreement authorizes the College's Board of Visitors to approve demolition of buildings subject to review by the Art and Architectural Review Board and the Department of Historic Resources; and

**WHEREAS**, the Virginia Institute of Marine Science will follow established policies and procedures for each demolition; thus

**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 Virginia Institute of Marine Science to demolish the Page House (00B24), Pollok House (0B100), Coastal Inventory Facility (00B71), Wetlands Facility (0B103), and CCRM Watershed Facility (0B121) in accordance with all authorities, policies, and procedures in force and necessary to accomplish same; and that

**FURTHER RESOLVED**, That the Vice President of Administration, the VIMS Chief Operations Officer, and the College Building Official are authorized to execute any and all documents pertaining to the removal of said buildings.

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE CAPITAL PROJECT:  
IMPROVE SWEM MEDIA CENTER**

Whereas, in March of 2013, the College received the Governor's request that each agency and institution develop a Capital Outlay Plan for the 2014-2020 biennia, and the College complied with that request, resulting in the 2014-2020 Capital Outlay Six Year Plan, which was approved by the Board in April 2013, and submitted to the Department of Planning and Budget over the spring and summer of 2013;

Whereas, the College's Board of Visitors has the authority to approve non-general fund, non-debt capital projects in accordance with Subchapter 3, (§23.38.91 et seq.) of the Restructured Higher Education Administrative and Operations Act, Chapter 4.10 (§23-38.88 et seq.) of Title 23 of the Code of Virginia, effective July 1, 2006 (the "Act"); and

Whereas, the College's Board of Visitors may authorize a new non-general fund capital project regardless of the Commonwealth's biennial calendar and process; and

Whereas, in January of 2014, the College initiated planning, using donor provided funds, for the renovation and improvement of the Swem Media Center, located in the basement of Swem Library; and

Whereas the proposed project will renovate existing media space to provide over 11,000 gross square feet of digital media laboratory space, a dedicated production studio, and two classrooms which will allow faculty and students to explore, investigate and experiment with the latest in media technology; and

Whereas having access to the expertise and new technologies of the renovated Media Center will be a core support of the new curriculum; and

Whereas, the proposed project, estimated to cost \$1.941M will be funded from all private funds, of which 75.63% (or \$1.468M) is cash in hand; and

Whereas, the College has selected a Construction Management at Risk construction method, and will be ready to initiate construction following review by the Code Review Team, and permitting by the Building Code Official, which is scheduled for Fall 2014;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the creation of the non-general fund capital project: Improve Swem Media Center; and

BE IT FURTHER RESOLVED, That the Board authorizes the Vice President for Administration to take all actions necessary to initiate, implement and complete the project in accordance with the College's restructured authority under the Act.

**COLLEGE OF WILLIAM AND MARY**

**SIX-YEAR PLAN UPDATE**

WHEREAS, the College of William & Mary has a long tradition of providing an excellent liberal arts education to the citizens of the Commonwealth and the nation; and

WHEREAS, the Governor's Commission on Higher Education has indicated "the Commonwealth's commitment . . . to having a distinctive 'public ivy' at William & Mary;" and

WHEREAS, consistent with the requirement of the Higher Education Opportunity Act (the Act), the College developed its 2014-16 Six-Year Plan rooted in this commitment, the goals set out in its Strategic Plan, and the objectives of the Act; and

WHEREAS, in April, 2013, the Board of Visitors of the College of William and Mary established the William & Mary Promise, a new business model to enhance the quality of a William and Mary education while improving predictability and affordability for in-state undergraduate students.

WHEREAS, the Commonwealth's planning process requires an update to the six year-plan on an annual basis, incorporating funding actions by the Commonwealth as reflected in the final FY 2015 budget approved by each institution's Board of Visitors.

WHEREAS, the College has reviewed those expenditures necessary to support and enhance its instructional, research, student service, and administrative operations, prioritized those expenditures, and recommended funding through a combination of Commonwealth, College, and reallocated revenue; and

WHEREAS, the College continues to evaluate opportunities to improve the effectiveness and efficiency of its academic and administrative programs and activities;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary, approves the College's Six-year Plan Update to reflect FY 2015 expenditures and tuition and fee charges consistent with the College's FY 2015 operating budgets as approved by the Board and subsequently modified to reflect State funding reductions, and FY 2016 expenditures as proposed in the College's original Six-Year Plan, adjusted to reflect a base reduction in State support of \$2,339,000 as proposed in House Bill Number 5010 (2014 Special Session 1). Planned FY 2016 expenditures include \$8.1 million in College support supplemented by the further reallocation of funds within the College's overall operating budget.

Board of Visitors

Resolution   11  

September 24-26, 2014

Page   2   of   4  

BE IT FURTHER RESOLVED, That in response to the Commonwealth's direction that the Virginia Institute of Marine Science prepare a separate Six-Year Plan, the Board of Visitors of the College of William and Mary approves the Institute's Six-Year Plan Update to reflect FY 2015 expenditures consistent with the Institute's FY 2015 operating budget as approved by the Board, and FY 2016 expenditures as proposed in the Institute's original Six-Year Plan adjusted to reflect the impact of any state funding actions.

*College of William and Mary*  
*SIX YEAR PLAN UPDATE*  
**Incremental Expense by Priority**

<b><u>PRIORITY</u></b>		<b><u>FY 2016</u></b>
1	Faculty and Staff Salaries	\$ 4,230,900
2	Fringe Benefits (rate increase)	\$ 778,000
3	Undergraduate Financial Aid	\$ 2,290,000
4	Enrollment	\$ 425,000
5	Graduate Financial Aid	\$ 500,000
6	eLearning Platform	\$ 208,000
7	International Programs	\$ 256,000
8	Base Operating Funds	\$ 85,000
9	Reallocation from Business Innovation	\$ (660,100)
		<hr/>
		\$ 8,112,800

*Virginia Institute of Marine Science*  
*SIX YEAR PLAN UPDATE*  
**Incremental Expense by Priority**

<b><u>PRIORITY</u></b>		<b><u>FY 2016</u></b>
1	Support Graduate Financial Aid	\$ 496,987
2	Increase Faculty Salaries	\$ 208,697
3	Increase Staff Salaries	\$ 134,483
4	Improve Longevity of Highly-Sophisticated Research Instrumentation	\$ 350,000
5	Support Chesapeake Bay Fish and Shellfish Surveys	\$ 544,465
6	Enhance Chesapeake Bay Water Quality Modeling and Monitoring	\$ 964,965
7	Develop and Support New Management and Policy Approaches at State and Local Government Levels	\$ 380,000
8	Implement a Post-Graduate Fellowship Program	\$ 78,904
9	O & M for New Facilities	\$ 415,000
10	Enhance HPC Technology	\$ 432,880
11	Expand Institutional Collaborations	No dollar impact
12	Continue to Operate as a Year Round Facility	No dollar impact
		<hr/>
		\$ 4,006,381

## 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**

### **2014**

September 24-26

November 19-21 (November 20 at Richard Bland College)

### **2015**

February 4-6 (Charter Day February 6)

April 22-24 (Commencement weekend May 15-17)

September 16-18

November 18-20

**SEPTEMBER 2014**