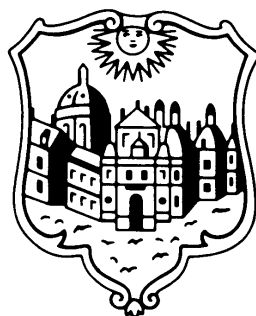


BOARD OF VISITORS OF THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA



WILLIAM
& MARY

COMMITTEE MEETINGS

Board Rooms - Blow Memorial Hall
Matoaka Woods Room – School of Education

February 4 – 6, 2015

SCHEDULE

Board of Visitors Committee Meetings
The College of William and Mary

February 4-6, 2015
Blow Memorial Hall - College of William and Mary
Matoaka Woods Room – School of Education

WEDNESDAY, FEBRUARY 4:

BOARD DINING ROOM

1:30 p.m. Coffee available

BOARD ROOM - RICHARD BLAND COLLEGE COMMITTEE

2:15-3:30 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 – November 20, 2014
- B. General Reports
- C. Action Material
 - 1. **Resolution 1**, pages 11-12
 - 2. **Resolution 2**, pages 13-24
 - 3. **Resolution 3**, page 25
- D. Informational Material
 - 1. Enclosure A, pages 26-27
 - 2. Enclosure B, pages 28-30
 - 3. Enclosure C, pages 31-35
 - 4. Enclosure D, pages 36-37
 - 5. Enclosure E, pages 38-39
- E. Closed Session (if necessary)

BOARD ROOM – COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

3:30-4:30 p.m. Committee on Strategic Initiatives Thomas R. Frantz, Chair
 and New Ventures John E. Littel, Vice Chair
 (Provost Halleran, Mr. Broaddus) Robert E. Scott, Vice Chair
 Peter A. Snyder, Vice Chair
 H. Thomas Watkins III, Vice Chair

- A. Update on Regional Activity
- B. Translational Research
- C. Closed Session (If necessary)

WEDNESDAY, FEBRUARY 4:

RECTOR'S OFFICE - EXECUTIVE COMMITTEE

4:30-6:30 p.m. Executive Committee
 (Mr. Fox)

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

Kendrick F. Ashton, Jr.
Ann Green Baise
Sue H. Gerdelman
H. Thomas Watkins III

- A. Approval of Minutes – November 19, 2014
- B. Discussion topics
- C. Closed Session (if necessary)

PLUMERI HOUSE - 119 CHANDLER COURT

7:00 p.m. Reception and Dinner

THURSDAY, FEBRUARY 5:

BOARD DINING ROOM

7:30 a.m. Breakfast available

**BLOW ROOM 201 – JOINT MEETING: COMMITTEE ON ATHLETICS AND
CWM FOUNDATION ATHLETICS SUBCOMMITTEE**

8:15-9:45 a.m. Committee on Athletics Peter A. Snyder, Chair
(Mr. Driscoll) 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 Board Committee Minutes – November 21, 2014
- B. Women in Action – Celebration of Women's Athletics
- C. Master Calendar
- D. Closed Session (if necessary)

BOARD CONFERENCE ROOM - COMMITTEE ON AUDIT AND COMPLIANCE

9:45-11:00 a.m. Committee on Audit and Compliance John Charles Thomas, Chair
(Mr. Erdahl) Leigh A. Pence, Vice Chair

Ann Green Baise
John E. Littel
Christopher M. Little
DeRonda M. Short

- A. Approval of Minutes – November 19, 2014
- B. Report from Auditor of Public Accounts
- C. Report from Director of Internal Audit
- D. Report from Chief Compliance Officer
- E. Closed Session (if necessary)

BOARD ROOM - COMMITTEE ON ACADEMIC AFFAIRS

9:45-10:45 a.m. Committee on Academic Affairs Robert E. Scott, Chair
(Provost Halleran) Kendrick F. Ashton, Jr., Vice Chair

Lynn M. Dillon
Thomas R. Frantz
William H. Payne II
Lisa E. Roday
Suzanne Raitt, Faculty Representative

THURSDAY, FEBRUARY 5:

Committee on Academic Affairs (continued):

- A. Approval of Minutes – November 19, 2014
- B. Report from Provost
- C. Report from Faculty Liaison Committee Chair
- D. Closed Session (if necessary)
- E. Action Materials
 - 1. **Resolution 4**, pages 46-47
 - 2. **Resolution 5**, pages 48-52
 - 3. **Resolution 6** pages 53-54
 - 4. **Resolution 7**, pages 55-56
 - 5. **Resolution 8**, page 57
 - 6. **Resolution 9**, page 58
 - 7. **Resolution 10**, pages 59-60
 - 8. **Resolution 11**, pages 61-62
 - 9. **Resolution 12**, pages 63-64
 - 10. **Resolution 13**, pages 65-56
 - 11. **Resolution 14**, pages 67-68
 - 12. **Resolution 15**, pages 69-70
 - 13. **Resolution 16**, pages 71-72
 - 14. **Resolution 17**, pages 73-74
 - 15. **Resolution 18**, pages 75-76
 - 16. **Resolution 19**, pages 77-78

BOARD ROOM - COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

10:45-11:45 a.m. Committee on Administration, Buildings and Grounds Ann Green Baise, Chair
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 – November 20, 2014
- B. Report from Interim Building Official
- C. Report from Virginia Institute of Marine Science Dean/Director
 - 1. Enclosure F, pages 80-82
 - 2. Enclosure G, pages 83-86
- D. Report from Vice President for Administration
 - 1. Enclosure H, pages 87-94
 - 2. **Resolution 20**, page 95

THURSDAY, FEBRUARY 5:

3. Enclosure I, page 96
4. **Resolution 21**, pages 97-103
5. **Resolution 22**, page 104

E. Closed Session (if necessary)

MATOAKA WOODS ROOM – SCHOOL OF EDUCATION

12:15 p.m. A. Call to Order and Welcome
 B. Closed Session
 C. Campus Master Plan Overview
 D. Q&A session

BOARD ROOM – FULL BOARD MEETING

6:15 p.m. Recess meeting

6:30 p.m. **JOINT INFORMAL RECEPTION/DINNER** with Board of Visitors / CWM Foundation Board of Trustees / Alumni Association Board of Directors / Annual Giving Board of Directors

Board of Visitors
SCHEDULE
February 4-6, 2015

FRIDAY, FEBRUARY 6:

BOARD DINING ROOM

7:30 a.m. Breakfast available

BOARD ROOM – COMMITTEE ON FINANCIAL AFFAIRS

8:15-9:00 a.m. Committee on Financial Affairs Kendrick F. Ashton, Jr., Chair
(Mr. Jones) 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 – November 19, 2014
- B. Report from Vice President for Finance
 - 1. Overview of Governor McAuliffe's FY2016 Budget Amendments
 - 2. Enclosure J, pages 107-108
 - 3. Enclosure K, pages 109-118
- C. Report from Virginia Institute of Marine Science Dean
 - 1. Enclosure L, page 119
 - 2. Enclosure M, page 120
- D. Investment Portfolio Evaluation Overview
 - 1. Enclosure N (*see separate booklet*)
- E. Closed Session (if necessary)

BOARD ROOM

9:00-10:00 a.m. Provost Report and Faculty Presentation

10:00 a.m. Recess Committees

BOARD ROOM – FULL BOARD OF VISITORS MEETING:

10:15 a.m. FULL BOARD MEETING - see MEETING AGENDA Mr. Stottlemeyer

BLOW HALL ROOM 201

@12:30 p.m. Lunch with Cypher Society

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

February 4-6, 2015
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, pages 11-12	Approval of Revision to Associate of Arts Degree
Resolution 2, pages 13-24	Policy on Discrimination, Harassment, Sexual Misconduct, and Retaliation
Resolution 3, page 25	Repurposing of Humanities and Social Sciences Building
Enclosure A, pages 26-27	Capital Outlay Progress Report
Enclosure B, pages 28-30	2014-2015 Operating Budget Update
Enclosure C, pages 31-35	Richard Bland College Policy Manual
Enclosure D, pages 36-37	Report from Faculty Representative
Enclosure E, pages 38-39	Report from Student Representative

COLLEGE OF WILLIAM AND MARY

Resolution 4, page 46-47	Appointments to Fill Vacancies in the Executive Faculty
Resolution 5, pages 48-52	Appointments to Fill Vacancies in the Professionals and Professional Faculty
Resolution 6, pages 53-54	Award of Academic Tenure
Resolution 7, pages 55-56	Faculty Promotions
Resolution 8, page 57	Designated Professorships

Board of Visitors
AGENDA ITEMS
February 4-6, 2015

Resolution 9, page 58	Term Distinguished Professorships
Resolution 10, pages 59-60	Posthumous Award of Emeritus Status on John F. Lavach, School of Education
Resolution 11, pages 61-62	Retirement of Jayne W. Barnard William & Mary Law School
Resolution 12, pages 63-64	Retirement of Norman J. Fashing Department of Biology
Resolution 13, pages 65-66	Retirement of William T. Geary Mason School of Business
Resolution 14, pages 67-68	Retirement of Alan H. Goldman Department of Philosophy
Resolution 15, pages 69-70	Retirement of John W. Lee III William & Mary Law School
Resolution 16, pages 71-72	Retirement of John S. Morreall Department of Religious Studies
Resolution 17, pages 73-74	Retirement of Glenn D. Shean Department of Psychology
Resolution 18, pages 75-76	Retirement of Kathleen F. Slevin Department of Sociology
Resolution 19, pages 77-78	Retirement of James E. Smith Mason School of Business
Resolution 20, page 95	Approval of the 2015 Campus Master Plan
Resolution 21, pages 97-103	Resolution to Approve 9C Revenue Financing by the Rector and Visitors of the College of William and Mary: Renovate Dormitories
Resolution 22, page 104	Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures from 9C Proceeds

Board of Visitors
AGENDA ITEMS
February 4-6, 2015

Enclosure F, pages 80-82	Virginia Institute of Marine Science Capital Outlay Project Progress Report
Enclosure G, pages 83-86	Virginia Institute of Marine Science Draft 2016-2022 Six-Year Capital Plan
Enclosure H, pages 87-94	College of William and Mary Capital Outlay Project Progress Report
Enclosure I, page 96	College of William and Mary Draft 2016-2022 Six-Year Capital Plan
Enclosure J, pages 107-108	College of William and Mary Summary of Operating and Capital Budget Amendments Submitted to 2015 General Assembly
Enclosure K, pages 109-118	College of William and Mary 2014-2015 Operating Budget Summary
Enclosure L, page 119	Virginia Institute of Marine Science Summary of Operating and Capital Budget Amendments Submitted to 2015 General Assembly
Enclosure M, page 120	Virginia Institute of Marine Science 2014-2015 Operating Budget Summary
Enclosure N	Investment Update for Periods Ending December 31, 2014 (<i>see separate booklet</i>)

RICHARD BLAND COLLEGE COMMITTEE

February 4, 2015

2:15 - 3:30 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 – November 20, 2014
- III. General Reports
 - A. Report from President Debbie L. Sydow
 - B. Report from Chief Operations and Development Officer – Debra Kaufman
 - C. Report from Faculty Representative – Kevin J. Peters
 - D. Report from Student Representative – Kelsey M. Keeley
- IV. Action Material
 - A. Approval of Revision to Associate of Arts Degree **Resolution 1**
 - B. Policy on Discrimination, Harassment,
Sexual Misconduct, and Retaliation **Resolution 2**
 - C. Repurposing of Humanities and Social Sciences
Building **Resolution 3**
- V. Informational Material
 - A. Capital Outlay Progress Report **Enclosure A**
 - B. 2014-2015 Operating Budget Update **Enclosure B**
 - C. Richard Bland College Policy Manual **Enclosure C**
 - D. Report from Faculty Representative **Enclosure D**
 - E. Report from Student Representative **Enclosure E**
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

RICHARD BLAND COLLEGE COMMITTEE
MINUTES – NOVEMBER 20, 2014

MINUTES
Richard Bland College Committee
November 20, 2014
Barn Theatre – Richard Bland College

Attendees: John E. Littel, Chair; Ann Green Baise, Vice Chair; Lynn M. Dillon; Sue H. Gerdelman and William H. Payne II. Board members present: Rector Todd Stottlemeyer, Kendrick F. Ashton, Jr.; Christopher M. Little; Leigh A. Pence; Lisa E. Roday; DeRonda M. Short; Peter A. Snyder; John Charles Thomas; H. Thomas Watkins III; faculty representative Kevin Peters and student representative Kelsey Keeley. Others present: President Debbie L. Sydow, Lashrecse Aird, Nicholas J. Bell, Kent B. Erdahl, Michael J. Fox, Chandragupta Gudena, Debra Kaufman, Vern L. Lindquist, Deborah A. Love, Sarah E. Melchior, Caroline Rivera, Sandra J. Wilms and other Richard Bland staff.

Chair John Littel called the Committee to order at 11:10 a.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 September 24, 2014. Motion was made by Ms. Baise, seconded by Ms. Gerdelman, and approved by voice vote of the Committee.

President Sydow introduced Dr. Eileen Strempel, Assistant Vice President for Enrollment Management at Syracuse University, currently serving as Special Assistant to the President. Dr. Strempel offered a PowerPoint presentation and discussed how Richard Bland's mission is distinct from that of community colleges with a primary focus on transfer; RBC serves as an important feeder of high-performing graduates prepared to succeed at elite institutions, and serves under-represented students. Dr. Strempel discussed the class profile and ties to the RBC-19 strategic plan. A brief discussion ensued.

President Sydow provided an update on progress with the development of a comprehensive policy manual, recognizing Deb Love and Sarah Melchior of the University Counsel's office for their help, and Chief Operations and Development Officer Debra Kaufman, who is now leading the project. The President noted that this new policy manual would also combine appropriate elements of the current handbooks for faculty and employees. A brief discussion ensued.

Ms. Kaufman reviewed the amended operating budget proposal and provided an update on the operating budget, as detailed in Resolution 1 and Enclosure A, and provided a brief update on the Audit and Compliance meeting as it related to Richard Bland, noting that the APA Audit is currently underway. A brief discussion ensued.

Mr. Littel noted that **Resolution 15**, Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia and Richard Bland College for the Fiscal Year Ended June 30, 2014, is jointly considered with William and Mary, and accepts the unaudited financial report for both William and Mary and Richard Bland.

Mr. Littel asked for a motion to approve **Resolution 1**, 2014-15 Amended Operating Budget Proposal, and to accept for Richard Bland **Resolution 15**, Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia and Richard Bland College for the Fiscal Year Ended June 30, 2014. Motion was made by Ms. Baise, seconded by Ms. Gerdelman, and approved by voice vote of the Committee.

Richard Bland College Committee

MINUTES

Page 2

Ms. Kaufman reviewed the remaining action items, commenting briefly regarding the appointments and retirements, and introduced Assistant Director of Financial Aid Susan Basl, who is retiring after 40 years of service.

Mr. Littel asked for a motion to approve as a block **Resolution 2**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 3**, Retirement of Susan B. Basl, Assistant Director of Financial Aid; **Resolution 4**, Retirement of Roger E. Franklin, Jr., Associate Professor of Computer Science; **Resolution 5**, Retirement of Roland A. Havis, Professor of Psychology and Sociology; **Resolution 6**, Retirement of Richard Love, Professor of History; and **Resolution 7**, Retirement of Franklyn C. Morgan, Professor of Sociology and Criminology.

Faculty representative Kevin Peters reported briefly on his report, detailed in Enclosure B, and thanked the Board members for participating in the faculty roundtable discussions.

Student Representative Kelsey Keeley thanked the Board members for listening to the student panel and provided an update on student activities, clubs and organizations.

There being no further business, the Committee adjourned at 11:45 a.m. for a brief campus tour before lunch.

**RICHARD BLAND COLLEGE
APPROVAL OF REVISION TO ASSOCIATE OF ARTS DEGREE**

In accordance with its mission, Richard Bland College (RBC) of William and Mary seeks to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary.

RBC's 2014-2019 strategic plan establishes specific goals for (1) improving retention, graduation and transfer rates, and (2) modifying existing curricula to be optimally responsive to market demand. Currently, RBC's Associate of Arts (AA) program is not optimal for efficient university transfer. Consequently, very few students at RBC pursue this degree, choosing instead to transfer prematurely without having completed a degree.

The proposed changes to the Associate of Arts degree are designed to:

- Increase degree completion
- Facilitate seamless transfer
- Decrease the time to degree for AA students
- Increase enrollment in the AA program
- Improve retention and graduation rates
- Make it easier for students to stack RBC credentials leading to an AA degree

The proposed changes have been reviewed in accordance with RBC policies, procedures, and shared governance protocol.

BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William and Mary approves the attached changes to the Associate of Arts degree.

February 4-6, 2015

Page 2 of 2

**RICHARD BLAND COLLEGE
APPROVAL OF CHANGES TO AA DEGREE**

Associate of Arts			
		Proposed	Current
Courses			
The Arts of Language and Ideas			
English 101 & 102		6	6
Arts and Language and Ideas electives		6	6
The Language of History of Fine Arts		3	3
The Human Experience		6	6
U.S. & World Cultures		6	6
Quantitative & Symbolic Reasoning			
Mathematics 110, 101, 117 or above		3	6
Investigation of the Natural World		4	8
Foreign Language		6	14
Computer Proficiency (0 - 3 credits)			
Choose CSCI 202, 203, 211, or 212 or proficiency		3	3
* Electives (14-20 cr.)		17	2
		<u>60</u>	<u>60</u>

* Courses selected should meet requirements of transfer institution.

Shaded areas represent changes

**RICHARD BLAND COLLEGE
POLICY ON DISCRIMINATION, HARASSMENT, SEXUAL MISCONDUCT, AND
RETALIATION**

WHEREAS, Richard Bland College is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law.

Richard Bland College has established a Policy on Discrimination, Harassment, Sexual Misconduct, and Retaliation (attached) in pursuit of this goal. Any question of impermissible discrimination on these bases will be addressed with efficiency and energy, and in accordance with that policy and related grievance procedures. This policy and the Discrimination Grievance Procedures also address complaints or reports of retaliation against those who have opposed practices prohibited by the policy, those who have filed complaints or reports under the policy, and those who have testified or otherwise participated in enforcement of the policy.

The purpose of this policy is to establish clearly and unequivocally that Richard Bland College prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision and to set forth procedures by which such allegations shall be filed, investigated and adjudicated.

This policy applies to on-campus conduct involving students, employees, faculty and staff; visitors to campus (including, but not limited to, students participating in camp programs, non-degree seeking students, exchange students, and other students taking courses or participating in programs at Richard Bland College) and contractors working on campus who are not Richard Bland College employees; and to students, visiting students, employees, faculty and staff participating in Richard Bland College-sponsored activities off campus. This policy also is applicable to any conduct that occurs off campus that has continuing effects that create a hostile environment on campus.

THEREFORE, BE IT RESOLVED, That on recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the Policy on Discrimination, Harassment, Sexual Misconduct, and Retaliation, and related grievance procedures.

BE IT FURTHER RESOLVED, That the President of Richard Bland College shall adopt Discrimination Grievance Procedures pursuant to this policy as soon as feasible, but not later than April 21, 2015.

**RICHARD BLAND COLLEGE
DISCRIMINATION, HARASSMENT, SEXUAL MISCONDUCT, AND
RETALIATION POLICY**

Policy E.7.

Policy Name: Discrimination, Harassment, Sexual Misconduct, and Retaliation

Responsibility for Maintenance: Chief Operations Officer

I. Policy Statement

Richard Bland College is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law. In pursuit of this goal, any question of impermissible discrimination on these bases will be addressed with efficiency and energy and in accordance with this policy and the Richard Bland College Discrimination Grievance Procedures. This policy and the Discrimination Grievance Procedures also address complaints or reports of retaliation against those who have opposed practices prohibited by this policy, those who have filed complaints or reports under this policy, and those who have testified or otherwise participated in enforcement of this policy.

II. Reason for Policy

The purpose of this policy is to establish clearly and unequivocally that Richard Bland College prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision and to set forth procedures by which such allegations shall be filed, investigated and adjudicated.

III. Applicability of the Policy

This policy applies to on-campus conduct involving students, employees, faculty and staff, visitors to campus (including, but not limited to, students participating in camp programs, non-degree seeking students, exchange students, and other students taking courses or participating in programs at Richard Bland College), and contractors working on campus who are not Richard Bland College employees, and to students, visiting students, employees, faculty and staff participating in Richard Bland College-sponsored activities off campus. This policy also is applicable to any conduct that occurs off campus that has continuing effects that create a hostile environment on campus. Allegations of on-campus or off-campus violations of this policy should be reported to the Title IX Coordinator in accordance with the guidance below and the Discrimination

Grievance Procedures. This Policy is effective February 6, 2015. This policy supersedes any and all previously adopted policies or procedures for the handling of discrimination, harassment, sexual misconduct, and retaliation.

IV. Related Documents

Discrimination Grievance Procedures

V. Contacts

Subject	Office Name	Title or Position	Telephone Number	Email/URL
Title IX Compliance	Chief Operations Officer	Title IX Coordinator	(804)862-6261	dkaufman@rbc.edu

VI. Definitions

A. Discrimination is inequitable and unlawful treatment based on an individual's protected characteristics or statuses -- race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, disability, or any other status protected by law -- that excludes an individual from participation in, denies the individual the benefits of, treats the individual differently or otherwise adversely affects a term or condition of an individual's employment, education, living environment or participation in an educational program or activity. This includes failing to provide reasonable accommodation, consistent with state and federal law, to persons with disabilities.

B. Harassment is a form of discrimination in which unwelcome verbal, written, or physical conduct is directed toward an individual on the basis of his or her protected characteristics or statuses, by any member of the campus community. Harassment does not have to include intent to harm, be directed at a specific target, or involve repeated incidents.

C. Sexual harassment is a form of discrimination based on sex. It is defined as unwelcome sexual advances, requests for sexual favors, or other conduct of a sexual nature including: verbal (e.g., specific demands for sexual favors, sexual innuendoes, sexually suggestive comments, jokes of a sexual nature, sexual propositions, or sexual threats); nonverbal (e.g., sexually suggestive emails, other writings, articles or documents, objects or pictures, graphic commentaries, suggestive or insulting sounds or gestures, leering, whistling, or obscene gestures); or physical (e.g., touching, pinching, brushing the body, any unwelcome or coerced sexual activity, including sexual

assault). Sexual harassment, including sexual assault, can involve persons of the same or different sexes. Sexual harassment may also include sex-based harassment directed toward stereotypical notions of what is female/feminine v. male/masculine or a failure to conform to those gender stereotypes.

This policy prohibits the following types of sexual harassment:

1. Term or condition of employment or education. This type of sexual harassment (often referred to as "quid pro quo" harassment) occurs when the terms or conditions of employment, educational benefits, academic grades or opportunities, living environment or participation in a Richard Bland College activity are conditioned upon, either explicitly or implicitly, submission to or rejection of unwelcome sexual advances or requests for sexual favors, or such submission or rejection is a factor in decisions affecting that individual's employment, education, living environment, or participation in a Richard Bland College program or activity.

2. Hostile environment. Acts that create a hostile environment, as defined below.

D. Hostile environment may be created by oral, written, graphic or physical conduct that is sufficiently severe, persistent or pervasive and objectively offensive that it interferes with, limits or denies the ability of an individual to participate in or benefit from educational programs, services, opportunities, or activities or the individual's employment access, benefits or opportunities. Mere subjective offensiveness is not enough to create a hostile environment. In determining whether conduct is severe, persistent or pervasive, and thus creates a hostile environment, the following factors will be considered: (a) the degree to which the conduct affected one or more individuals' education or employment; (b) the nature, scope, frequency, duration, and location of the incident(s); (c) the identity, number, and relationships of persons involved; (d) the perspective of a "reasonable person" in the same situation as the person subjected to the conduct, and (e) the nature of higher education.

E. Sexual misconduct includes sexual assault, sexual exploitation, dating violence, domestic violence, and stalking.

1. Sexual assault is non-consensual contact of a sexual nature. It includes any sexual contact when the victim does not or is unable to consent through the use of force, fear, intimidation, physical helplessness, ruse, impairment or incapacity (including impairment or incapacitation as a result of the use of drugs or alcohol, knowingly or unknowingly); intentional and non-consensual touching of, or coercing, forcing, or attempting to coerce or force another to touch, a person's genital area, groin, inner thigh, buttocks or breast; and non-consensual sexual intercourse, defined as anal, oral or vaginal penetration with any object.

2. Consent is knowing, voluntary and clear permission by word or action, to engage in mutually agreed upon sexual activity. Silence does not necessarily constitute consent. Past consent to sexual activities, or a current or previous dating relationship, does not imply ongoing or future consent. Consent to some sexual contact (such as kissing or fondling) cannot be presumed to be consent for other sexual activity (such as intercourse). The existence of consent is based on the totality of the circumstances, including the context in which the alleged incident occurred.

3. Sexual exploitation occurs when a person takes non-consensual or abusive sexual advantage of another for anyone's advantage or benefit other than the person being exploited, and that behavior does not meet the definition of sexual assault. Sexual exploitation includes prostituting another person, non-consensual visual or audio recording of sexual activity, non-consensual distribution of photos or other images of an individual's sexual activity or intimate body parts with an intent to embarrass such individual, non-consensual voyeurism, knowingly transmitting HIV or an STD to another, or exposing one's genitals to another in non-consensual circumstances.

4. Dating violence is violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. A social relationship of a romantic or intimate nature means a relationship which is characterized by the expectation of affection or sexual involvement between the parties. The existence of such a relationship shall be determined based on a consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. Dating violence can be a single event or a pattern of behavior that includes, but is not limited to, sexual or physical abuse. Dating violence does not include acts covered under the definition of domestic violence.

5. Domestic violence is a felony or misdemeanor crime of violence committed: (i) by a current or former spouse or intimate partner of the victim; (ii) by a person with whom the victim shares a child in common; (iii) by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner; (iv) by a person similarly situated to a spouse of the victim under the law of the Commonwealth of Virginia; or (v) by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family laws of the Commonwealth of Virginia. Domestic violence can be a single event or a pattern of behavior that includes, but is not limited to, sexual or physical abuse.

6. Stalking is engaging in a course of conduct directed at a specific person that would cause a reasonable person to: (i) fear for his or her safety or the safety of others; or (ii) suffer substantial emotional distress, meaning significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling. A "course of conduct" means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveys, threatens, or communicates to or about, a person, or interferes with a person's property.

VII. Policy Implementation

A. Retaliation

Any form of retaliation, including intimidation, threats, harassment, and other adverse action taken or threatened against any complainant or person reporting or filing a complaint alleging discrimination, sexual harassment, or sexual misconduct or any person cooperating in the investigation of allegations of discrimination, sexual harassment, or sexual misconduct to include testifying, assisting or participating in any manner in an investigation pursuant to this policy and the Discrimination Grievance Procedures is strictly prohibited by this policy. Action is generally deemed adverse if it would deter a reasonable person in the same circumstances from opposing practices prohibited by this policy. Retaliation may result in disciplinary or other action independent of the sanctions or interim measures imposed in response to the underlying allegations of discrimination, sexual harassment or sexual misconduct.

B. Reporting

1. Conduct in violation of this policy shall be reported promptly by all students, employees, visitors, or contractors. The Richard Bland College Title IX Coordinator is responsible for overseeing the investigation of all reports of alleged discrimination, sexual harassment, or sexual misconduct in accordance with the Discrimination Grievance Procedures. Employees receiving such reports or complaints should immediately notify the Title IX Coordinator and should not undertake any independent efforts to determine whether or not the report or complaint has merit before reporting it to the Title IX Coordinator.

2. The Richard Bland College Title IX Coordinator is Debra Kaufman, Chief Operations and Development Officer.

Contact information: Debra Kaufman, 8311 Halifax Road, Petersburg, VA (Maze Hall, Room 211), (703)402-2158, dkaufman@rbc.edu.

3. Employees initiating a complaint must report violations of this policy to the Title IX Coordinator. In the alternative, reports of violations may be made to an employee's immediate supervisor or the President. Supervisors are required to forward reports of violation to the Title IX Coordinator without delay.
4. Reports made by Students: Students should report violations of this policy to the Title IX Coordinator, the Dean of Students, the Dean of Faculty, or the Student Conduct Board. Note: Students are not restricted to reporting to student contacts and may report to anyone listed in this policy or any supervising staff or faculty member. Reports are required to be forwarded to the Title IX Coordinator.
5. Student Conduct Board responsibility: Any member of the student conduct board receiving a report of alleged discrimination, sexual harassment, or sexual misconduct shall report it immediately to the Title IX Coordinator. No member of the student conduct board shall undertake any independent efforts to determine whether or not the report or complaint has merit or can be substantiated before reporting it to the Title IX Coordinator.
6. Reports made by visitors or contractors: Visitors, including visiting students, and employees of contractors working on campus should report violations of this policy to the Title IX Coordinator.
7. Mandatory employee reporting: All Richard Bland College employees in receipt of a complaint or report of discrimination, sexual harassment, or sexual misconduct, must report any information regarding the alleged incident to the Title IX Coordinator without delay. No Richard Bland College employee shall undertake any independent efforts to determine whether or not the report or complaint has merit or can be substantiated before reporting it to the Title IX Coordinator. Any employee with reason to suspect abuse or neglect of a minor must immediately make a report to the local department of the county or city where the child resides or where the abuse or neglect is believed to have occurred, or if neither is known then to the Department of Social Services' toll-free child abuse and neglect hotline at 1-800-552-7096.

C. Criminal Reporting

If a victim is in immediate danger or needs immediate medical attention, contact 911 (emergency boxes on campus connect directly to 911) or the Richard Bland Campus Police at (804)-863-4085. Some conduct in violation of this policy may also be a crime under Virginia law. Individuals are encouraged to report incidents of sexual misconduct to law enforcement, even if the reporting individual is not certain if the conduct constitutes a crime.

D. Confidentiality and Anonymous Reporting

Richard Bland College officials have varying reporting responsibilities under state and federal law. If a victim of conduct in violation of this policy or another reporting party wishes to make a confidential report, it must be made to the RBC Director of Counseling, physicians, or a local hospital facility. These individuals will encourage victims to make a report to Richard Bland College police, the Title IX Coordinator, or local law enforcement. Students and student organizations cannot keep reports confidential, even if working with officials above that are able to maintain confidentiality of reports. Other faculty and staff receiving reports of conduct in violation of this policy are mandated reporters but will seek to maintain privacy to every extent possible without compromising Richard Bland College's ability to investigate and respond in accordance with applicable law and regulations. The Title IX Coordinator may be limited in the ability to investigate an anonymous report unless sufficient information is furnished to enable the Title IX Coordinator to conduct a meaningful and fair investigation. If the complainant requests confidentiality or that the complaint not be pursued, Richard Bland College may also be limited in the actions it is able to take and its ability to respond.

E. Timely Warnings

Richard Bland College is required by federal law to issue timely warnings for reported incidents that pose a substantial threat of bodily harm or danger to members of the campus community. Richard Bland College will ensure, to every extent possible, that a victim's name and other identifying information is not disclosed, while still providing enough information for members of the campus community to make decisions to address their own safety in light of the potential danger.

F. Sexual Misconduct Survivor/Victim Guidance and Services

1. Richard Bland College will assist sexual misconduct survivors/victims in a supportive manner, implementing the procedures set out herein. Because of the potential seriousness and sensitivity of the investigations involved, it is important to undertake these investigations properly. Preserving the evidence is often a key step of successful investigation of alleged sexual misconduct.
2. Recommended guidance for anyone who has experienced sexual misconduct:
 - a. Go to a safe place.
 - b. For your safety and confidential care, report promptly to the nearest medical facility/emergency room. The medical facility/emergency room may have a Sexual Assault Advocate available to you upon request.

Physical evidence may be usable if proper procedures are followed for evidence collection within 96 hours of the assault.

c. Contact a trusted friend or family member. For professional and confidential counseling support, please contact any of the following:

Director of Counseling, (804)862-6263; or, James House, 2006 Wakefield Street, Petersburg, VA.

Among other services, James House offers survivors a 24-hour toll-free number [(804)458-2840], emergency shelter, crisis intervention, counseling, applicable referrals, and court advocacy. In addition, you can find an agency referral guide on the RBC website, <http://www.rb.edu/wp-content/uploads/2014/08/Community-Agency-Referral-Guide.pdf>.

d. It is your right to have evidence collected and retained anonymously by law enforcement while you consider whether to pursue criminal charges. Evidence preservation is enhanced in the following ways:

- i. Do not wash your hands, bathe, or douche. Do not urinate, if possible.
- ii. Do not eat, blow your nose, drink liquids, smoke, or brush your teeth if oral contact took place.
- iii. Keep the clothing worn when the assault took place. If you change clothing, place the worn clothing in a paper bag (evidence deteriorates in plastic).
- iv. Do not destroy any physical evidence that may be found in the vicinity of the assault by cleaning or straightening the location of the crime. You should not clean or straighten the location of the crime until law enforcement officials have had an opportunity to collect evidence.
- v. Tell someone all the details you remember or write them down as soon as possible.
- vi. Maintain text messages, pictures, online postings, video and other documentary or electronic evidence that may corroborate a complaint.

3. There is no time limit for filing a complaint of sexual misconduct. However, complainants should report as soon as possible to maximize Richard Bland College's ability to respond. Failure to report promptly could result in the loss of

relevant evidence and impair Richard Bland College's ability to adequately respond to the allegations.

4. The victim shall have the right to file a complaint with law enforcement and the option to be assisted by the Title IX Coordinator and other Richard Bland College authorities in notifying the proper law enforcement authorities of the alleged sexual misconduct.

5. Resources for Victims of Sexual Misconduct

a. Any student or visiting student who reports sexual misconduct to the Title IX Coordinator or Director of Counseling will receive an information card outlining resources and options. Richard Bland College Police protocol includes coordination with James House.

b. Richard Bland College employees shall advise victims of the resources available with James House and encourage use of these resources.

c. Students and visiting students will be assisted with available options for changing academic, transportation, parking, work and living arrangements after alleged sexual misconduct. Safety arrangements such as no-contact orders and escorts are also available as needed. See Section H "Interim Measures" discussed below.

G. Title IX Coordinator Oversight

The Title IX Coordinator oversees the investigation and resolution of all reports by students, visiting students, faculty and administrative staff of alleged discrimination, sexual harassment or sexual misconduct in accordance with the Discrimination Grievance Procedures. For complaints involving alleged violations of this policy by a student or students, the Title IX Coordinator may delegate certain investigative responsibilities to the Student Conduct Board while maintaining oversight of the investigation. See the Discrimination Grievance Procedures for further information regarding coordination with the Title IX Coordinator. Reports of discrimination by the Title IX Coordinator should be made to the President.

H. Interim Measures

Richard Bland College may take interim measures, as necessary to assist or protect the complainant during the investigation and resolution of complaints of discrimination and any law enforcement investigation, to address the safety of the complainant or any member of the campus community, and to avoid retaliation. If, in the judgment of the Title IX Coordinator or other Richard Bland College leadership, the safety or well-being of any member of the campus community may be jeopardized by the presence on campus of the accused individual, the Title IX Coordinator may provide interim remedies

to address the short-term effects of harassment, discrimination and/or retaliation and to prevent further violations. Richard Bland College will seek the consent of the complainant before taking interim measures to the greatest degree possible. Interim measures may include, but are not necessarily limited to, changes in classroom schedules or housing arrangement, no-contact order, bar from campus, escorts on campus, referral and coordination of counseling and health services, and modification of work or academic requirements. Richard Bland College may temporarily reassign or place on administrative leave an employee alleged to have violated this policy. In such situation the employee will be given the opportunity to meet with the Title IX Coordinator prior to such action being imposed, or as soon thereafter as reasonably possible, to show cause why the action should not be implemented.

I. Sanctions

If it is determined that conduct in violation of this policy has occurred, sanctions will be determined in accordance with the Discrimination Grievance Procedures. Consequences for violating this policy will depend on the facts and circumstances of each particular situation, the frequency and severity of the offense, and any history of past conduct in violation of this policy. Sanctions may include penalties up to and including dismissal/expulsion for students and termination for employees. In addition to sanctions that may be imposed on an individual found in violation of this policy, Richard Bland College will take steps to prevent recurrence of any sexual misconduct, including sexual violence, and to remedy discriminatory effects on the complainant and others, if appropriate.

J. Student Amnesty

Ensuring the safety of students who report violations of this policy is Richard Bland College's primary concern. In order to facilitate reporting, Richard Bland College will, with the following limited exceptions, provide amnesty to a student who reports an incident in violation of this policy, directed toward that student or another student, for minor disciplinary infractions, such as underage drinking, at the time of the incident. Amnesty may not be offered if (1) the minor disciplinary infraction places or placed the health or safety of any other person at risk or (2) the student who committed the disciplinary infraction previously has been found to have committed the same disciplinary infraction. If amnesty is provided, no conduct proceedings or conduct record will result for minor disciplinary infractions. Amnesty for minor disciplinary infractions also may be offered to students who intervene to help others before a violation of this policy occurs and students who receive assistance or intervention. Abuse of amnesty requests may result in a decision by the Dean of Students not to extend amnesty to the same student repeatedly. The Dean of Students shall maintain records regarding the provision of amnesty for at least five (5) years. Infractions that

constitute honor offenses shall not be considered minor policy violations for which amnesty may be offered under this provision.

K. Education and Awareness

1. For more information about sexual misconduct and resources available in the local community, please visit the James House website at www.thejameshouse.org
2. The Title IX Coordinator coordinates an education, training and awareness program on discrimination, sexual harassment, and sexual misconduct for students and employees, including training on primary prevention, bystander intervention, risk reduction, consent and other pertinent topics.

L. Academic Freedom and Free Speech

This policy does not allow curtailment or censorship of constitutionally protected expression, which is valued in higher education and by Richard Bland College. In addressing all complaints and reports of alleged violations of this policy, Richard Bland College will take all permissible actions to ensure the safety of students and employees while complying with any and all applicable guidance regarding free speech rights of students and employees. This policy does not in any way apply to curriculum and curriculum decisions or abridge the use of particular textbooks or curricular materials.

**RICHARD BLAND COLLEGE
REPURPOSING OF
HUMANITIES AND SOCIAL SCIENCES BUILDING**

WHEREAS, the 2014-2019 Strategic Plan for Richard Bland College of William & Mary (RBC-19) was approved by the William & Mary Board of Visitors in April 2013 and builds on the goals of TJ21 legislation to position Richard Bland College (RBC) as a model of operational efficiency and an innovator in meeting the emerging educational needs of the Commonwealth;

This resolution is for the reclassification of the Humanities and Social Sciences (HSS) building, which will become vacant in August 2015, from an Educational and General (E&G) facility to an Auxiliaries facility with the intent to repurpose vacated space to meet the rising demand for student housing. Repurposing the HSS building, which was originally a hospital and is therefore configured well for residential units, will enable a cost effective and timely expansion of student housing that aligns with RBC-19 enrollment targets. The net usable area of HSS is 16,591 square feet, which will accommodate an additional 80 to 100 beds.

The scheduling, planning and strategic deployment of auxiliaries funds involved with the transition of this space will occur in sync with the Ernst Hall Renovation, which is scheduled to be completed in August, 2015. The need for HSS as an E&G facility will cease upon the re-opening of Ernst Hall.

The Director of Property Management will oversee the transition of this space.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary confirms the repurposing of the Humanities and Social Sciences space from an E&G space to an Auxiliaries space to function as student housing, consistent with the mission and goals of Richard Bland College.

RICHARD BLAND COLLEGE CAPITAL OUTLAY PROGRESS REPORT

Ernst Hall Renovation

On September 10th Branch Construction was awarded the contract for Ernst Hall. To date most of the site work has been completed. The masonry and roof framing for the new auditorium is at 95%. Elevator pit walls and foundation have been installed. Interior walls have been erected and interior floor cutting for all new plumbing is underway. We are on target for a completion date of August 1, 2015.

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
In December, the new chiller for Statesman Hall was installed with all new controls. Given prudent spending on this item, we were able to purchase a new pump and back-up motor in case of system failure. This project is complete.
- 002 Construct a Consolidated Storage Building
We are continuing to work with BCOM to finalize the drawings. We have passed preliminary drawings and are set to submit working drawings on 1/26/15. This project is scheduled to go to bid in early March. We are targeting a completion date within 6 months following the bid award.
- 003 Improve safety for individuals and security of campus through use of technology
We are 100% complete with the safety and security upgrades throughout campus. The one-card system was deployed, enabling access to buildings, dining payment services, library facilities, and many other campus services. The system also provides automatic controls over the buildings for safety and security. This project is complete.
- 004 Site and Utility Infrastructure Enhancements on the West Campus
Evaluation phase will begin this fall.

VA Department of Forestry

The Forestry Department land clearing is 85% complete. Beginning February 1st EJ Wade will begin the grubbing and fine clearing 100 ft. off both sides of Carson Road and the East end of Halifax. We are in the process of purchasing 350 eight-foot pecan trees, which will line Carson Road and create a new and improved corridor entrance from Halifax.

Statesman Hall Gym Floor:

Utilizing unused funds from 2008 umbrella projects, we installed a new maple wood gym floor in Statesman Hall in support of student safety (injury) concerns. We were also able to purchase a new floor covering to protect the floor during non-athletic events, such as student gatherings and commencement.

Future Projects

- Renovations to the Library Building will be required over the upcoming months in order to prepare for doubling the number of students on meal plans beginning in the fall of 2015.
- With the completion of Ernst Hall, all current classes and faculty offices will be moved out of the current Humanities and Social Sciences (HSS) building. Preliminary plans are underway to repurpose this building in response to increasing demand for student housing. RRMM (architects) will conduct a feasibility study as a first step in this renovation project.

February 4-6, 2015

Page 1 of 3

**RICHARD BLAND COLLEGE
2014-15 OPERATING BUDGET UPDATE**

EDUCATIONAL & GENERAL

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Approved 2014-15	Amended 2014-15	To-Date 12/31/2014
REVENUE						
General Funds	\$ 4,908,736	\$ 5,238,116	\$ 5,474,340	\$ 6,115,792	\$ 5,694,406	\$ 3,740,819
Nongeneral	3,733,224	3,876,508	3,743,089	4,435,976	4,485,940	2,643,259
Central Appropriations	86,971	198,551	201,473	220,150	136,053	73,850
Prior Year Reappropriations	177,533	96,131	149,754	-	-	-
ARRA	520,569	-	-	-	-	-
General Fund Reversion	-	-	-	-	-	-
General Fund Carryover	(96,131)	(26,971)	-	-	-	-
TOTAL REVENUE	\$ 9,330,902	\$ 9,382,335	\$ 9,568,656	\$ 10,771,918	\$ 10,316,399	\$ 6,457,927

EXPENDITURES

Instruction	\$ 2,180,586	\$ 3,319,124	\$ 3,703,350	\$ 4,390,148	\$ 4,059,665	\$ 2,095,196
Public Service	400	-	-	1,080	-	-
Academic Support	312,967	309,205	420,118	517,000	605,266	350,922
Student Services	1,072,911	1,131,591	1,249,042	1,488,993	1,661,391	847,520
Institutional Support	2,748,172	2,702,558	2,555,107	2,814,777	2,590,138	1,546,080
Operation of Plant	1,957,696	1,802,893	1,597,112	1,359,920	1,399,939	808,703
ARRA	520,579	-	-	-	-	-
Contingency	-	-	-	200,000	-	-
TOTAL EXPENDITURES	\$ 8,793,311	\$ 9,265,371	\$ 9,524,729	\$ 10,771,918	\$ 10,316,399	\$ 5,648,421

February 4-6, 2015

Page 2 of 3

RICHARD BLAND COLLEGE
2014-15 OPERATING BUDGET UPDATE
SCHOLARSHIPS AND LOAN ASSISTANCE
FINANCIAL AID

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Approved</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Actual</u> <u>12/31/2014</u>
General Funds	\$ 398,528	\$ 447,803	\$ 454,107	\$ 554,107	\$ 454,107	\$ 456,807
Nongeneral Funds	60,000	60,000	60,000	60,000	60,000	60,000
<u>TOTAL REVENUE</u>	\$ 458,528	\$ 507,803	\$ 514,107	\$ 614,107	\$ 514,107	\$ 516,807
*Includes CS, CSAP, and VMSDEP						
<u>EXPENDITURES</u>						
Scholarships	\$ 381,255	\$ 458,528	\$ 507,803	\$ 614,107	\$ 514,107	\$ 255,513

FINANCIAL ASSISTANCE
FOR E&G PROGRAMS

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Approved</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Actual</u> <u>12/31/2014</u>
General Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nongeneral Funds*	10,708	12,877	93,180	50,000	50,000	7,087
<u>TOTAL REVENUE</u>	\$ 10,708	\$ 12,877	\$ 93,180	\$ 50,000	\$ 50,000	\$ 7,087

* EOY 14 amount reflects budgeted Federal College Work Study and NSF Grant.

EXPENDITURES

Sponsored Programs	\$ 10,708	\$ 12,877	\$ 93,180	\$ 25,000	\$ 25,000	\$ 7,087
--------------------	-----------	-----------	-----------	-----------	-----------	----------

PRIVATE FUNDS

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Approved</u> <u>2014-15</u>	<u>Amended</u> <u>2014-15</u>	<u>Actual</u> <u>12/31/2014</u>
<u>REVENUE</u>						
Private Funds	\$ 16,033	\$ 16,021	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000
<u>EXPENDITURES</u>						
Scholarships	\$ 15,700	\$ 15,700	\$ 22,000	\$ 22,000	\$ 22,000	\$ 11,046

February 4-6, 2015

Page 3 of 3

**RICHARD BLAND COLLEGE
2014-15 OPERATING BUDGET UPDATE**

AUXILIARY ENTERPRISES

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Approved 2014-15	Amended 2014-15	To-Date 12/31/14
Beginning Fund Balance	\$ 1,659,216	\$ 1,722,962	\$ 878,117	\$ 950,000	\$ 950,000	\$ 1,110,457
<u>REVENUE</u>						
Residences	2,125,838	2,140,560	2,416,544	2,600,000	2,600,000	1,414,148
Special Funds	5,100	-	-	10,000	-	-
General Operating	172,976	188,360	285,189	300,000	235,000	113,232
Parking	133,603	123,925	169,383	140,000	140,000	54,255
Athletics & Recreation	23,813	30,030	290,105	588,000	618,000	302,400
Student Activity Fee	-	-	-	200,000	-	-
Health Services	141,975	135,375	-	-	-	-
Food/Vending Services	91,490	93,975	27,144	162,000	172,000	308,148
Bookstore	-	-	-	-	-	117,660
Renewal/Replacement	-	-	-	-	235,000	105,000
TOTAL REVENUE	\$ 2,694,795	\$ 2,712,225	\$ 3,188,365	\$ 4,000,000	\$ 4,000,000	\$ 2,414,843

EXPENDITURES

Residences	\$ 461,371	\$ 877,838	\$ 734,492	\$ 800,000	\$ 750,000	398,829
Debt Service on Residence H	1,608,874	1,452,891	1,194,594	1,200,000	1,185,000	586,151
General Operating	110,957	356,460	131,092	300,000	205,000	60,356
Parking	2,223	388,210	10,534	100,000	50,000	4,647
Athletics & Recreation	20,103	25,264	423,066	588,000	606,000	294,074
Health Services	117,929	10,141	2,700	-	-	-
Food Services	94,592	91,266	40,591	150,000	200,000	185,233
Indirect Costs	215,000	355,000	410,000	500,000	442,000	-
Bookstore	-	-	-	-	5,000	-
Renewal/Replacement	-	-	8,957	-	200,000	86,169
TOTAL EXPENDITURES	\$ 2,631,049	\$ 3,557,070	\$ 2,956,026	\$ 3,638,000	\$ 3,643,000	\$ 1,615,458
Ending Fund Balance	\$ 1,722,962	\$ 878,117	\$ 1,110,457	\$ 1,312,000	\$ 1,307,000	\$ 1,909,842

**RICHARD BLAND COLLEGE
POLICY MANUAL**

[Complete Draft RBC Policy Manual to be distributed during RBC Committee Meeting]

Table of Contents

GENERAL

POLICIES.....TAB A

1. Code of Ethics
2. Statement of Rights and Responsibilities
 - a. Rights, Responsibilities, and Immunities
 - b. Rights and Responsibilities of Citizenship
 - c. Responsibility of College to Preserve Rights
3. Public Records Access (FOIA) Policy
4. Smoking Policy
5. Travel Authorization and Guidelines
6. Vehicle Use Policy
7. Strategic Planning
8. Records Retention Policy
9. Policy Maintenance, Availability, Amendments and Renewal

HUMAN RESOURCES

POLICIES.....TAB B

1. Equal Employment Opportunity
2. Affirmative Action
3. Alcohol and Drug Policy - Employees
4. ADA Accommodation Policy
5. FMLA Policy
6. Changes in Divisions, Departments, Administrative and Academic Positions
7. Consensual Relationships
8. Employment of Relatives

INFORMATION TECHNOLOGY AND SECURITY POLICIES AND

STANDARDS.....TAB C

1. State DHRM Electronic Communications and Social Media Policy
2. Student Computing and Communications Network Usage
3. Employee Computing and Communications Network Usage
4. Internet Privacy
5. Telephone and Voice Mail Usage
6. Digital Copyright Protection

CAMPUS GROUNDS AND FACILITIES.....TAB D

1. Traffic and Parking Regulations
2. Access to Campus Facilities
3. Flying the Flag at Half Staff
4. Declaration of College Property as Surplus
5. Solicitations on Campus by Outside Groups
6. Proper Placement of Postings

CAMPUS SAFETY AND SECURITY.....TAB E

1. Possession, Storage, and Use of Weapons
2. Missing Student Protocol
3. Campus Safety Advisory Committee
4. Civil Disobedience
5. Investigation of Violent Felony Offenses
6. Wanted/Missing Persons
7. Discrimination, Harassment, Sexual Misconduct, and Retaliation
8. Harassment Grievance Procedures
9. Cleary Act Disclosure
10. Personal Property on Campus
11. Restrictions on Skateboard, Bicycle, and Rollerblade Use

ENVIRONMENTAL HEALTH AND SAFETY.....TAB F

1. Bloodborne Pathogens
2. Chemical Spill Response/Laboratory Safety
3. Hazard Communication/Right to Know
4. Sustainability Plan

ACADEMIC AND STUDENT RECORDS.....TAB G

1. Admissions
2. Matriculation/Curriculum Change
3. Registration and Program Change
4. Grading
5. Grade Dispute Procedures
6. Academic Standing
7. Degree/Certificate Requirements
8. Graduation and Commencement
9. Approval of Curricula
10. Academic Calendar
11. Reporting and Use of Assessment Results
12. Senior Citizen Registration
13. Transcripts
14. Military Service and Veterans Affairs

STUDENTS..... TAB H

1. Alcohol and Illegal Substances
2. Fundraising
3. Hazing Policy
4. Student Records Policy and FERPA Notice
5. Honor Code
6. Student Handbook
7. Use of Identification Cards
8. Intercollegiate Athletics Participation
9. Recognition of Student Organizations

FINANCE POLICIES..... TAB I

1. Cash Controls and Management
2. Contracting and Signature Policy
3. Procurement Policy
4. Appointment of Independent Auditors
5. Development, Adoption, and Acceptance of the Operating Budget
6. Development, Adoption, and Acceptance of the Capital Budget
7. Refund of Tuition and Fees
8. Student Fees
9. Signature Authority for Bank Accounts
10. Financial Aid Policies and Procedures
11. Use of College Tax Exempt Organization Numbers

ADVANCEMENT..... TAB J

1. Acceptance of Gifts
2. Naming of Campus Facilities

INTELLECTUAL PROPERTY MANAGEMENT..... TAB K

1. Copyright Ownership in Creative Works
2. Copying Materials Protected by Copyrights
3. Compliance with Export Control Laws

SAMPLE POLICY TEMPLATE

Policy A.1.

Policy Name: Code of Ethics

Responsibility for Maintenance: Chief Operations Officer

I. Policy Statement

All employees and students are required to adhere to this Code of Ethics

II. Reason for Policy

The Code of Ethics provides the framework for conducting college business, establishing integrity as a core value and committing to lawful and ethical behavior in all of the college's operations and activities

III. Applicability of the Policy

All College employees, board members, foundation members, students, and volunteers should be familiar with this policy.

IV. Related Documents

BOV Approval on April 17, 2009

V. Contacts

Subject	Office Name	Title or Position	Telephone Number	Email/URL
Code of Ethics	COO	Chief Operations and Development Officer	(804)862-6100 Ext 6261	dkaufman@rbc.edu

VI. Definitions

Code of Ethics: An agreed upon framework for conducting college business.

VII. Procedures

The code of ethics is reviewed each year by the College President and executive team.

The Code of Conduct framework is as follows:

1. The College is a workplace where all employees, students, and visitors are treated with dignity and respect. Therefore, we do not tolerate harassment or discrimination of any kind against another person. This includes—but is not limited to—discrimination on the basis of race, sex, handicap, age, veteran status, national origin, religion, sexual orientation or political affiliation. College administrators, managers and supervisors are responsible for creating a work environment free of discrimination or harassment. Administrators or supervisors

- have a legal obligation to act whenever they learn, directly or indirectly, about discrimination or harassment.
2. The College is committed to ensuring the safety and security of employees, students, and visitors. Employees are responsible for compliance with environmental, health and safety laws and regulations and should make every effort to maintain a safe and healthy work environment.
 3. We will maintain the confidentiality and security of information entrusted to us by the College and its customers, except when disclosure is authorized or legally mandated. College records are its property and may only be used for job-related purposes. We will comply with the College's Acceptable use Policy for information technology.
 4. We will not use College funds, property, equipment, services, systems, information, or our position for personal gain. We will protect the College's assets and resources, including intellectual properties, and ensure their proper use
 5. We will comply with all applicable state and federal laws and regulations as well as College policies.
 6. We will promote the integrity of all College business and transactions by avoiding direct or indirect actions that are inconsistent with the State and Local Government Conflict of Interests Act or the Rules for Procurement of Goods, Services, Insurance, and Construction.
 7. We will make business decisions in the best interest of the College and avoid any conflicts of interest or commitment. As a result, we do not accept gifts, gratuities or favors of monetary value, or engage in private business or professional activities that may appear to affect professional judgment. College employees are in a position of public trust and therefore, cannot accept gifts, gratuities or favors from bidders, vendors, contractors, or customers for any services they perform in connection with their positions or which are intended to create favorable business treatment.
 8. We do not tolerate fraud, theft, waste or abuse of state, College, or College-related funds, property, or other resources and will immediately report suspected irregularities to our supervisor, the Richard Bland College Police Department, or the Office of Internal Audit. Employees also may report suspected irregularities through the Commonwealth of Virginia's Fraud, Waste, and Abuse Hotline.
 9. We will not use College funds, property, equipment, services, systems, or information to aid political parties or candidates for public office.
 10. We will adhere to the principle that the public's business should be conducted in the public view by observing and following both the letter and the spirit of the Virginia Freedom of Information Act.

VIII. Forms/Online Processes

The Code of Ethics can be found on the RBC website

RICHARD BLAND COLLEGE FACULTY REPRESENTATIVE REPORT

The faculty have returned from the winter break refreshed and excited for another semester in the classroom interacting and educating the students at the College.

The Faculty Senate was active at the end of last semester discussing and voting in favor of many agenda items that have been forwarded to the administration for consideration. These included:

- The creation of a Protection of Human Subjects Committee on campus to oversee relevant research studies where oversight is required.
- Faculty salary initiatives, including the desire that all retiring faculty salaries remain in the faculty salary pool of money and that faculty salaries be evaluated yearly with comparable institutions so that shortcomings may be addressed.
- Re-defining the full-time teaching load as 15 scheduled teaching hours.
- The appropriate use of evaluations as stated in the faculty handbook.

The faculty senate discussed other agenda items which did not have the support of the majority of the faculty and, as such, those items were either sent back to committees for re-working or removed from consideration.

Learning outcomes continue to be established for all of the courses in the College catalog, and data are being gathered for the first cohorts of classes in the College's assessment plan.

Associate professor of biology and faculty advisor for the Honors Program, Dr. Carolina Yaber, attended the National Collegiate Honors Council conference in Denver where she observed many ways in which we can improve our Honors Program. She reported on this trip and gave her recommendations to the senate at the end of 2014. These recommendations have also been shared with the administration. Recently, she has been evaluating current students on campus for acceptance to the program and, in coordination with Enrollment Services, has sent out invitations for these students to enter the program.

Associate professor of Spanish, Rachel Finney, recently returned from Guatemala where she spent the week of January 10-17 volunteering as a medical translator with Health Talents International. In this one week, there were approximately 75 gynecological and general surgeries where Rachel served as a translator during both pre-op and post-op situations. These are the first doctors some of these patients have ever seen in their lives, and Rachel is able to facilitate communication between the two parties. This is some great work that Rachel has been doing over the past several years.

Board of Visitors

Enclosure D

February 4-6, 2015

Page 2 of 2

The updated faculty handbook has not been presented to the faculty as of the submission of this report. As this document concerns all aspects of faculty involvement on campus, we feel strongly that we should have time to look over the document and present our thoughts before it takes effect.

Kevin Peters, Ph.D., Associate Professor of Biology
Faculty Representative, W&M Board of Visitors

RICHARD BLAND COLLEGE STUDENT REPRESENTATIVE REPORT

Classes are back in full swing here at Richard Bland College (RBC), and with that comes a new season of athletics, clubs, volunteer opportunities and overall student involvement. Although this is only a new semester, it certainly feels like a new year at RBC. The school has greeted all of the new and returning students with new opportunities and chances to make the most of this semester.

The first week of school started off just a day late because of icy roads on that Wednesday, but Thursday and Friday were an exciting first week back. As expected here at Richard Bland, professors began the year by motivating students. The students also are starting off the year with a new sense of motivation and perseverance to successfully complete this semester. This is the first semester of the newly implemented attendance policy. It is unknown as of now how this will affect the student body, but everybody is interested in seeing how it progresses at school with such a unique student body.

The athletic department has started this year on a great foot as usual. The basketball team is currently #6. This huge success has influenced a lot of school pride in the student body recently! The 2015 spring schedule has been finalized for the women's softball team, and they have received exciting news about one of their athletes. Freshman Whitney Clements, a shortstop for the RBC softball team, has been listed in the 2014-2015 National Junior College Athletic Association Division II Softball Top Newcomers Team. These small victories are indicating much bigger strides for the RBC athletic department in the future.

One thing about student involvement that I, as a student, have noticed in just these first two weeks has been an increasing amount of options for students. Because of the size of the student body and campus, it does not take long to familiarize oneself with the active clubs on campus. When I came to campus to begin classes this semester, I was greeted with many flyers advertising clubs and organizations I had never heard of previously. Not only have the number of organizations increased, but they act have branched out greatly. This is great news for the school's diversity. From more areas of art and music to gaming, academia and sports, it's beginning to look like there really is a club for everyone. This is a rare trait in junior colleges and found more so in a university environment. I have also noticed the utilization of campus space for socialization more than usual. The changes made last semester in the cafeteria and the library are serving their purpose. More and more students, commuters and residential alike, are spending time on campus getting to know one another instead of rushing to class and rushing back home. As a commuting student, this shows a lot of potential for commuters to get more involved.

February 4-6, 2015

Page 2 of 2

There is a new resource this semester. Instead of tutoring hours in the academic buildings like last semester where there were rooms in the academic buildings that tutors would sit in during their hours, and students could come in and be tutored, the learning commons is now a sectioned off area of the library solely used for tutoring, individually or in a group setting. Not enough students were taking advantage of the old tutoring model, so it has been made more public and accessible. During almost any hour of the school day, tutors can be found in the Learning Commons ready to assist students having difficulty in their classes. It is a great opportunity to reach out to those students who may be struggling but not wanting to commit to tutoring hours in the academic buildings.

Overall, this semester has shown a lot of positive change, but it has also shown a lot of opportunity for great things in the future! Everyday, Richard Bland is providing more and more chances for not only outstanding academic careers, but also growth in involvement and unity within the student body.

Kelsey Keeley
Richard Bland College Student Representative

COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

February 4, 2015

3:30 – 4:30 p.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. Update on Regional Activity
- III. Translational Research — Provost Michael R. Halleran and Vice President Henry R. Broaddus.
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

EXECUTIVE COMMITTEE
February 4, 2015
4:30 – 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 – November 19, 2014
- III. Closed Session (if necessary)
- IV. Adjourn

EXECUTIVE COMMITTEE
MINUTES – NOVEMBER 19, 2014

MINUTES
Executive Committee
November 19, 2014
Board Conference Room – Blow Memorial Hall

Attendees: Todd A. Stottlemeyer, Chair; Robert E. Scott, Vice Chair; Ann Green Baise; Thomas R. Frantz; Sue H. Gerdelman; H. Thomas Watkins III. Others in attendance: President W. Taylor Reveley III, Michael J. Fox, Samuel E. Jones, Deborah A. Love and Anna B. Martin.

Chair Todd A. Stottlemeyer called the meeting to order at 5:12 p.m.

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to approve the minutes of the meeting of September 24, 2014. Motion was made by Mr. Scott, seconded by Mr. Frantz and approved by voice vote of the Committee.

After brief welcoming remarks, Mr. Stottlemeyer moved that the Executive Committee 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; and briefings by legal counsel or staff members pertaining to specific legal matters, as provided for in Section 2.2-3711.A.1., 3., and 7., 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 5:15 p.m.

The Executive Committee reconvened in open session at 6:52 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. Watkins 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 6:53 p.m.

November 19, 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: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:


Todd A. Stottlemeyer
Chair
Executive Committee

COMMITTEE ON ATHLETICS

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

CWM FOUNDATION ATHLETICS SUBCOMMITTEE

Craig P. Staub, Chair
Maryellen F. Feeley, Vice Chair

February 5, 2015
8:15 – 9:45 a.m.
Room 201 – Blow Memorial Hall

- I. Introductory Remarks and Welcome
- II. Approval of Board of Visitors Committee on Athletics Minutes – November 21, 2014
- III. Women in Action – Celebration of Women's Athletics
- IV. Master Calendar
- V. Closed Session (if necessary)
- VI. Other Business
- VII. Adjourn

COMMITTEE ON ATHLETICS
MINUTES – NOVEMBER 21, 2014

MINUTES
Committee on Athletics
November 21, 2014
Board Room - Blow Memorial Hall

Attendees: Peter A. Snyder, Chair; Thomas R. Frantz, Sue H. Gerdelman; DeRonda M. Short, H. Thomas Watkins III, and faculty committee representative Bill Cooke. Board members present: Rector Todd A. Stottlemeyer; Kendrick F. Ashton, Jr.; Ann Green Baise, John E. Littel, William H. Payne II, Leigh A. Pence; faculty representative Suzanne Raitt. Others present: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Henry R. Broaddus, Edward C. Driscoll, Jr., Kent B. Erdahl, Michael J. Fox, Samuel E. Jones, Matthew T. Lambert, Deborah A. Love; Anna B. Martin, Jeremy P. Martin; Brian W. Whitson, Sandra J. Wilms and other College staff.

Chair Pete Snyder called the meeting to order at 8:00 a.m. and briefly reviewed the agenda.

Recognizing that a quorum was present, Mr. Snyder moved adoption of the minutes of the September 25, 2014, meeting. Motion was seconded by Ms. Gerdelman and approved by voice vote.

Director of Athletics Terry Driscoll reported on fall sports, the student-athlete profile and reviewed upcoming events. A general discussion ensued.

Mr. Snyder moved that the Committee on Athletics 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. Frantz and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 8:12 a.m.

The Committee reconvened in open session at 9:10 a.m. Mr. Snyder reviewed the topic discussed in the closed session and moved the adoption of the **Resolution** certifying the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Ms. Gerdelman and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 9:11 a.m.

November 21, 2014

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

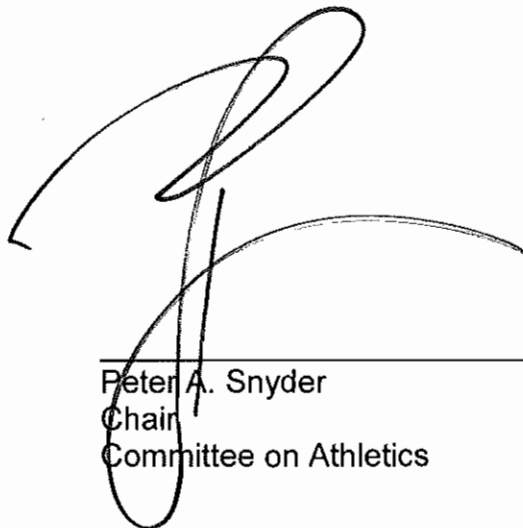
AYES:

5

NAYS:

0

ABSENT DURING CLOSED SESSION:



Peter A. Snyder
Chair
Committee on Athletics

COMMITTEE ON AUDIT AND COMPLIANCE
February 5, 2015
9:45 – 11:00 a.m.
Board Conference Room - Blow Memorial Hall

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

- I. Introductory Remarks – Judge Thomas
- II. Approval of Minutes – November 19, 2014
- III. Report from Auditor of Public Accounts – Brad Hypes
- IV. Report from Director of Internal Audit – Kent B. Erdahl
- V. Report from Chief Compliance Officer – Kiersten L. Boyce
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON AUDIT AND COMPLIANCE
MINUTES – NOVEMBER 19, 2014

MINUTES
Committee on Audit and Compliance
November 19, 2014
Board Conference Room—Blow Memorial Hall

Attendees: John Charles Thomas, Chair; Ann Green Baise; John E. Littel; Christopher M. Little. Others present: Kiersten L. Boyce, Kent B. Erdahl, Samuel E. Jones, Debra Kaufman, Jennifer B. Latour, Deborah A. Love, Anna B. Martin, Sarah E. Melchior, Brian W. Whitson, Sandra J. Wilms and other William & Mary and Richard Bland staff.

Chair John Charles Thomas called the meeting to order at 1:30 p.m.

Recognizing that a quorum was present, Judge Thomas asked for a motion to approve the minutes of the meeting of September 25, 2014. Motion was made by Ms. Baise, seconded by Mr. Little and approved by voice vote of the Committee.

Judge Thomas asked Chief Compliance Officer Kiersten Boyce for her report. Ms. Boyce stated that Title IX activity continues to be an area of focus. She also reported that Associate Vice President for Government Relations Fran Bradford has been appointed to a recently formed Governor's Task Force on Combatting Sexual Violence, specifically as part of the prevention subcommittee.

Ms. Boyce advised that President Reveley has assembled a William & Mary task force to address these issues: the Task Force on Preventing Sexual Assault & Harassment. Vice President for Student Affairs Virginia Amber chairs this committee.

Judge Thomas inquired about the Federal investigation into Title IX and Ms. Boyce advised that a report timeline is undetermined. Ms. Baise inquired about a central repository of best practices and whether the College could identify practices that others are utilizing. Ms. Boyce confirmed that university staff research best practices and consider them for adoption at William & Mary.

Ms. Boyce described The Haven, a gathering space for support for those impacted by sexual violence and harassment recently opened in Room 166 of the Campus Center. The Haven has been very well received by the students and initial support seems very positive. A brief discussion ensued.

Ms. Boyce briefed the Committee on recent activities to raise employee awareness of the compliance and ethics program and of key policies and procedures.

Next, Judge Thomas asked Director of Internal Audit Kent Erdahl for his report. Mr. Erdahl first discussed the 2015 Internal Audit Plan development process. He described both the qualitative and quantitative inputs used to develop the proposed audit plan. Mr. Erdahl indicated that the plan will be re-evaluated during the year and adjusted to reflect the current risk profile.

Committee on Audit and Compliance
MINUTES
Page 2

Mr. Erdahl next discussed certain audits included in the draft plan, including the rationale for inclusion. Committee members commented on the scope of the plan and Mr. Erdahl stated that the plan is aggressive, but reasonably achievable. To promote efficiency, Mr. Erdahl described the importance of on-going communication with the audit staff during the audit process.

Mr. Erdahl then provided a status update on current audit activities including the Richard Bland College internal control review. He proposed that the audit be divided into two phases, with the first phase nearing completion. He also commented on the cash handling and conflict of interest reviews.

Mr. Erdahl described the follow-up reporting process and discussed the follow-up activity performed. A brief discussion ensued.

Judge 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 to discuss internal investigations, which discussion will include discussion of personnel matters including performance or discipline of specific employees and which will involve the disclosure of information contained in a scholastic record of one or more students, and for consultation with legal counsel regarding specific legal matters, as provided for in Section 2.2.-3711.A.1., 2., and 7., of the Code of Virginia. Motion was seconded by Ms. Baise and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 2:10 p.m.

The Committee reconvened in open session at 2:50 p.m. Judge 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 Mr. Littel and approved by roll call vote conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Judge Thomas asked for a motion to approve **Resolution 8**, Approval of 2015 Internal Audit Work Plan. Motion was made by Ms. Baise, seconded by Mt. Little and approved by voice vote.

There being no further business, the Committee adjourned at 2:51 p.m.

November 19, 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: 4

NAYS: 0

ABSENT DURING CLOSED SESSION:



John Charles Thomas

Chair

Committee on Audit and Compliance

COMMITTEE ON ACADEMIC AFFAIRS

February 5, 2015

9:45 – 10:45 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 – November 19, 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 4**
 - 2. Appointments to Fill Vacancies in the Professionals and Professional Faculty **Resolution 5**
 - 3. Award of Academic Tenure **Resolution 6**
 - 4. Faculty Promotions **Resolution 7**
 - 5. Designated Professorships **Resolution 8**
 - 6. Term Distinguished Professorships **Resolution 9**
 - 7. Posthumous Award of Emeritus Status on John F. Lavach, School of Education **Resolution 10**
 - 8. Retirement of Jayne W. Barnard William & Mary Law School **Resolution 11**
 - 9. Retirement of Norman J. Fashing Department of Biology **Resolution 12**
 - 10. Retirement of William T. Geary Mason School of Business **Resolution 13**

COMMITTEE ON ACADEMIC AFFAIRS
February 5, 2015

11. Retirement of Alan H. Goldman
Department of Philosophy

Resolution 14

12. Retirement of John W. Lee III
William & Mary Law School

Resolution 15

13. Retirement of John S. Morreall
Department of Religious Studies

Resolution 16

14. Retirement of Glenn D. Shean
Department of Psychology

Resolution 17

15. Retirement of Kathleen F. Slevin
Department of Sociology

Resolution 18

16. Retirement of James E. Smith
Mason School of Business

Resolution 19

VII. Discussion

VIII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS
MINUTES – NOVEMBER 19, 2014

MINUTES
Committee on Academic Affairs
November 19, 2014
Board Room – Blow Memorial Hall

Attendees: Robert E. Scott, Chair; Lynn M. Dillon; Thomas R. Frantz, William H. Payne II, Lisa E. Roday and faculty representative Suzanne Raitt. Board member present: Rector Todd A. Stottlemeyer, Sue H. Gerdelman, H. Thomas Watkins III. Others present: President W. Taylor Reveley III, Provost Michael R. Halleran; Michael J. Fox, Susan Grover, Matthew T. Lambert, Jeremy P. Martin, Brian W. Whitson, Dean Katharine Conley; Dean Davison M. Douglas, members of the Faculty Liaison Committee and other College staff.

Chair Robert Scott called the Committee to order at 1:45 p.m. Recognizing that a quorum was present, Mr. Scott asked for a motion to approve the minutes of the meeting of September 25, 2014. Motion was made by Mr. Frantz, seconded by Ms. Dillon and approved by voice vote of the Committee.

In his report, Provost Halleran noted that the Women's Cross-country team won its first-ever NCAA regional championship, and that this group also routinely receives a very high number of Provost Awards for their academic achievement. He also relayed that for the second year in a row, William & Mary had the highest percentage of undergraduates participating in study-abroad programs of any public university in the United States. The Provost reported that all schools have approved revisions to the Faculty Assembly Constitution and Bylaws to give non-tenure eligible faculty a place on the Assembly. He also provided an update on the final stages of the search for the Associate Provost for E-learning and noted continued progress on COLL development. A brief discussion ensued.

Faculty Liaison Committee Chair Professor Eric Chason provided a brief summary of Faculty Assembly activities.

Mr. Scott moved that the Committee on Academic Affairs convene in Closed Session for the purpose of discussing the evaluation of performance of departments or schools, and then into Executive Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, promotions, and leaves of executive, instructional and professional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Ms. Dillon and approved by voice vote. The Committee went into closed session at 2:20 p.m.

The Committee reconvened in open session at 2:25 p.m. Mr. Scott reviewed the topic discussed during closed session, and then moved to adopt the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Payne 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 9**, Appointments to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 10**, Designated Professorships;

Committee on Academic Affairs
MINUTES
Page 2

Resolution 11, Faculty Leave of Absence; **Resolution 12**, Resolution to Modify the Faculty Assembly Constitution; and **Resolution 13**, Resolution to Modify the Faculty Assembly Bylaws. Motion was seconded by Ms. Dillon, and approved by voice vote.

There being no further business, the Committee adjourned at 2:31 p.m.

November 19, 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:

5

NAYS:

0

ABSENT DURING CLOSED SESSION:



Robert E. Scott

Chair

Committee on Academic Affairs

Board of Visitors

Resolution 4

February 4-6, 2015

Page 1 of 2

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 appointment of the following individuals to fill these positions:

MICHELE H. JACKSON, Associate Provost for University E-learning Initiatives, effective February 1, 2015

B.A., Macalester College, 1987
M.A. (1990); Ph.D. (1994), University of Minnesota

University of Colorado, Boulder
Founder and Director, ASSETT: Arts & Sciences Support of Education Through Technology, 2008-2014
Associate Professor, Department of Communication, 2004-2014
Co-Founder and Associate Director, CASE (Civic and Social Engagement) for Sustainability, 2010-2012
Chair, Department of Communication, 2005-2009
Founder and Director, Technology Across the Curriculum, Department of Communication, 2000-2010; 2013-2014
Assistant Professor, Department of Communication, 1998-2004

Florida State University
Founder and Director, Communication Computer Lab, Department of Communication, 1995-1998
Assistant Professor, Department of Communication, 1994-1998

University of Minnesota
Founding Manager, Communication Research Computer Lab, Department of Speech Communication, 1991-1993

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

SAMUEL E. JONES, Senior Vice President for Finance and
Administration, effective February 6, 2015

B.A. (1975); M.B.A. (1980), College of William & Mary

College of William & Mary

Vice President for Finance, 2001-2015

Vice President for Management and Budget, 1996-2001

Acting Vice President for Administration and Finance, 1996

Vice President for Planning and Budget, 1993-1996

Associate Provost for Planning and Budget, 1991-1993

Director of Planning and Budget, 1988-1991

Director of Budget, 1987-1988

Virginia Department of Planning and Budget

Senior Budget Analyst, 1984-1987

Budget Analyst, 1981-1984

University of Virginia

University Budget Officer, 1985

Virginia Department of Taxation

Economist, 1980-1981

Economist Trainee, 1979-1980

Research Specialist, 1978-1979

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONALS AND 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:

JOHN S. BAHOUTH, JR., Associate Director, Career Advising and Education, Mason School of Business, effective January 10, 2015

B.A., Syracuse University, 1981
M.B.A., University of New Haven, 1989

Noble Environmental Power
Vice President, Human Resources, IT, and Communications, 2008-2015

Hubbell Power Systems, Inc.
Vice President, Human Resources, 2005-2008

The Thomson Corporation
Senior Vice President, Human Resources and Learning, 2002-2004

Alstom Power
Vice President Human Resources and Communications, 1996-2001

Kenetech
Director, Human Resources and Safety, 1993-1996

United Technologies Corporation
Manager, Asset Management, 1985-1992
Manager, Human Resources, 1985-1992

Hilton Hotels
Director of Personnel, 1983-1985

Canadian Pacific, United States, Syracuse China Division
Personnel Administrator, 1981-1983

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

KATHRYN COMPTON, Associate Director for MAcc Career Services,
Mason School of Business, effective January 25, 2015

B.A., Elon University, 2006

College of William & Mary, Mason School of Business
Assistant Director for Accounting Student Services & Alumni
Relations, 2014

College of William & Mary, Career Center
Recruiting Manager/Recruiting Coordinator, 2011-2014

LeClairRyan, a Professional Corp.
Legal Assistant, 2009-2011

VIRGINIA M. DAMRON, Assistant Director, Business Careers,
Accounting and Finance, Student Affairs, effective January 7, 2015

B.A., College of William & Mary, 1994
M.Ed., James Madison University, 1998

Catholic University of America
Assistant Director, Career Services Office, 2008-2014
Career Specialist, Career Services Office, 2006-2008

Airbus North America
Administrative Assistant, Communication Department, 2004-2006

Sparks Personnel Services, Inc.
Staffing Supervisor, 2003-2004

The Teaching Company
Assistant Director of Recruiting, 2001-2003

Allegheny College
Assistant Director of Career Services for Alumni Programming,
Office of Career Services, 1998-2001

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

GEORGIE L. DONOVAN, Associate Dean for Collections and Content
Services, Earl Gregg Swem Library, effective January 20, 2015

B.A., University of Georgia, 1996
M.F.A., University of Texas at El Paso, 2000
M.A., University of Arizona, 2004

Appalachian State University Library
Associate Dean of Libraries, 2012-2014
Coordinator, Bibliographic Services, 2009-2012
Lead Acquisitions Librarian, 2008-2009
Collection Development Librarian for the Humanities, 2004-2009

Appalachian State University
Director, SACSCOC Compliance Certification, 2009-2013

University of Arizona Libraries
Special Assistant to the Dean, 2003-2004

University of Georgia Libraries
Library Assistant II, 1996-1997

Athens-Clarke County Public Library
Library Assistant, 1993-1995

PHILIP D. HEAVILIN, II, Associate Director, Career Advising and
Education, Mason School of Business, effective January 10, 2015

B.S., Western Michigan University, 2002
M.A., Michigan State University, 2007

Michigan State University College of Law
Assistant Director for Recruitment and Administration, Career Services
Office, 2008-2015
Career Services Administrator, 2004-2007

Michigan Public Health Institute
Training Project Manager, 2007-2008
Trainer, 2007

Cole Academy
Teacher, 2002-2004

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

JERRY W. HOLLEMAN, Manager – Tax, Compliance & Risk, Office of Finance, effective December 10, 2014

B.S., University of Virginia, 1973

Independent Tax Consultant, 2014

BDO USA LLP
Senior Tax Manager, 1998-2013

TERESA L. MUNFORD, Project Manager, Finance, effective January 10, 2015

B.A. (1981); M.B.A. (1991), College of William & Mary

College of William & Mary
Associate Vice President for Advancement Initiatives, 2014
Associate Vice President for Development Operations, 2006-2014
Associate Vice President for Development – Fundraising, 2005-2006
Director for Advancement Systems, 1983-1995
Computer Operator, Development Services, 1981-1983

Randolph College
Associate Vice President for Development and Director of the Campaign, 2000-2005

University of Connecticut
Assistant Vice President of Institutional Advancement, 2000

University of Connecticut Foundation
Director of Development, College of Liberal Arts and Sciences, 1995-1999

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

DAVID W. RUDLOFF, College Building Official, effective
February 6, 2015

A.A.S., State University of New York at Alfred, 1982
B.Tech., Rochester Institute of Technology, 1985

College of William & Mary
Director, Code Review, 2006-2014
Project Manager, 2001-2006

Clark Nexsen Consultants
Senior Engineer, 1997-2001

Colonial Williamsburg Foundation
Associate Engineer, 1992-1997

Forrest Coile Associates
Mechanical Engineer, 1985-1992

KIMBERLY RORRER SEPAR, Director of Development, Swem
Library, effective January 5, 2015

B.A., College of William & Mary, 1991
M.A., Virginia Commonwealth University, 1997

Virginia Commonwealth University Libraries
Director of Development and Community Relations, 2001-2014
Assistant to the Director, Tompkins, McCaw Library for the Health
Sciences, 2000-2001

VSA Arts Virginia
Director of Development, 1999-2000

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

The following members of the Instructional Faculty at the College of William and Mary have been recommended for the award of academic tenure by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following members of the Faculty be awarded academic tenure, effective with the beginning of the 2015-16 academic year:

JONATHAN D. ALLEN, Department of Biology

JEFFREY W. BELLIN, School of Law

ARTISIA V. GREEN, Department of Theatre, Speech and Dance

TARA L. GROVE, School of Law

BRENT Z. KAUP, Department of Sociology

PAUL D. KIEFFABER, Department of Psychology

MATTHIAS LEU, Department of Biology

NEIL L. NORMAN, Department of Anthropology

CHRISTINE M. PETROVITS, School of Business

NICHOLAS S. POPPER, Department of History

AMY A. QUARK, Department of Sociology

JOHN D. RIOFRIO, Department of Modern Languages and Literatures

FRANCESCA SAWAYA, Department of English

JONATHAN R. SCHEERER, Department of Chemistry

Board of Visitors

Resolution 6

February 4-6, 2015

Page 2 of 2

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

ALISON J. SCOTT, Department of Kinesiology and Health Sciences

STEPHEN P. SHEEHI, Department of Modern Languages and Literatures

ANN SHILLINGFORD, School of Education

BONGKEUN SONG, School of Marine Science

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for promotion in academic rank by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotions of the following members of the Faculty of the College, effective with the beginning of the 2015-16 academic year:

Assistant Professor to Associate Professor:

JONATHAN D. ALLEN, Department of Biology

ARTISIA V. GREEN, Department of Theatre, Speech and Dance

BRENT Z. KAUP, Department of Sociology

PAUL D. KIEFFABER, Department of Psychology

MATTHIAS LEU, Department of Biology

NEIL L. NORMAN, Department of Anthropology

NICHOLAS S. POPPER, Department of History

AMY A. QUARK, Department of Sociology

JOHN D. RIOFRIO, Department of Modern Languages and Literatures

JONATHAN R. SCHEERER, Department of Chemistry

ALISON J. SCOTT, Department of Kinesiology and Health Sciences

ANN SHILLINGFORD, School of Education

BONGKEUN SONG, School of Marine Science

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

Associate Professor to Professor

JEFFREY W. BELLIN, School of Law

TARA L. GROVE, School of Law

FRANCESCA SAWAYA, Department of English

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 2015-16 academic year:

DANIEL A. CRISTOL, Chancellor Professor of Biology

MICHAEL R. DESCHENES, McLeod Tyler Professor of Integrative Health Sciences

CHARLES F. GRESSARD, Chancellor Professor of Education

SUZANNE RAITT, Chancellor Professor of English

JOEL D. SCHWARTZ, Weingartner Professor of Government

COLLEGE OF WILLIAM AND MARY
TERM DISTINGUISHED PROFESSORSHIPS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for term distinguished professorships for associate professors which recognize outstanding mid-career faculty members.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorships for a three-year term for the following members of the Faculty of the College, effective with the 2015-16 academic year:

CATHERINE A. FORESTELL, Class of 1953 Term Distinguished Associate
Professor of Psychology

HANNES C. SCHNIEPP, Adina Allen Term Distinguished Associate
Professor of Applied Science

MATTHEW J. WAWERSIK, Dorman Family Term Distinguished Associate
Professor of Biology

COLLEGE OF WILLIAM AND MARY
POSTHUMOUS AWARD OF EMERITUS STATUS
JOHN F. LAVACH
SCHOOL OF EDUCATION

John F. Lavach joined the faculty of the School of Education in 1967 as an Assistant Professor. He served as a paratrooper with the U.S. Army's 82nd Airborne Division at Fort Bragg before earning his B.A. in biology from Montclair State University in 1961, and then taught high school biology for four years before completing his M.A. in psychology from Fairleigh Dickinson University in 1965 and his Ed.D. in education with minors in natural science and psychology from Duke University in 1967. Aside from a one-year visiting faculty appointment at Colgate University, Professor Lavach devoted his entire academic career to the College of William & Mary. He passed away unexpectedly on August 30, 2012, while still working as a Professor in the School of Education.

Professor Lavach taught psychological foundations courses required in undergraduate and master's programs in Education. For decades, he also taught a course in child development that was a popular elective for students from across campus. In 1970, an editorial in *The Flat Hat* protested the 150-person limit on enrollment because so many more students wanted to take his course. Professor Lavach's classes were fast-paced and entertaining, filled with stories and live demonstrations. Students were so engaged that they only later realized how much they had learned and retained from those courses. Professor Lavach was also a core faculty member in the School Psychology Program where he taught psychoeducational assessment courses and supervised interns in their clinical placements. He was a favorite mentor for students and faculty alike.

Although early in his career Professor Lavach focused on child and adolescent development, later he studied cognitive development and dementia in aging populations. He was proud of his work with the Center for Excellence in Aging and Geriatric Research and continued to publish and present papers on functional assessments of the elderly throughout his career.

During his long tenure at William & Mary, Professor Lavach served on every standing committee within the School of Education and numerous special committees throughout the College. Colleagues appreciated his ability to lead by example, as he was always well prepared, thoughtful and constructive in his contributions. He was especially adept at diffusing conflict through humor and could rouse a laugh in any situation. For many years, Professor Lavach served as a Faculty Marshal at Commencement and Charter Day. Dressed in academic regalia at these formal ceremonies, he carried his own unique mace, a wooden table leg tied with ribbons that he had made to replace the real mace that had been misplaced along the way.

Board of Visitors

Resolution 10

February 4-6, 2015

Page 2 of 2

BE IT RESOLVED, That the Board of Visitors expresses its appreciation for the many contributions Professor John F. Lavach made to the College of William & Mary; and approves, with deep gratitude for his forty-five years of devoted service to the university, a posthumous change in status from Professor of Education to Professor of Education, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to his wife of fifty years, Patricia Wessel Lavach CAS '85, with the Board's condolences and deepest sympathy.

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JAYNE W. BARNARD
WILLIAM & MARY LAW SCHOOL

Jayne W. Barnard, James Goold Cutler Professor of Law, joined the Law School faculty in 1985, after a successful career at the Chicago law firm of Jenner & Block, where she was elected to partnership in 1982, and then spent two years as Deputy Corporation Counsel of the City of Chicago. She earned her B.S. in Journalism from the University of Illinois in 1970 and her J.D. from the University of Chicago in 1975.

Professor Barnard has taught thousands of students over the course of her career in some of the Law School's most foundational courses, including Business Associations and Securities Regulation. She has been a much beloved teacher and mentor to many students over the years, encouraging them not only to engage in deep and precise legal analysis but also to consider questions of morality and societal injustice. The Law School recognized her accomplishments when it named her the Herbert V. Kelly, Sr. Professor of Teaching Excellence from 2010 to 2012.

As a scholar, Professor Barnard has written extensively about white-collar crime, securities regulation, corporate finance, and behavioral economics. She is perhaps best well known for her work on the rights of victims of fraud and the legal and psychological problems that confront them. She was an early voice in proposing that individuals harmed by economic crimes should be able to present victim-impact testimony at sentencing hearings. Her work in this regard was instrumental in the passage of the federal Crime Victims' Rights Act of 2004. Her scholarship has been published in some of the nation's top law journals, including the *Southern California Law Review*, the *Boston University Law Review*, the *North Carolina Law Review*, and the *Journal of Corporation Law*.

Professor Barnard has always been someone who could be counted on to provide wise counsel and a steady hand as a leader. At the Law School, she served as Vice Dean from 1993 to 1997, and chaired both the Law School's Self-Study Committee in 2008 and its committee that reviewed and revised the Law School's Legal Skills Program in 2009-10. She has led many other committees at both the Law School and the College.

She has been the faculty advisor for two student law journals: the *Journal of Women and the Law* and the *Business Law Review*. In recent years, she has led the Law School's Women in Leadership initiative, organizing three conferences for women leaders.

Professor Barnard's service and leadership has not been limited to the College of William & Mary. She has long been a champion of civil liberties through her association with the American Civil Liberties Union, with which she has worked for more than three decades and served, from 2010 to 2013, as the president of its Virginia chapter. She also has served as a member of the National Association of Securities Dealers' National Adjudicatory Council and as a member of the Board of Directors of the Financial Industry Regulatory Authority (FINRA) Investor Education Foundation. In 2009, *Virginia Lawyers Weekly* honored her as one of its statewide "Leaders in Law."

Professor Barnard's accomplishments have been widely recognized at the College. She was the recipient of the 2011 Thomas Jefferson Award, awarded to an individual who has demonstrated a deep devotion and outstanding service to the College, as well as a 2010 Plumeri Award for Faculty Excellence. She has also has received the John Marshall Award for outstanding service to the Law School.

Colleagues will remember her for her clear vision, her professionalism, and her leadership. Her wisdom in matters of Law School governance and educational policy will be deeply missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Jayne W. Barnard; expresses its appreciation to her for the many contributions she has made to the School of Law and the College of William & Mary; and approves, with deep gratitude for her thirty years of devoted service, a change in status from James Gould Cutler Professor of Law to James Gould Cutler Professor of Law, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF NORMAN J. FASHING
DEPARTMENT OF BIOLOGY

Norman Fashing joined the faculty as an assistant professor of Biology in 1973. He was promoted to associate professor in 1979 and to full professor in 1989. Professor Fashing received his B.A. in Biology in 1965 and his M.A. in Biology in 1967, both from California State University at Chico. He earned his Ph.D. in Entomology from the University of Kansas, Lawrence, in 1973.

Professor Fashing has had a long and distinguished career as a biologist and entomologist, specializing in Acarology (the biology of mites and ticks). He traveled both nationally and internationally in pursuit of his research investigations into the biology of mites and their micro-communities. Over the past 42 years at the College he has authored 56 referred papers, ten with undergraduate authors. He has been very active professionally serving on many editorial boards and as a reviewer for several journals and granting agencies. He is a member of three regional, three national, and three international professional societies where he has taken very active leadership roles including holding an array of elected offices (president, secretary, governing boards, etc.). In 2006 he received the "Acarology Research Award" for outstanding contributions to acarological research.

During his many years at the College, Professor Fashing has regularly taught his upper-division General Entomology course, and on occasion courses in biostatistics and animal behavior. He has supervised many students in various entomology research projects, and has been an active mentor to students planning careers in many diverse areas within biology. Professor Fashing has always been the public's go-to person for all manner of questions concerning insects and spiders. Moreover, he has offered his professional services free of charge to many segments of the community. He has presented numerous lectures on insects to community groups, public school children at many grade levels, and has presented workshops on arthropods to public school teachers as well as at Williamsburg Community Hospital. Professor Fashing has become widely known for his very successful non-majors course, "Insects and Society," which has introduced hundreds of non-science majors to the fascinating world of insects and the critical relation between man and insects.

Professor Fashing has served the College on many department and university-wide committees, including the Arts & Science Interdisciplinary Committee where he initiated the environmental science program. His service includes multiple elections to the department Personnel Committee and three elections to the Arts & Sciences Retention, Promotion & Tenure Committee, thereby helping build the very strong faculty that we have today.

Board of Visitors

Resolution 12

February 4-6, 2015

Page 2 of 2

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Norman J. Fashing; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his forty-two years of devoted service to the university, a change in status from Professor of Biology to Professor of Biology, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF WILLIAM T. GEARY
MASON SCHOOL OF BUSINESS

William T. Geary earned his undergraduate degree in mathematics and Master's degree in accounting from the University of Illinois, Urbana. He earned his Ph.D. in Accounting and Information Systems from the Kellogg School of Management at Northwestern University.

Prior to joining the William & Mary faculty in 1978, Professor Geary was Associate Professor of Accounting at DePaul University, where he served as Director of the Master's in Accounting Program and CPA Review Program. He also was a member of the faculty of the Kellogg School of Management, where he received a teaching excellence award, and was a manager in a public accounting firm.

Professor Geary is an exceptional teacher and advisor. He is the recipient of many awards for teaching excellence having been selected for awards by students in both the undergraduate and MBA Programs, and has received the Alfred N. Page Award for Teaching Excellence on several occasions. Professor Geary was also honored with teaching excellence awards from students in the Executive MBA Program.

Professor Geary has made major contributions to the development, evolution and delivery of the curricula and programs of the Raymond A. Mason School of Business. Twice the recipient of the Daniel C. Lewis Award for Exceptional Service, he has contributed to the management and governance of the School of Business and the College of William & Mary, including serving as Coordinator of the Accounting Program, Director of International Studies in the Undergraduate Business Program, Faculty Sponsor to the Wayne F. Gibbs Accounting Society, and as a member of school and campus committees and task forces. Professor Geary led the Raymond A. Mason School of Business's undergraduate program through transformative periods, serving as Director of the Bachelor of Business Administration Program in the early 1990s and as Assistant Dean for Undergraduate Studies from 2005 until 2012. He served for many years as a Faculty Marshal at Charter Day and Commencement.

Professor Geary led a major review of the undergraduate curriculum that established innovative structures that have endured. The curriculum encourages students to integrate their studies to develop an "individual program of study" (IPS), taking full advantage of the opportunities present within a liberal arts university. The undergraduate program of the Mason School of Business is recognized as one of the world's leading business programs. Students have the flexibility to pursue second majors and minors outside of the business school and concentrations within the BBA

majors program. The IPS includes study abroad and post-baccalaureate goals. Professor Geary has also made important contributions to the development of a global emphasis and establishment of new study abroad opportunities for students in the undergraduate program, and was honored by a major gift from Barry and Ann Sharp intended to promote and support curricular innovation by the faculty in the undergraduate business program. He has made a positive difference in the lives of many students both directly through classroom interaction and indirectly through his leadership efforts.

Professor Geary's work in executive education is focused on healthcare and physician leadership. He has worked with over 4,000 physicians in more than 150 healthcare organizations across the United States, preparing them to be effective and collaborative leaders as their organizations grapple with changes in the healthcare arena. These efforts have helped move the Raymond A. Mason School of Business and the College of William & Mary to the forefront of one of the economy's largest and most dynamic sectors.

Professor Geary's research interests include management control systems, professional ethics, and higher education. In addition to publications in these areas, he has developed cases in cooperation with healthcare organizations for use in both the university classroom and executive education.

As Professor Geary enters a new stage in his career and life, it is remarkable to observe that he continues to demonstrate thought leadership in the finest William & Mary tradition, taking on a central role in the development of the Raymond A. Mason School of Business's burgeoning online MBA Program.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of William T. Geary; expresses its appreciation for his many contributions to the College of William & Mary; and approves with deep gratitude for his thirty-seven years of service, a change in status from Associate Professor of Business to Associate Professor of Business, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ALAN H. GOLDMAN
DEPARTMENT OF PHILOSOPHY

Alan Goldman received his B.A. from Yale University and Ph.D. from Columbia University. Before becoming the William R. Kenan, Jr. Professor of Humanities and Philosophy at William & Mary in 2002, he taught at the University of Miami for 25 years, including ten as chair of the Philosophy Department. He has held visiting positions at the University of Auckland, University of Michigan, and University of Colorado, as well as an NEH Fellowship in Residence at Princeton.

At William & Mary Professor Goldman has taught courses in aesthetics, philosophy of law, ethics, and epistemology, as well as advanced undergraduate seminars on practical reasoning, rules, and the philosophy of David Hume. He has served the Philosophy Department on hiring committees, the curriculum committee, and tenure and promotion committees. He regularly referees book manuscripts and articles for a variety of academic presses and journals.

Professor Goldman is the author of many books in a variety of areas of philosophy, including *Justice and Reverse Discrimination*, *The Moral Foundations of Professional Ethics*, *Empirical Knowledge*, *Moral Knowledge*, *Aesthetic Value*, *Practical Rules: When We Need Them and When We Don't*, and *Reasons from Within: Desires and Values*. His latest book, *Philosophy and the Novel*, explores ethical themes in such classics as Jane Austen's *Pride and Prejudice*, Mark Twain's *Huckleberry Finn*, John Irving's *The Cider House Rules* and Joseph Conrad's *Nostromo*. Professor Goldman has also written invited chapters on Hume's aesthetics and on the value of music.

A conference dedicated solely to Alan Goldman's work was recently held at the University of Rijeka, Croatia, in December 2014. The William & Mary Philosophy Department plans a conference for Fall 2015 in honor of his long and distinguished academic career.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Alan Goldman; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his thirteen years of devoted service to the university, a change in status from William R. Kenan, Jr. Professor of Humanities and Professor of Philosophy to William R. Kenan, Jr. Professor of Humanities and Professor of Philosophy, Emeritus.

Board of Visitors

Resolution 14

February 4-6, 2015

Page 2 of 2

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JOHN W. LEE III
WILLIAM & MARY LAW SCHOOL

John W. Lee III, Professor of Law, joined the Law School faculty in 1981, after clerking for the Honorable C. Moxley Featherston on the U.S. Tax Court and a successful career as a partner with the firm of Hirschler, Fleischer, Weinberg, Cox & Allen in Richmond, Virginia. Professor Lee earned his B.A. from the University of North Carolina at Chapel Hill, his LL.B. from the University of Virginia, and his LL.M. from Georgetown.

A specialist in tax law, Professor Lee has endeared himself to generations of students at the Law School. He has taught a wide range of foundational and specialized courses in the field, including Basic Federal Income Taxation, Small Business Tax, Real Estate Taxation, Small Business Planning, Non-Profit Corporations, Corporation Taxation, Advanced Corporate Taxation, Business Planning, and Tax Research Methods. In addition to teaching at the Law School, Professor Lee was a Visiting Eminent Professor at the University of Alabama Law School from 2003 to 2004.

As a scholar, Professor Lee has written about a wide range of topics in the field of taxation, including capital gains, small business taxation, and ERISA. His work on the question of capitalization versus expensing provided the definition of investigatory costs and start-up costs in the legislative history to Section 195 of the federal tax code and helped to shape agency rulemaking on deduction and capitalization of expenditures. His scholarship has been published in some of the leading tax journals in the country, including *Virginia Tax Review*, *Tax Law Review*, and *Tax Notes*, as well as *Virginia Law Review* and *Texas Law Review*. He was a participant in and Advisory Board member of the Law School's Annual Tax Conference for many years and a key faculty member in the Law School's former Master of Law and Taxation program.

Professor Lee never turned down a request to serve on a committee, whether at the Law School or at the College. His service includes positions on the Faculty Assembly and Faculty Hearing Committee. Outside of the College, Professor Lee served for many years on the Planning Committee for the Virginia Tax Conference.

Professor Lee will be remembered by his colleagues for his enthusiasm and devotion to the Law School. He was always eager to engage in intellectual conversation on topics large or small and was passionate about improving the lives of others through policy.

Board of Visitors

Resolution 15

February 4-6, 2015

Page 2 of 2

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JOHN S. MORREALL
DEPARTMENT OF RELIGIOUS STUDIES

Professor John Morreall joined the William & Mary faculty as full professor in 2001, following an already substantial career that included appointments at Northwestern University, Rochester Institute of Technology – where he was tenured and promoted to full professor – and the University of South Florida. He earned his B.A., *summa cum laude*, from St. John Fisher College and his M.A. and Ph.D. in Philosophy from the University of Toronto.

Professor Morreall is a pioneer of Humor Studies and author of seminal works on the intersections of philosophy, religion and humor. His *Taking Laughter Seriously* (1983) is a groundbreaking work on the aesthetics of humor and makes a compelling case for the central role of comedy in human life; the work has been translated into Japanese and Turkish. His *Comedy, Tragedy, and Religion* (1999) explores the overlap between religious thinking and humor, demonstrating that the latter is an intellectual and moral virtue; it received the Choice Outstanding Book Award. His *Comic Relief: A Comprehensive Philosophy of Humor* (2009) develops a theory of humor that displaces earlier, negative assessments and reveals the importance of the “play ethic” across cultures.

All told, Professor Morreall is the author of eight monographs, two edited volumes, and over seventy-five articles and book chapters. In addition to his innovative work on humor, his wide-ranging publications cover topics in linguistics, aesthetics, philosophy of religion, Christian theology, and religious studies theory. *The Religion Toolkit* (2011), co-authored with Tamara Sonn, offers a comprehensive introduction to the academic study of religion.

Professor Morreall taught broadly throughout his career. The ten different courses he regularly offered at William & Mary spanned Christian and Jewish theology, ethics, critical thinking, and Religious Studies theory. His “Comedy, Tragedy and Religion” engaged students in his central research pursuit and was a much-loved course.

Professor Morreall has served on a variety of committees in Religious Studies and at the College. He is a founder and past president of the International Society for Humor Studies and serves on the editorial board of *Humor: International Journal of Humor Research*. For the past five years, he has served as the Chair of the Religious Studies Department, culminating a career of service to the college and profession.

Board of Visitors

Resolution 16

February 4-6, 2015

Page 2 of 2

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor John S. Morreall; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his fourteen years of devoted service to the university, a change in status from Professor of Religious Studies to Professor of Religious Studies, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GLENN D. SHEAN
DEPARTMENT OF PSYCHOLOGY

Glenn D. Shean earned his B.A. degree in 1962 from Louisiana State University in New Orleans, and his M.A. and Ph.D. in 1966 from the University of Arizona. He completed his clinical internship at the Palo Alto, California Veterans Affairs (VA) Hospital. His first and only faculty position was at the College of William & Mary, where he was hired in 1966 as the acting director of the Counseling Center with a joint appointment as an Assistant Professor of Clinical Psychology. He declined the position of permanent director of the Counseling Center, and in 1970 became a full-time faculty member in the Psychology Department. He earned tenure in 1972 and was then promoted to the rank of Professor in 1978. Professor Shean is retiring after 49 years of teaching, conducting research and providing service to the College.

Professor Shean has had an illustrious career as a clinical psychologist. His research has investigated affective and cognitive processes underlying schizophrenia in adults. In particular, he has examined the efficacy of schizophrenia treatment and recovery. Over the course of his career, he has published six books and over 50 peer-reviewed articles in scientific journals. Particularly remarkable is his steady and consistent publication record with 32 published articles since 2000 with two of those published within the past year. He has presented over 100 conference presentations with student co-authors and written numerous grants with collaborators within the department.

Professor Shean has been an important mentor to countless graduate students in the Psychology Department's M.A. program as well as to doctoral students in the Virginia Consortium doctoral program in clinical psychology. He has been instrumental in launching many successful clinical psychologists, some of whom have gone on to careers in academia or clinical practice. For 49 years, Professor Shean has taught a course titled "The Exceptional Child," in which his students volunteer in community settings that serve children at risk for developing psychological or learning difficulties due to their impoverished environments. He has taught upper-level Research in Abnormal Psychology courses as well as graduate courses in psychopathology.

As a practicing clinical psychologist, Professor Shean has been licensed in the Commonwealth since 1971. He had a small private practice and also was a consultant to Eastern State Hospital from 1968-1984 and worked at the Counseling Center as a practicing psychologist from 1966-1977. He has been a consultant to the Social Security Administration since 1982.

Professor Shean has been a pillar in the Psychology Department. He has served on all of the department's committees and often served as chair. His sense of humor, calm and steady demeanor, and wisdom will be sorely missed by his colleagues. He has served the students and the College at a high level of distinction and honor for almost a half century, a truly remarkable and laudable accomplishment.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF KATHLEEN F. SLEVIN
DEPARTMENT OF SOCIOLOGY

Kathleen F. Slevin came to the College in 1986 as Associate Provost for Academic Affairs and joined the faculty in 1990 as Associate Professor and Director of the graduate program in Sociology. She served as Chair of the Sociology Department from 1997-2003 and Vice Provost for Academic Affairs from 2010-2014.

During Professor Slevin's distinguished career as a sociologist of aging and gender, she co-authored several books, including two seminal texts on aging: *Gender, Social Inequalities, and Aging* (2001) and *Age Matters: Re-Aligning Feminist Thinking* (2006). Her work has appeared in sociology's most prestigious journals, including *Social Forces*, *Men and Masculinities*, *Sociological Inquiry*, and the *Journal of Aging Studies*. She has been recognized as a leader in the discipline of sociology, serving as president of the Southern Sociological Society in 2008.

Professor Slevin has been a master teacher and mentor. The outstanding nature of her accomplishments as a professor and faculty leader at the College are evidenced by a number of prestigious awards, including the position of Chancellor Professor, awarded in 2001, the State Council for Higher Education (SCHEV) Outstanding Faculty Award in 2005, William & Mary's Phi Beta Kappa Teaching Award in 2005, the College's Thomas Jefferson Award in 2007, and the College's Thomas Ashley Graves Award for sustained excellence in teaching in 2010.

Professor Slevin served as Sociology's department chair from 1997-2003 during a critical juncture in its history, overseeing an almost complete turnover in the faculty. She guided the department through significant change, helping to design a community of sociologists and a curriculum where new faculty could thrive.

In addition to her academic work, Professor Slevin was also able to find time to serve as chair of the 2006 Inauguration and Investiture Committee, charged with organizing the events of April 7, 2006, on which date Gene Nichol was inaugurated as President of the College and Sandra Day O'Connor became Chancellor.

Professor Slevin's commitment to faculty governance at the College is represented in her serving as chair of 17 critical committees, including the Study Abroad Committee, the Faculty Priorities Committee, two Provost's search committees, and as Vice President of the Faculty Assembly. She profoundly influenced the climate for women and minorities at the College, supporting the Women's Network in her role as Associate Provost for Academic Affairs and twice as the co-coordinator of the network,

presenting sessions for the College's annual Women's Leadership Program, and serving on the President's Campus Committee on Diversity. During her tenure as Vice Provost for Academic Affairs, she instituted and designed a series of workshops for building faculty leaders.

Professor Slevin has been an extraordinarily passionate and engaged teacher, an active scholar recognized for her work on gender and aging, and a critical force in mentoring faculty and fostering leadership at the College.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Kathleen F. Slevin; expresses its appreciation for her many contributions to the College of William & Mary; and approves, with deep gratitude for her 29 years of service, a change in status from Chancellor Professor of Sociology to Chancellor Professor of Sociology, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JAMES E. SMITH
MASON SCHOOL OF BUSINESS

James E. Smith received his undergraduate degree in accounting from Southeastern Louisiana University in 1965, after which he worked in the Houston office of Price Waterhouse, while also completing an MBA with an accounting emphasis from the University of Houston. He then moved from Houston to Tucson, he taught introductory accounting courses at the University of Arizona, where he received his Ph.D. in Accounting in 1972.

During his 45 years as a member of the faculty of the Raymond A. Mason School of Business, he has effectively balanced the roles of teaching, research and publication, and professional service while serving in various leadership positions. He was an Associate Dean for three years and Director of the Accounting Program for 12 years. He was promoted from Assistant Professor to Associate Professor in only three years and from Associate Professor to Professor in an additional three years. He has been the John S. Quinn Distinguished Professor of Accounting since 1984.

Professor Smith has taught more than 5,000 students at William & Mary and has conducted Continuing Education Programs for over 25,000 CPAs in over 40 states. Student and CPA evaluations have consistently ranked his performance as superior.

While his primary area of expertise is taxation, he has taught nearly every course in the undergraduate accounting curriculum and several courses in the graduate curriculum. His teaching has garnered him numerous awards, including the Thomas Ashley Graves Award for Sustained Teaching Excellence; BBA Faculty Excellence Award; Dean's Award for Teaching Excellence; MAcc Faculty Excellence Award; Virginia Society of CPAs Outstanding Educator Award; American Institute of CPAs Outstanding Discussion Leader Award; American Taxation Association/Arthur Andersen Teaching Innovation Award; and *Virginia Business* magazine's Super CPA award.

Professor Smith is known by his students as the "ultimate story teller." He is able to take the subject of taxation, which some might consider dry, and conduct his class in such a manner that his students enjoy attending, even at 8:00 a.m.

Professor Smith has authored or co-authored over 40 publications in academic and professional journals. In addition, he has made a major contribution to tax education in his role as co-author of the South-Western Federal Taxation textbooks, the market leaders in undergraduate tax education. The initial textbook was published in 1984 with new editions being published annually (over 30 editions for each of the four textbooks).

William & Mary students are widely recognized for their success in the Tax Challenge, a tax case competition initially sponsored by Andersen and now sponsored by Deloitte. Over the 18 years of the case completion, teams from 65 to 100 universities have participated each year. William & Mary teams have received First Place 13 times, far more than any other university. This success has resulted in recognition for William & Mary in the academic and practitioner communities and in publications such as *The Wall Street Journal* and has provided over \$300,000 in scholarships. Professor Smith has served as coach for the William & Mary teams since the inception of the Tax Challenge.

Professor Smith has served on and chaired many committees for the Mason School and the College. In addition, he has brought national visibility to the Mason School's Accounting Program through his leadership positions in the American Association of Collegiate Schools of Business (AACSB) and in the Accounting Program Leadership Group (APLG). For AACSB, he served on the Accounting Accreditation Committee and was Vice Chair of Visitation Teams at multiple universities. For APLG, he served on the Board for five years and was elected President.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of James E. Smith; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his forty-five years of service, a change in status from John S. Quinn Professor of Business to John S. Quinn Professor of Business, Emeritus.

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

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

February 5, 2014

10:45 – 11:45 am

Board Room - Blow Memorial Hall

Ann Green Baise, Chair

John Charles Thomas, Vice Chair

- I. Introductory Remarks – Ms. Baise
- II. Approval of Minutes – November 20, 2014
- III. Report from Interim Building Official – David W. Rudloff
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
 - A. Capital Outlay Project Progress Report. Enclosure F.
 - B. Draft 2016-2022 Six-Year Capital Plan. Enclosure G.
- V. Report from Vice President for Administration - Anna B. Martin
 - A. Capital Outlay Project Progress Report. Enclosure H.
 - B. Approval of the 2015 Campus Master Plan. **Resolution 20**.
 - C. Draft 2016-2022 Six-Year Capital Plan. Enclosure I.
 - D. Resolution to Approve 9C Revenue Financing by the Rector and Visitors of the College of William and Mary: Renovate Dormitories. **Resolution 21**.
 - E. Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures from 9C Proceeds. **Resolution 22**.
- VI. Closed Session (if necessary)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ADMINISTRATION,
BUILDINGS AND GROUNDS

MINUTES – NOVEMBER 21, 2014

MINUTES
Committee on Administration, Buildings and Grounds
November 21, 2014
Board Conference Room – Blow Memorial Hall

Attendees: Ann Green Baise, Chair; John Charles Thomas, Vice Chair; William H. Payne, II; DeRonda M. Short, Peter Snyder, faculty committee representative David Dessler. Board members present: Rector Todd A. Stottlemeyer, Kendrick F. Ashton, Jr., Lynn M. Dillon, Thomas R. Frantz, Sue H. Gerdelman, John E. Littel, Leigh A. Pence, Lisa E. Roday, Robert E. Scott, H. Thomas Watkins, III, student representative Colin Danly, faculty representatives Suzanne Raitt and Kevin Peters, and staff liaison Nicholas. Others present: President W. Taylor Reveley III, Provost Michael R. Halleran, Dean John T. Wells, Vice President Samuel E. Jones, Vice President Ginger A. Ambler, Vice President Anna B. Martin, Vice President Matthew Lambert, Assistant Attorney General Deborah A. Love, Athletic Director Terry Driscoll, and other William & Mary and VIMS staff.

Chair Ann Green Baise called the meeting to order at 9:15 a.m. Recognizing that a quorum was present, Ms. Baise requested a motion to approve the minutes of the meeting of September 24, 2014, as corrected [second line from the bottom should read: “return of students to campus”]. Motion was made by Mr. Thomas and seconded by Ms. Gerdelman. Motion was approved by voice vote of the Committee.

The Building Official’s report, Dean Wells’ capital outlay project report on the Virginia Institute of Marine Science and Ms. Martin’s capital outlay project report on William & Mary were made in writing. The Committee had no questions.

Ms. Martin briefly reviewed **Resolution 18**, Resolution to Demolish Braxton House. Ms. Baise requested a motion to approve. Motion was made by Mr. Thomas and seconded by Ms. Gerdelman. Motion was approved by voice vote of the Committee.

Ms. Martin presented the College’s Master Plan Update, the result of a twenty-month long effort on the part of the consultants, Cannon Design partnered with Brailsford Dunlavey, College staff, and a myriad of College committees representing all facets of university life. Ms. Martin introduced Mr. Joshua Simoneau of Cannon Design and Mr. Alan Resnick of Brailsford Dunlavey, who developed the 2003 Design Guidelines for the campus.

Ms. Martin framed the need for a campus master plan, discussed the 1987 and 2003 campus plans, and the 1.3 million new square feet of space and 850,000 GSF of renovated existing space built over the past fourteen years. A 20-year master plan ensures the continued wise investment of dollars going forward.

Ms. Martin reviewed the strategic objectives, the guiding principles, and updated goals: to maximize quality, minimize cost and assess existing facilities. She reviewed process, assessment, and the developing campus framework:

- Academic & Historic
- Academic

Committee on Administration, Buildings and Grounds

MINUTES

Page 2

- Student Life
- Athletics & Recreation
- Mixed Use
- Residential

Then, based on that framework, Ms. Martin reviewed each section for key findings, program drivers, and renovation/replacement candidates.

Academic highlights of the plan include the arts quarter (already approved by the Board), an integrated science center (ISC 4) on the site of a demolished Millington Hall, and a replacement classroom building for Morton and Jones halls. An extensive study of classroom utilization yielded the finding that no additional classroom space is needed.

Infrastructure requirements provide another HVAC plant located near Adair, wayfinding improvements, and strengthened pedestrian pathways and network. Greenspace is maintained. Undeveloped sites at the North College Woods and the School of Education are land-banked.

Student life envisions a new integrated wellness center, and centralized, consolidated offices in a “Sadler-West” expansion. No new residential beds are required to meet the 75% undergraduate residential target. Eight hundred and fifty beds have been added since 2001.

Athletics needs new practice space for volleyball, and women’s and men’s basketball, adjacent to William & Mary Hall. Dillard will be transformed into an athletic hub, with relocation of the Zable stadium track, and facilities for locker rooms and storage. Kinesiology will move into the ISC 4, and Adair will eventually support athletics and rec sports.

The old Campus Center and Trinkle Hall will be replaced by a mixed-use facility consolidating administrative offices and providing student dining and a spirit store close to undergraduate Admissions. A curb cut from Jamestown Road will lead to a parking structure supporting Admissions and containing improved Facilities Management space.

The Law School facilities will expand to accommodate a privately funded experiential learning center; and Biology’s animal labs will be replaced in kind.

Ms. Martin concluded her remarks with the information that the plan will go on-line for public comment, and will be brought back to the Board for approval at the February 2015 meeting. The Faculty of Arts & Sciences has worked on a work-sequencing document that will influence development of the next six-year capital plan for 2016-2022, a draft of which will come to the Board in February as well.

Mrs. Baise thanked the consultants and participants for their work. The Committee made various comments, including a discussion of private funding.

The reports completed, and there being no further business, the Committee moved to adjourn at 10:15 a.m.

VIRGINIA INSTITUTE OF MARINE SCIENCE CAPITAL OUTLAY PROJECT PROGRESS REPORT

268 - 18088 Facilities Management Building

Appropriation Amount: \$250,000
Design Team: RRMM
Fund Sources: Higher Education Operating

Biennium: 2014-2016
Obligated to Date: \$187,649
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 has completed the preplanning documents. The preplanning documents are currently being reviewed by the Bureau of Capital Outlay Management (BCOM) with regard to scope and cost. BCOM will provide the Department of Planning and Budget with their recommendation. VIMS has submitted a budget amendment to the General Assembly requesting detail planning funds so the project can move forward to the design phase.

268 - 17950 Research Vessel

Appropriation Amount: \$10,050,000
Design Team: JMS Naval Architects
Fund Sources: VCBA Bonds

Biennium: 2012-2014
Obligated to Date: \$643,611
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 has begun the preliminary design phase. Revised concept drawings and cost estimates were received and reviewed in January 2015 by the Vessel Committee. Preliminary design drawings are scheduled to be submitted in April 2015. A Request for Proposals (RFP) will be issued during Summer 2015 to solicit interest, qualifications, and cost proposals from Ship Builders.

268 - 17993 Consolidated Scientific Research Facility

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

Biennium: 2012-2014
Obligated to Date: \$613,491
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.

Board of Visitors
February 4-6, 2015

Enclosure F
Page 2 of 3

Progress: VIMS received BCOM's schematic design cost review comments in November 2014. Moseley Architects is proceeding with the preliminary design phase and will submit to VIMS during Spring 2015.

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.

2014 - 2016 Major Repair and Maintenance Reserve

2012 - 2014 (Carry Forward):	\$106,782
2014 - 2016 Appropriation:	\$573,224
FY 2015: \$286,612	
FY 2016: \$286,612	
<u>Grand Total:</u>	<u>\$680,006</u>

2014 - 2016

Projects Completed: \$ 39,224

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

Projects in Construction: \$214,721

- Replace Boilers in Chesapeake Bay Hall

Future Projects: \$426,061

- 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
DRAFT 2016-2022 SIX-YEAR CAPITAL PLAN**

2016-2018 BIENNIUM

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
1a	Major Repairs and Maintenance Reserve Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.	\$700,000 GF
2	Construct New Oyster Hatchery Supports the construction of a new 22,000 square-foot Hatchery Complex to replace the 40 year old VIMS Oyster Hatchery and will include office and laboratory space for oyster restoration, industry and economic development, marine finfish culture, educational space, and a concrete pier.	\$19,000,000 GF
3	Construct Eastern Shore Admin. & Education Complex Supports the design and construction of three new buildings that total 10,200 square-feet to replace outdated buildings vulnerable to flooding on the Wachapreague campus. The complex includes administrative offices, an educational conference center with classrooms, convertible meeting rooms, a distance learning classroom, and a maintenance shop to support buildings, grounds, and vessel repairs.	\$7,048,000 GF
4	Expand and Renovate Watermen's Hall Funds the renovation and expansion of Watermen's Hall that is critical to meeting the programmatic, technological, and instructional needs of graduate marine education at VIMS. The project includes renovation of existing laboratories, classrooms, a renovation/expansion of the research library, and a 11,800 square-foot addition for an educational center with classrooms, conference rooms, convertible meeting rooms, and an informal lounge. The research library addition includes increased book and journal shelf space, rare book and chart space, expanded study/reading area, and computer study areas.	\$15,788,000 GF
5	Property Acquisitions, Gloucester Point & Wachapreague Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.	\$1,300,000 GF

2014-2016 BIENNIUM TOTAL: \$43,836,000 GF

2018-2020 BIENNIUM

- | | | |
|-----------|---|------------------------|
| 1b | Major Repairs and Maintenance Reserve
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs. | \$700,000 GF |
| 6 | Construct Addition to the Fisheries Science Building
Supports a 13,900 square-foot addition to the Fisheries Science Building to expand the laboratory and office requirements of the Department of Fisheries Science. | \$10,362,000 GF |
| 7 | Construct Amphitheater Green Space
Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is cited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay. | \$2,847,600 NGF |
| 8 | Construct Field Support Complex, Phase I
Supports the construction of a new 10,000 square-foot administration building for vessel and field research operations. | \$5,780,000 GF |
| 9 | Construct Visiting Scientist Center
Provides 5,000 square-feet of adequate and necessary space for visiting scientists and student groups on the Institute campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site. | \$2,820,000 GF |
| 10 | Property Acquisitions, Gloucester Point & Wachapreague
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction. | \$1,300,000 GF |

<i>2016-2018 BIENNIUM TOTAL:</i>	<i>\$20,962,000 GF</i> <i>\$2,847,600 NGF</i>
---	--

2020-2022 BIENNIUM

- | | | |
|-----------|--|------------------------|
| 1c | Major Repairs and Maintenance Reserve | \$700,000 GF |
| | Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs. | |
| | | |
| 11 | Construct Field Support Complex, Phase II | \$4,660,000 GF |
| | Supports the construction of a 4,300 square-foot vessel maintenance shop and a 4,000 square-foot storage facility located next to the Field Support Center. This project also includes the construction of a new 6,000 square-foot storage facility located on the north side of campus. | |
| | | |
| 12 | Construct Eastern Shore Visiting Scientist Complex | \$5,735,000 GF |
| | Provides 9,500 square-feet of adequate and necessary space for visiting scientists and student groups on the Wachapreague campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site. | |
| | | |
| 13 | Construct Education and Research Building | \$11,611,000 GF |
| | Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute. | |
| | | |
| 14 | Property Acquisitions, Gloucester Point & Wachapreague | \$1,300,000 GF |
| | Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction. | |

2018-2020 BIENNIUM TOTAL:

\$24,006,000 GF

2014-2020 CAPITAL PLAN TOTAL:

\$91,651,600 Total

DRAFT 2016 - 2022 Virginia Institute of Marine Science Six-Year Capital Plan

Priority	2016-2018 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1a	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
2	Construct New Oyster Hatchery	0100	\$ 19,000,000		\$ 19,000,000	
3	Construct Eastern Shore Administration & Education Complex	0100	\$ 7,048,000		\$ 7,048,000	
4	Expand & Renovate Watermen's Hall	0100	\$ 15,788,000		\$ 15,788,000	
5	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
2016 - 2018 Biennium Totals			\$ 43,836,000		\$ 43,836,000	

Priority	2018-2020 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1b	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
6	Construct Addition to the Fisheries Science Building	0100	\$ 10,362,000		\$ 10,362,000	
7	Construct Amphitheater Green Space			\$ 2,847,600	\$ 2,847,600	
8	Construct Field Support Complex, Phase I	0100	\$ 5,780,000		\$ 5,780,000	
9	Construct Visiting Scientist Center	0100	\$ 2,820,000		\$ 2,820,000	
10	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
2018 - 2020 Biennium Totals			\$ 20,962,000	\$ 2,847,600	\$ 23,809,600	

Priority	2020-2022 Capital Program Request Project	Fund	General Funds	Non-General Funds	Total Project Request	Prior Appropriations
1c	Maintenance Reserve	0100	\$ 700,000		\$ 700,000	
11	Construct Field Support Complex, Phase II	0100	\$ 4,660,000		\$ 4,660,000	
12	Construct Eastern Shore Visiting Scientist Complex	0100	\$ 5,735,000		\$ 5,735,000	
13	Construct Education & Research Building	0100	\$ 11,611,000		\$ 11,611,000	
14	Property Acquisitions, Gloucester Point and Wachapreague	0100	\$ 1,300,000		\$ 1,300,000	
2020 - 2022 Biennium Totals			\$ 24,006,000		\$ 24,006,000	

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

204-17650 Construct: Integrated Science Center Ph 3

Design Team: EYP

Biennium: 2008-2010

Budget: \$74,180,000

Contractor: Whiting Turner

Funding Source: VCBA

Obligated to date: \$66,180,149

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, and computer modeling. The project is funded through the Commonwealth's VCBA pooled project program.

Progress: Pile foundations are complete. Steel erection started after Christmas, and will continue through March. As steel is erected, underground / in-floor utilities will be installed in sequence with the concrete floor. In a parallel phase of work, upsizing of the chillers in the supporting Swem District Plant is complete. This upsizing is needed to support conditioning of ISC 3 when enclosed. 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: \$4,001,879

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. The "above ceiling" Fall Protection (catwalks, safety cable and safety lighting) required to service arena lighting and air handling units above the arena ceiling was finished in January. All projects are now complete.

204 – 17994 Renovate: Tyler Hall

Design Team: Mitchell-Matthews

Biennium: 2012-2014

Budget: \$15.671M

Contractor: W.M. Jordan

Funding Source: VCBA (state)

Obligated to date: \$13,112,562

February 4 - 6, 2015

Page 2 of 8

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

Progress: Non-structural demolition/hazardous material remediation is complete. Structural demolition and associated steel reframing are underway and will continue thru early spring. Revised working drawings have been reviewed by Code Review and a building permit will be issued upon submission of final permit drawings. A final Guaranteed Maximum Price (GMP) was submitted to BCOM based upon construction drawing pricing. The College's request for \$15.951M in November 2014 was within the 105% allowed by statute. BCOM approved \$15.671M in January 2015. Construction completion will be completed NLT May 15, 2016 enabling occupancy in mid-June.

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: \$431,966

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: Working drawings are ready for nine projects including installation of an Adair Hall elevator and restrooms, improvement of campus pathways, and construction of two access ramps. Project designs will be submitted to Code Review in February 2015 to enable construction over the next 12 months.

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: No change. 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. However, 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 required 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

February 4 - 6, 2015

Page 3 of 8

complete the evaluation NLT December, 2015. Design and construction will resume following state guidance, and can be completed within twelve months.

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. 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 February 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

Funding Source: VCBA

Obligated to date: \$2,596,824

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: Construction started in December. The chiller, structural steel to support thermal storage units (TSUs) and one half of the TSUs are installed. Installation of the remaining units, supporting piping, cooling tower and associated controls are the next steps. Upon completion, start-up testing and operational commissioning will be executed before authorization of full operation. Construction will be complete in June, 2015.

February 4 - 6, 2015

Page 4 of 8 **204- 18046 Construct: Law School Expansion**

Design Team: VMDO

Budget: \$7.308M

Funding Source: 0302; 9(d) debt

Biennium: 2014-2016

Contractor: Gilbane Construction

Obligated to date: \$1,759,724

Description: The project is a 12,000 gsf "Experiential Learning Center" will accommodate law practicum/ legal clinics and support courtroom training along with ancillary support space, in another north wing addition.

Progress: The Design Review Board (DRB) approved the site and schematic design on 11/19/14, which preceded the approval of the State Art and Architectural Review Board (AARB) on 12/5. The Preliminary design will be presented to the DRB and AARB on 2/4/15 and 2/6/15, respectively. The proposed schedule calls for design to be permitted by summer 2015 in order to enable construction completion by summer 2016.

204 – 90005 Construct: Zable Stadium Improvements

Design Team: BCWH/McMillan, Pazdan & Smith

Budget: \$27,000,000

Funding Source: 0302 (private)

Biennium: 2014-2016

Contractor: Barton Malow

Obligated to Date: \$2,697,946

Description: The project supports renovation and improvements which will include significant expansion of the west stands, improved existing seating, new accessibility and restroom facilities, a public address system, and code upgrades.

Progress: The Preliminary design has been approved by the Design Review Board (DRB) and the State AARB. Code review of preliminary design was completed in September. Working drawing review is complete to enable a February, 2015 construction start. Construction will be complete in 18 months by summer, 2016.

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

Design Team: McKinney

Budget: \$1,584,728

Funding Source: 0302 (private)

Biennium: 2012-2014

Contractor: Daniel & Company

Obligated to date: \$1,385,638

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

Progress: Construction started on 9/2/14. Demolition is complete. The west addition foundations and structural frame are complete and exterior envelope construction is in progress. The reframing of deteriorated floor sections discovered during demolition, the investigation/coordination of work with multiple unknown underground utilities and the

February 4 - 6, 2015

Page 5 of 8

repair/inspection of floor joists compromised by utility "cut outs" throughout the structural frame have affected schedule. Substantial completion is expected by April, 2015.

204 – 90007 – Renovate: Dining Facilities

Design Team: Clark Nexsen

Budget: \$3.2M

Funding Source: 0302 (private)

Biennium: 2014 - 2016

Contractor: Kjellstrom & Lee

Obligated to Date: \$3,050,213

Description: The project is rebranding and renovating dining venues as part of the transition to Sodexo management of campus food services. Selective "refresh" renovations have been completed at the Commons and Campus Center Marketplace dining facilities, and at smaller venues at the Mason School of Business, School of Education, School of Law, Swem Library and the Recreation Center. A final phase to install a Cosi franchise at Lodge 1 in Sadler Center is under construction.

Progress: Working drawings were reviewed and a permit issued on 10/7 for Cosi. Demolition began the same day and is complete. Below slab electrical and mechanical rough-ins are complete, and the slab restored. Above slab mechanical / electrical rough-ins are in progress. Framing, interior finishes and equipment installation / testing were completed, inspected and approved by CRT and State Health on 1/20 and 1/21, respectively, to enable opening of the venue on January 26, 2015.

204 – 0089-001-12 – Renovate: Swem Media Center

Design Team: McKinney & Company

Budget: \$ 1,884,237

Funding Source: 0302 (private)

Biennium: 2014 - 2016

Contractor: Kjellestrom & Lee

Obligated to Date: \$1,489,161

Description: The project will renovate the classroom / sound booth area located in the basement along the south wall of the original library beneath the main entrance. Existing classrooms, offices, media storage and sound booth spaces will be converted into a Media Center – an electronic media-rich teaching space. To accommodate the space requirements for the Center, existing Wenger sound booths will be relocated and reinstalled in the vicinity of the Copy Center.

Progress: Demolition is complete. All Wenger sound booths have been relocated. Interior framing, mechanical, electrical and data / AV rough-ins are nearly complete. Interior finishes and AV device installation and testing are underway. Project completion is scheduled to enable an April 2015 dedication of the facility.

February 4 - 6, 2015

Page 6 of 8 **0197-001-13 Construct: Plumeri Baseball Practice Facility**

Design Team: Clough Harbor Associates (CHA)

Biennium: 2014 - 2016

Budget: \$990,881

Contractor: A.R. Chesson

Funding Source: 0302 (private)

Obligated to Date: \$123,841

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 has been permitted. Funding was authorized on 1/20/15. The contractor is coordinating with subcontractors in order to develop a new construction schedule following the six month delay in funding authorization. Construction is anticipated to start in February, and will have a six month duration.

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: \$9,282,554

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

Progress: Demolition and structural repairs are complete. On the exterior, roof replacement is complete and new windows installed. Interior work is now focused on framing required wall changes, and utility rough-in within the walls and utility chases. Project completion is scheduled for July, 2015 to accommodate students for the fall 2015 semester.

204 – 18100-01 Renovate: One Tribe Place Addition

Design Team: TBD

Biennium: 2014 – 2016

Budget: \$8.0 M

Contractor: TBD

Funding Source: 9c bonds / 0306

Obligated to Date: \$0

Description: The residential space in the 1984 addition (90 rooms) will be renovated in order to remediate moisture infiltration/mold issues, and bring the facility into compliance with current building code.

Progress: AE selection is underway to enable a March 2015 design start. Advertisement for a Construction Manager (CM) solicitation will be posted on 2/1/15. Design and construction are anticipated to require twelve months for each phase.

February 4 - 6, 2015

Page 7 of 8 **2012 – 2014 Major Repair and Maintenance Reserve**

2012 -14 Appropriation:	\$2,825,634
2015 Appropriation:	\$1,948,551
2016 Appropriation:	\$TBD
Grand Total:	\$4,774,185

2012 – 2014

Projects completed: \$ 2,426,382

- 204 – 00007 - 3 Swem Elevator Repair
- 204 – 00009 - 5 McGlothlin Utility Tunnel Repair
- 204 – 00009 - 6 Ewell Sanitary Sewer Repair
- 204 – 00009 - 7 W&M Hall Area Street Lighting Repairs
- 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 B Roof Repair
- 204 – 13009 - 2 Campus Police FA Receiver
- 204 – 13009 Old Dominion HVAC Controls

Project awarded for Construction \$ 68,669

- 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 (2012-2014) \$ 205,764

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

February 4 - 6, 2015

Page 8 of 8 **2015**

Projects completed: \$ 683,145

- 204 – 15008 McGlothlin-Street Step Repair
- 204 – 00007 – 2 Ewell Hall Elevator Repair (Controls)
- 204 – 00007 – 4 James Blair Elevator Repair
- 204 – 00011 Reves 2nd Floor Separation
- 204 – 00075 – 4 Crim Dell Outlet Repair

Projects awarded for Construction: \$ 34,200

- 204 – 15009 Jones Hall Elevator Repair

Projects in design: \$ 955,000

- 204 – 00007 – 3 Ewell Hall Elevator Machine Rm. Repair
- 204 – 15002 Lake Matoaka Art Studio FA Replacement
- 204 – 15005 Law School BMP Maintenance
- 204 – 15006 Yates Lot Storm Runoff Repair
- 204 – 15011 Sorority Court Water Line Repair
- 204 – 15015 Pop Lab AHU / FCU Replacement
- 204 – 15016 Jones Hall AHU#1 Replacement
- 204 – 15020 Classroom Renovation
- 204 – XXXX Blow Hall IT Repairs

Remaining Funds: \$ 226,206**2015 Total: \$ 1,948,551**

**THE COLLEGE OF WILLIAM & MARY
APPROVAL OF THE 2015 CAMPUS MASTER PLAN**

Whereas, the College had engaged in master planning with the development of the “Campus Precinct Framework and Design Guidelines” of 2003 (Sasaki), which prescribed architectural and landscape standards applicable to the entire campus; and

Whereas, the College had fulfilled the great majority of recommendations under the last major campus master plan of 1987 (Johnson Johnson & Roy); and

Whereas, the College had reached a point in its campus development for which a new master plan was necessary, in order to structure the continued evolution of the campus, given the recent conclusion of the most extensive campus building campaign since the 1960’s expansion; and

Whereas, the College contracted in 2013 with architectural planning and design consultants Cannon Design/Brailsford & Dunlavey to develop a campus master plan for 2015; and

Whereas, the intent of the current master planning effort was to develop a unifying vision for the main campus, recognizing both the history of the College as well as the modern university the College has become; and

Whereas, the Campus Master Plan for 2015 (“The Plan”) is a living document which is based on guiding principles, in concert with the College’s Strategic Plan and creates a framework for leveraging the College’s greatest physical asset, the campus; and

Whereas, the Plan describes a series of logically developed, sustainable initiatives which emphasize renovation, re-purpose, and replacement of facilities, as well as thoughtful rearrangement of landscape in support of wayfinding and ecology; and

Whereas, the Plan will be used by the College’s administration and senior officials to guide development well into the foreseeable future; and

Whereas, the Plan is incorporated herein by reference and can be found on the William & Mary website;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors hereby endorses and adopts the “2015 Campus Master Plan;” and

BE IT FURTHER RESOLVED, That the Board directs the College administration to oversee implementation and ensure compliance with the Plan; and

BE IT FINALLY RESOLVED, That the Plan can only be changed by vote of the Board of Visitors.

February 4-6, 2015

1 of 1

DRAFT College of William and Mary 2016-2022 Six-Year Capital Plan

Priority	2016 - 2018 Capital Program Request Project	Fund	General Funds	Non-General Funds	TOTAL Project Request	Comments
1a	Maintenance Reserve	0100	\$5,340,000	\$0	\$5,340,000	Music facility
2	Construct: Fine and Performing Arts Complex, Ph 1	0100	\$55,461,000	\$0	\$55,461,000	Heating & Cooling to South Campus
3	Construct: West Campus Utility Plant	0100	\$19,000,000	\$0	\$19,000,000	Wiring, HVAC, building generator for EOC
4	Construct: Blow Hall IT Center Improvements	0100	\$3,250,000	\$0	\$3,250,000	Replace terracotta lines
5	Construct: Sanitary Sewer Repairs	0100	\$3,000,000	\$0	\$3,000,000	
6	Construct: Integrated Wellness Center	0815	\$10,500,000	\$10,500,000	\$10,500,000	
7	Improve: Athletic Facilities	0815	\$0	\$5,000,000	\$5,000,000	Design BB prac fac + construct Busch team room
8	Improve: Auxiliary Facilities	0815	\$0	\$5,000,000	\$5,000,000	Commons catering, chiller & sewer + Sadler sewer.
9	Renovate: Dormitories	0813	\$0	\$10,500,000	\$10,500,000	OTP 84 addn reno + OTP common spc design
	2016-2018 Biennium Totals		\$86,051,000	\$31,000,000	\$117,051,000	

Priority	2018 - 2020 Capital Program Request Project	Fund	General Funds	Non-General Funds	TOTAL Project Request	Comments
1b	Maintenance Reserve	0100	\$5,190,000	\$0	\$5,190,000	
10	Construct: Fine and Performing Arts Complex, Ph 2	0100	\$64,284,000	\$0	\$64,284,000	relocate by greenhouse
11	Construct: Population Lab	0100	\$7,020,000	\$0	\$7,020,000	
12	Design: Sadler West Addition	0813	\$0	\$32,500,000	\$32,500,000	
13	Improve: Athletic Facilities	0815	\$0	\$25,000,000	\$25,000,000	construct BB prac fac
14	Improve: Auxiliary Facilities	0815	\$0	\$2,000,000	\$2,000,000	Commons refresh
15	Renovate: Dormitories	0813	\$0	\$15,000,000	\$15,000,000	OTP common spc construct + OD windows
	2018-2020 Biennium Totals		\$76,494,000	\$74,500,000	\$150,994,000	

Priority	2020 - 2022 Capital Program Request Project	Fund	General Funds	Non-General Funds	TOTAL Project Request	Comments
1c	Maintenance Reserve	0100	\$5,995,000	\$0	\$5,995,000	
16	Construct: Fine and Performing Arts Complex, Ph 3	0100	\$34,668,000	\$0	\$34,668,000	
17	Design: Integrated Science Center, Ph 4	0100	\$5,275,000	\$0	\$5,275,000	
18	Construct: Muscarelle Museum	0815	\$0	\$40,000,000	\$40,000,000	
19	Construct: Alumni House Addition/Renovation	0815	\$0	\$10,000,000	\$10,000,000	WMH Renov
20	Improve: Athletic Facilities	0815	\$0	\$5,000,000	\$5,000,000	Center court refresh
21	Improve: Auxiliary Facilities	0815	\$0	\$3,000,000	\$3,000,000	
22	Renovate: Dormitories	0813	\$0	\$20,000,000	\$20,000,000	Landrum renov
	2020-2022 Biennium Totals		\$45,938,000	\$78,000,000	\$123,938,000	

**RESOLUTION TO APPROVE 9C REVENUE FINANCING
BY THE RECTOR AND VISITORS OF
THE COLLEGE OF WILLIAM AND MARY: RENOVATE DORMITORIES**

WHEREAS, there have been passed by the General Assembly of Virginia and signed by the Governor acts entitled “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2014” (the “2014 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2013” (the “2013 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2012” (the “2012 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2011” (the “2011 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2010” (the “2010 Act”), “Commonwealth of Virginia Parking Facilities Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2008” (the “2008 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2007” (the “2007 Act”), and “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006” (the “2006 Act” and, together with the 2007 Act, 2008 Act, 2009 Acts, 2010 Act, 2011 Act, 2012 Act, 2013 Act and the 2014 Act, the “Acts”);

WHEREAS, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the “Treasury Board”) is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the “Commonwealth”) for the purpose of providing funds, together with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses (the “Financing Expenses”), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

WHEREAS, for The College of William and Mary (the “Institution”), such revenue-producing capital projects include Renovate Dormitories, 204-18100, (each individually, a “Project” and, collectively, the “Projects”); and

WHEREAS, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF THE COLLEGE OF WILLIAM AND MARY:

Section 1. The Board of Visitors of the Institution (the “Board”) requests the Treasury Board to sell and issue bonds (the “Bonds”) or bond anticipation notes (“BANs”) in an aggregate principal amount not to exceed \$ 12,330,000 of a total appropriation for \$ 16,000,000, to finance all

or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the "Individual Project Bonds" or "Individual Project Notes" and, collectively, the "Individual Project Borrowing" and for all Projects, the "Project Bonds" or "Project Notes" and, collectively, the "Project Borrowings"). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

Section 2. With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the Dormitory Room Rent Revenue fee ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

Section 3. It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on Part II of the Financial Feasibility Study, attached hereto as Exhibit A, with respect to each Project, the anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

Section 4. The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

Section 5. The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

Section 6. The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

Section 7. The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be “arbitrage bonds” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the “Code”), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

Section 8. The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

Section 9. The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

Section 10. The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 11. The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 12. The officers of the Institution are authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

Section 13. The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

Section 14. This resolution shall take effect immediately.

The undersigned Secretary of the Board of Visitors of The College of William and Mary does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors of The College of William and Mary duly convened and held on February 6, 2015, at which a quorum was present and voting, and that such resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of _____, this _____ day of _____, 2015.

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

Financial Feasibility Study - Part II										
Spreadsheet 1 - Cost Components										
College of William & Mary										
2014-16 Renovate Dormitories										
		Debt Service	Principal	Interest	Reserve Fund Payment	Reserve Fund Balance	Total Debt Service	Annual Expenses	Non Recurring Initial Outlays	Total Cost
	2014									0
1	2015	1,100,462	580,462	520,000	110,046	110,046	1,210,508	0	0	1,210,508
2	2016	1,100,462	599,327	501,135	110,046	222,293	1,210,508	0		1,210,508
3	2017	1,100,462	618,805	481,657	97,707	320,000	1,198,169	0		1,198,169
4	2018	1,100,462	638,916	461,546	0	320,000	1,100,462	0		1,100,462
5	2019	1,100,462	659,681	440,781	0	320,000	1,100,462	0		1,100,462
6	2020	1,100,462	681,121	419,341	0	320,000	1,100,462	0		1,100,462
7	2021	1,100,462	703,257	397,205	0	320,000	1,100,462	0		1,100,462
8	2022	1,100,462	726,113	374,349	0	320,000	1,100,462	0		1,100,462
9	2023	1,100,462	749,712	350,750	0	320,000	1,100,462	0		1,100,462
10	2024	1,100,462	774,077	326,385	0	320,000	1,100,462	0		1,100,462
11	2025	1,100,462	799,235	301,227	0	320,000	1,100,462	0		1,100,462
12	2026	1,100,462	825,210	275,252	0	320,000	1,100,462	0		1,100,462
13	2027	1,100,462	852,029	248,433	0	320,000	1,100,462	0		1,100,462
14	2028	1,100,462	879,720	220,742	0	320,000	1,100,462	0		1,100,462
15	2029	1,100,462	908,311	192,151	0	320,000	1,100,462	0		1,100,462
16	2030	1,100,462	937,831	162,631	0	320,000	1,100,462	0		1,100,462
17	2031	1,100,462	968,311	132,151	0	320,000	1,100,462	0		1,100,462
18	2032	1,100,462	999,781	100,681	0	320,000	1,100,462	0		1,100,462
19	2033	1,100,462	1,032,274	68,188	0	320,000	1,100,462	0		1,100,462
20	2034	1,100,462	1,065,823	34,639	0	320,000	1,100,462	0		1,100,462
21	2035	0	0	0	0	0	0	0		0
22	2036	0	0	0	0	0	0	0		0
23	2037	0	0	0	0	0	0	0		0
24	2038	0	0	0	0	0	0	0		0
25	2039	0	0	0	0	0	0	0		0
26	2040	0	0	0	0	0	0	0		0
27	2041	0	0	0	0	0	0	0		0
28	2042	0	0	0	0	0	0	0		0
29	2043	0	0	0	0	0	0	0		0
30	2044	0	0	0	0	0	0	0		0
		22,009,243	16,000,000	6,009,243	317,799		22,327,042	0	0	22,327,042
PV @3 25%		16,000,000			298,577		16,298,577	0	0	16,298,577
(1) DEBT INFORMATION						(2) ANNUAL OPERATING EXPENSES				
Borrowing Year				2014	Personal Services					
Amount Borrowed				16,000,000	Contractual Services					
Borrowing Rate				3.250%	Supplies and Materials					
Term (Years)				20	Indirect Cost					
Reinvestment Rate				2.00%	Utilities					
Reserve Fund Target				320,000	Equipment					
					Other					
						Total Annual Expenses				
						0				

Financial Feasibility Study - Part II Spreadsheet 2 - Revenue Components College of William & Mary 2014-16 Renovate Dormitories									
	User Fees	Part Time User Fees	Other Student Fees	Indirect Cost Recoveries	Revenue From Operations	Institutional Reserves	Retirement of Existing Debt	Other	Total Revenues
2014									
2015	1,213,440	0	0	0	0	0	0	0	1,213,440
2016	1,213,440	0	0	0	0	0	0	0	1,213,440
2017	1,213,440	0	0	0	0	0	0	0	1,213,440
2018	1,213,440	0	0	0	0	0	0	0	1,213,440
2019	1,213,440	0	0	0	0	0	0	0	1,213,440
2020	1,213,440	0	0	0	0	0	0	0	1,213,440
2021	1,213,440	0	0	0	0	0	0	0	1,213,440
2022	1,213,440	0	0	0	0	0	0	0	1,213,440
2023	1,213,440	0	0	0	0	0	0	0	1,213,440
2024	1,213,440	0	0	0	0	0	0	0	1,213,440
2025	1,213,440	0	0	0	0	0	0	0	1,213,440
2026	1,213,440	0	0	0	0	0	0	0	1,213,440
2027	1,213,440	0	0	0	0	0	0	0	1,213,440
2028	1,213,440	0	0	0	0	0	0	0	1,213,440
2029	1,213,440	0	0	0	0	0	0	0	1,213,440
2030	1,213,440	0	0	0	0	0	0	0	1,213,440
2031	1,213,440	0	0	0	0	0	0	0	1,213,440
2032	1,213,440	0	0	0	0	0	0	0	1,213,440
2033	1,213,440	0	0	0	0	0	0	0	1,213,440
2034	1,213,440	0	0	0	0	0	0	0	1,213,440
2035	0	0	0	0	0	0	0	0	0
2036	0	0	0	0	0	0	0	0	0
2037	0	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0	0
	24,268,800	0	0	0	0	0	0	0	24,268,800
PV @3.25%	17,642,624	0	0	0	0	0	0	0	17,642,624
USER FEE INFO			NET REVENUES FROM OPERATIONS						
# of Units		5,056	Net Sales						
Session Fee		240	Cost						
Rate increase years 1-4		0.000%	Profit						
Rate increase years 5+		0.000%	Operating Expenses						
SUMMER/PARTTIME USER FEES			Selling						
# of Units		0	General Administrative						
Session Fee		0	Lease Payment						
Rate increase years 1-4		0.000%	Gross Operating Income						
Rate increase years 5+		0.000%	Rate increase years 1-4						
			Rate increase years 5+						

Financial Feasibility Study - Part II Spreadsheet 3 - Net Revenues/Coverage College of William & Mary 2014-16 Renovate Dormitories						
	Total Cost	Reserve Fund Payment	Adjusted Total Cost	Total Revenues	Net Revenues	Coverage Percent
2014	0					
2015	1,210,508	110,046	1,100,462	1,213,440	112,978	110.27%
2016	1,210,508	110,046	1,100,462	1,213,440	112,978	110.27%
2017	1,198,169	97,707	1,100,462	1,213,440	112,978	110.27%
2018	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2019	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2020	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2021	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2022	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2023	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2024	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2025	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2026	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2027	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2028	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2029	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2030	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2031	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2032	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2033	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2034	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2035	0	0	0	0	0	0.00%
2036	0	0	0	0	0	0.00%
2037	0	0	0	0	0	0.00%
2038	0	0	0	0	0	0.00%
2039	0	0	0	0	0	0.00%
2040	0	0	0	0	0	0.00%
2041	0	0	0	0	0	0.00%
2042	0	0	0	0	0	0.00%
2043	0	0	0	0	0	0.00%
2044	0	0	0	0	0	0.00%
	22,327,042	317,799	22,009,243	24,268,800	2,259,557	

**RESOLUTION OF THE BOARD OF VISITORS OF
THE COLLEGE OF WILLIAM AND MARY
DECLARING THE INTENTION TO REIMBURSE
THE COST OF CERTAIN EXPENDITURES FROM 9C PROCEEDS**

WHEREAS, The College of William and Mary (the "Institution") has undertaken the renovation of its Renovate Dormitories (204-18100) (the "Project"); and

WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.
2. The maximum principal amount of Indebtedness expected to be issued for the Project is \$4,300,000.
3. This Resolution shall take effect immediately upon its adoption.

Adopted: _____

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

JOINT MEETING

THE BOARD OF VISITORS
THE COLLEGE OF WILLIAM & MARY FOUNDATION
THE ALUMNI ASSOCIATION BOARD OF DIRECTORS
THE ANNUAL GIVING BOARD OF DIRECTORS

February 5, 2015
12:15 – 4:15 p.m.

Matoaka Woods Room - School of Education

- I. Call to Order and Welcome – Todd A. Stottlemeyer, Rector
- II. Closed Session
- III. Campus Master Plan Overview – Vice President Anna B. Martin
- IV. Q&A with President Taylor Reveley and Rector Todd Stottlemeyer
- V. Closing Remarks
- VI. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS

February 6, 2015

8:15 – 9:00 a.m.

Board Room - Blow Memorial Hall

Kendrick F. Ashton, Jr., Chair

John E. Littel, Vice Chair

- I. Introductory Remarks - Mr. Ashton
- II. Approval of Minutes – November 19, 2014
- III. Closed Session (if necessary)
- IV. Report from Vice President for Finance Samuel E. Jones
 - A. Overview of Governor McAuliffe's FY2016 Budget Amendments.
 - B. Summary of Operating and Capital Budget Amendments Submitted to 2015 General Assembly. Enclosure J .
 - C. 2014-2015 Operating Budget Summary. Enclosure K .
- V. Report from Virginia Institute of Marine Science Dean John T. Wells
 - A. Summary of Operating and Capital Budget Amendments Submitted to 2015 General Assembly. Enclosure L .
 - B. 2014-2015 Operating Budget Summary. Enclosure M .
- VI. Investment Portfolio Evaluation Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
 - A. Investment Update for Periods Ending December 31, 2014.
Enclosure N . (*see separate booklet*)
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS
MINUTES – NOVEMBER 19, 2014

MINUTES
Committee on Financial Affairs
November 19, 2014
Board Room - Blow Memorial Hall

Attendees: John E. Littel, Vice Chair; Lynn M. Dillon; Thomas R. Frantz; Christopher M. Little; Lisa E. Roday; Robert E. Scott; H Thomas Watkins III; and faculty committee representative Eric Chason. Board members present: Rector Todd A. Stottlemeyer; Ann Green Baise; Sue H. Gerdelman; William H. Payne II; Peter A. Snyder; John Charles Thomas; student representative Colin Danly; and staff liaison Nicholas Bell. Others in attendance: President W. Taylor Reveley III; Provost Michael R. Halleran; Henry R. Broaddus; Kent Erdahl; Michael J. Fox; Samuel E. Jones; Matthew T. Lambert; Anna B. Martin; Jeremy P. Martin; Virginia Institute of Marine Science Dean and Director John T. Wells; and other William & Mary, Richard Bland and VIMS staff.

Vice Chair John Littel convened the meeting at 2:55 p.m. Recognizing that a quorum was present, Mr. Littel requested a motion to approve the minutes of the September 26, 2014 meeting. Motion was made by Mr. Scott, seconded by Ms. Dillon and approved by voice vote of the Committee.

Vice President for Finance Samuel Jones reported that the State announced a revenue shortfall of \$1.5 billion in late June 2014, which increased to \$2.4 billion in August 2014. The shortfall resulted in an elimination of all new funds originally designated for higher education (with the exception of enrollment growth) and a reduction in the amount of base State support to each institution. The net effect on the College resulted in a \$3.5 million reduction in State support from the level approved by the BOV in April 2014. In response to the reduction, the FY2014-15 budget was revised and included the following measures to achieve savings: carryover of funds from FY2014; turnover and vacancy savings generated through delays in filling vacant positions; recalculation of fringe benefit cost based on final state rates; deferred equipment purchases; and savings generated through the College's business innovation efforts. These actions resulted in a revised FY 2014-15 E & G Operating Budget of \$172.0 million, a \$2.9 million reduction from the original budget approved by the Board in April 2014.

The FY 2014 draft Consolidated Financial Statements were presented and received by the Board. The statements remain subject to audit by the Commonwealth's Auditor of Public Accounts.

Mr. Littel requested a motion to accept **Resolution 14**, College of William and Mary Revised FY 2014-15 Operating Budget for Educational and General Programs; **Resolution 15**, Receipt of the Consolidated Financial Report of the College of William and Mary in Virginia and Richard Bland College for the Fiscal Year Ended June 30, 2014, and **Resolution 16**, Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2014. Motion was made by Mr. Watkins, seconded by Mr. Scott, and approved by voice vote of the Committee.

Mr. Jones then presented an overview of tuition and fees for FY 2014-15, comparing the College with its peers and other Virginia state institutions. It was noted the amounts shown in the charts

reflect “sticker prices”, and do not include financial aid. The peer institutions are those approved by the State Council of Higher Education for faculty salary rankings.

Virginia Institute of Marine Science Dean and Director John Wells presented a financial overview of the VIMS’ FY 2015 budget, highlighting the sources and uses of revenue, as well as reviewing grant and contract expenditures through FY 2014. Due to the State’s revenue shortfall, general fund support for VIMS was reduced to \$18.4 million. Mr. Littel requested a motion to accept **Resolution 17**, Virginia Institute of Marine Science Revised FY 2014-15 Operating Budget. Motion was made by Mr. Frantz, seconded by Ms. Dillon and approve by voice vote of the Committee.

Bryce Lee, with the Optimal Service Group of Wells Fargo Advisors, reported on the performance of the College’s endowment portfolio. The total value of the Board of Visitors’ assets, as of October 31, 2014, was \$77.8 million. The Optimal Service Group continues to work with the Investments Subcommittee on investment opportunities within current Board of Visitors’ guidelines.

There being no further business, the Committee adjourned at 4:07 p.m.

**COLLEGE OF WILLIAM & MARY
SUMMARY OF OPERATING AND CAPITAL BUDGET
AMENDMENTS SUBMITTED TO 2015 GENERAL ASSEMBLY**

Operating Amendments

eLearning Platform

\$208,000 GF

1 FTE

Using a combination of incremental and reallocated funds, the College is moving forward to establish a College-wide e-learning platform to support blended and on-line instruction. After review, the College determined that eLearning opportunities exist to: expand eLearning options in selected programs in the professional schools and graduate programs; identify high-quality, extant digital educational resources that can be used in W&M courses; and, expand “extension” activities and programming, providing ongoing learning opportunities for community members. The requested funds and FTE will allow the College to provide the software platform and staffing infrastructure necessary to meet program needs and new opportunities as identified.

Lewis B. Puller Jr. Veterans Benefits Clinic

\$245,000 GF

2.5 FTE

The Lewis B. Puller Jr. Veterans Benefits Clinic (VBC), housed at the W&M Law School, assists veterans with the complex disability benefits process, from regional office level through appeals; helps with discharge upgrades for veterans previously undiagnosed with post-traumatic stress; and coordinates a national consortium of higher education institutions to assist veterans. Currently supported through law school funds and private donations, the requested funds will allow the Clinic to sustain the increased number of supervised students and veterans receiving assistance; train private attorneys and other volunteers providing services to veterans on a pro bono basis; and support psychological evaluations of veteran clients as necessary. These funds also support an outreach effort to other law schools, business schools, med schools and others who can provide additional assistance and guidance to veterans suffering from disabilities and seeking to reintegrate into civilian life.

Funds would be used specifically to support an additional on-staff attorney for training and supervision of students and pro bono attorneys as well as outreach and coordination with other institutions; a legal administrator to handle the intake and referral process for every veteran or volunteer who reaches out to the VBC, ensuring either representation or effective coordination with another community resource (this essential position is being reduced from full- to part-time in 2015 due to a lack of funding); and a part-time clinical psychology fellow to supervise the evaluations conducted by the VBC or pro bono attorneys.

**COLLEGE OF WILLIAM & MARY
SUMMARY OF OPERATING AND CAPITAL BUDGET
AMENDMENTS SUBMITTED TO 2015 GENERAL ASSEMBLY**

Capital Amendments

Planning: West Campus Utilities

**\$1,525,000
State Funds**

In March of 2013, the College and RMF Engineering completed a feasibility study regarding the heating and cooling needs of the South and West Campuses (aka “New Campus”). Originally estimated at \$19.7 M, completion of design development for the 11,500 GSF structure will allow the College to update and refine total project cost, ensuring all project goals are met.

The proposed project will relieve pressure on the South Campus Swem District Plant, connecting to, and assuming loads on, the west side of the South Campus including five buildings currently supported by the Swem Plant and two buildings currently operating with outdated stand-alone plants, and provide full support for all phases of the proposed Fine Arts Quarter. The physical facility will be sized to allow for additional chillers/boilers as necessary to support future campus needs. Allowing the College to complete preliminary design will provide the information necessary to establish a final project budget consistent with the Commonwealth’s capital funding process.

Construction: Integrated Wellness Center

**\$10,000,000
Revenue Bonds**

Consistent with the draft Campus Master Plan currently under consideration by the Board of Visitors, the College requests \$10.0 million in 9d Revenue Bond authority to design and construct an Integrative Wellness Center. Designed to replace the King Health Center, incorporate mental health services, and consolidate teaching of holistic health and resilience activities (from nutrition to mindfulness), the proposed 25,000 SF project will emphasize education, prevention and intervention in its multi-faceted approach. The project will support demolition of 8 structures and temporary medical space in the course of construction. Debt service on the bonds will be paid through the reallocation of exiting student fee revenue as current debt is retired.

February 4-6, 2015

Page 1 of 10

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

	2012-2013 Actual	2013-14 Actual	Revised 2014-2015 Budget	2014-2015 Year-to-Date 12/31/14
CASH CARRYFORWARD	\$ 664,424	\$ 461,488	\$ -0-	\$ -0-
REVENUE				
General Funds				
Educational/General	\$ 38,683,090	\$ 40,641,662	\$ 39,289,995	\$ 20,811,524
Student Aid	3,847,618	4,019,711	4,109,422	4,109,422
Sponsored Programs	75,000	75,000	100,000	-0-
Nongeneral Funds				
Educational/General	120,589,629	124,640,830	132,686,651	82,903,090
Student Aid	18,690,072	21,505,774	23,890,063	23,890,063
Auxiliary Enterprise	89,013,446	94,708,854	97,140,007	53,501,918
Sponsored Programs	27,402,589	30,095,304	31,850,000	16,591,461
Private Funds	12,444,159	11,547,138	13,343,992	4,000,591
Total Revenue	\$ 311,410,027	\$ 327,234,273	\$ 342,410,130	\$ 205,808,069
EXPENDITURES				
Instruction	\$ 90,600,992	\$ 93,758,706	\$ 99,311,317	\$ 53,334,893
Research	1,423,050	1,498,348	1,466,247	740,083
Public Service	37,710	55,524	65,438	35,396
Academic Support	26,193,818	26,261,665	28,573,722	15,547,370
Student Services	7,832,816	8,023,809	9,159,251	4,429,977
Institutional Support	24,331,497	26,206,743	27,725,280	17,659,671
Plant Operations	16,700,047	17,318,010	17,880,262	8,598,109
Student Aid	25,809,455	28,293,639	32,430,106	30,104,876
Auxiliary Enterprise	84,254,699	93,121,777	93,203,799	48,614,032
Sponsored Programs	27,477,589	30,170,304	31,950,000	16,591,461
Turnover/Vacancy Savings	-0-	-0-	(800,000)	-0-
Total Expenditures	\$ 304,661,673	\$ 324,708,525	\$ 340,965,422	\$ 195,655,868

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

	2012-2013 Actual	2013-2014 Actual	Revised 2014-2015 Budget	2014-2015 Year-to-Date 12/31/14
CASH CARRYFORWARD	\$664,424	\$461,488	\$0	\$0
REVENUE:				
General Funds	\$38,683,090	\$40,641,662	\$39,289,995	\$20,811,524
Nongeneral Funds	120,589,629	124,640,830	132,686,651	82,903,090
Total Revenue	\$159,272,719	\$165,282,492	\$171,976,646	\$103,714,614
AVAILABLE FUNDS	\$159,937,143	\$165,743,980	\$171,976,646	\$103,714,614
EXPENDITURES:				
Instruction	\$89,631,856	\$93,052,905	\$98,125,185	\$52,879,827
Research	988,456	938,257	979,906	436,025
Public Service	8,021	7,846	8,021	3,905
Academic Support	25,728,886	25,531,822	27,348,404	14,335,979
Student Services	7,704,498	7,853,693	9,005,784	4,387,479
Institutional Support	18,780,538	19,596,203	19,466,241	12,889,080
Plant Operations	16,633,400	17,368,806	17,843,105	8,581,980
Turnover/Vacancy Savings	0	0	(800,000)	0
Total Expenditures	\$159,475,655	\$164,349,532	\$171,976,646	\$93,514,275

**The College of William and Mary
Student Financial Assistance*
2014-2015 Operating Budget Summary**

	2012-2013 Actual	2013-2014 Actual	Revised 2014-2015 Budget	2014-2015 Year-to-Date 12/31/14
REVENUE:				
General Funds	\$3,847,618	\$4,019,711	\$4,109,422	\$4,109,422
Nongeneral Funds	18,690,072	21,505,774	23,890,063	23,890,063
Auxiliary Enterprises	0	0	900,000	900,000
Total Revenue	\$22,537,690	\$25,525,485	\$28,899,485	\$28,899,485
EXPENDITURES:				
	\$22,537,690	\$25,525,485	\$28,899,485	\$28,899,485

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

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

	2012-2013 <u>Actual</u>	2013-2014 <u>Actual</u>	Revised 2014-2015 <u>Budget</u>	2014-2015 Year-to-Date 12/31/14
CASH CARRYFORWARD	\$664,424	\$461,488	\$0	\$0
<u>REVENUE</u>				
General Funds	\$38,683,090	\$40,641,662	\$39,289,995	\$20,811,524
Nongeneral Funds	120,589,629	124,640,830	132,686,651	82,903,090
TOTAL REVENUE	\$159,272,719	\$165,282,492	\$171,976,646	\$103,714,614
AVAILABLE FUNDS	\$159,937,143	\$165,743,980	\$171,976,646	\$103,714,614
<u>EXPENDITURES</u>				
<u>Instruction</u>				
Personal Services	\$82,717,012	\$86,264,296	\$90,112,883	\$49,526,699
Contractual Services	3,098,512	3,500,052	3,756,231	1,551,717
Supplies and Materials	856,361	844,781	1,043,075	434,395
Transfer Payments	1,283,973	1,687,346	1,184,728	173,477
Continuous Charges	478,551	460,761	477,757	281,462
Property & Improvements	372	15,631	100,000	205,626
Equipment	1,197,075	280,038	1,450,511	706,452
TOTAL	\$89,631,856	\$93,052,905	\$98,125,185	\$52,879,827

	2012-2013 <u>Actual</u>	2013-2014 <u>Actual</u>	Revised 2014-2015 <u>Budget</u>	2014-2015 Year-to-Date <u>12/31/14</u>
<u>Research</u>				
Personal Services	\$667,042	\$646,173	\$677,375	\$387,334
Contractual Services	93,664	69,732	51,746	30,527
Supplies and Materials	2,789	19,187	520	464
Transfer Payments	214,665	193,888	244,965	14,155
Continuous Charges	431	944	300	266
Property & Improvements	458	0	0	0
Equipment	9,408	8,333	5,000	3,280
TOTAL	\$988,456	\$938,257	\$979,906	\$436,025
<u>Public Service</u>				
Personal Services	\$0	\$0	\$760	\$0
Contractual Services	5,042	4,316	5,784	2,905
Supplies and Materials	625	0	477	0
Continuous Charges	2,000	3,000	1,000	1000
Equipment	354	530	0	0
TOTAL	\$8,021	\$7,846	\$8,021	\$3,905

	2012-2013 <u>Actual</u>	2013-2014 <u>Actual</u>	Revised 2014-2015 <u>Budget</u>	2014-2015 Year-to-Date <u>12/31/14</u>
<u>Academic Support</u>				
LIBRARIES:				
Personal Services	\$5,494,314	\$5,603,617	\$6,108,168	\$3,187,603
Contractual Services	683,617	652,461	926,061	194,459
Supplies and Materials	55,212	56,794	38,658	20,164
Continuous Charges	8,058	3,194	5,000	12,153
Equipment	3,982,699	3,866,024	3,745,809	2,602,504
TOTAL	\$10,223,900	\$10,182,090	\$10,823,696	\$6,016,883
OTHER ACAD. SUPPORT:				
Personal Services	\$12,365,613	\$12,517,997	\$13,533,376	\$6,969,061
Contractual Services	1,965,316	1,699,470	1,979,795	773,042
Supplies and Materials	77,017	119,105	92,701	56,293
Transfer Payments	133,922	166,910	123,506	0
Continuous Charges	246,838	140,453	140,167	147,555
Property & Improvements	2,804	820	0	718
Equipment	713,476	704,977	655,163	372,428
TOTAL	\$15,504,986	\$15,349,732	\$16,524,708	\$8,319,097
TOTAL ACADEMIC SUPPORT	\$25,728,886	\$25,531,822	\$27,348,404	\$14,335,979

Board of Visitors

February 4-6, 2015

Enclosure K

Page 6 of 10

	2012-2013 <u>Actual</u>	2013-2014 <u>Actual</u>	Revised 2014-2015 <u>Budget</u>	2014-2015 Year-to-Date 12/31/14
<u>Student Services</u>				
Personal Services	\$6,403,749	\$6,309,076	\$7,761,305	\$3,530,937
Contractual Services	1,013,317	1,232,050	925,655	671,425
Supplies and Materials	132,390	177,860	155,059	63,892
Transfer Payments	92,688	51,444	69,039	55,887
Continuous Charges	7,935	18,599	4,150	6,022
Property & Improvements	208	0	0	0
Equipment	54,211	64,664	90,576	59,317
TOTAL	\$7,704,498	\$7,853,693	\$9,005,784	\$4,387,479
<u>Institutional Support</u>				
Personal Services	\$16,158,037	\$15,779,856	\$16,511,829	\$9,348,197
Contractual Services	1,770,958	2,210,560	1,918,916	2,506,771
Supplies and Materials	236,124	305,093	169,216	159,545
Transfer Payments	86,580	114,537	72,490	54,016
Continuous Charges	182,247	700,181	569,319	624,546
Property & Improvements	964	397	0	0
Equipment	345,628	485,579	224,471	196,004
TOTAL	\$18,780,538	\$19,596,203	\$19,466,241	\$12,889,080

	2012-2013 <u>Actual</u>	2013-2014 <u>Actual</u>	Revised 2014-2015 <u>Budget</u>	2014-2015 Year-to-Date <u>12/31/14</u>
<u>Plant Operations</u>				
Personal Services	\$2,010,486	\$2,333,968	6,095,238	\$1,309,044
Contractual Services	8,602,463	8,113,810	5,517,591	4,353,058
Supplies and Materials	1,456,104	1,433,009	1,631,635	651,623
Transfer Payments	894	3,862	0	9,383
Continuous Charges	4,371,446	5,191,922	4,124,182	2,085,493
Property & Improvements	40,378	97,802	144,575	49,358
Equipment	151,629	194,433	\$329,884	124,021
TOTAL	\$16,633,400	\$17,368,806	\$17,843,105	\$8,581,980
<u>Turnover/Vacancy Savings</u>	\$0	\$0	(\$800,000)	\$0
E&G PROGRAM TOTAL	\$159,475,655	\$164,349,532	\$171,976,646	\$93,514,275

Board of Visitors

Enclosure K

February 4-6, 2015

Page 8 of 10

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

	2012-2013	2013-2014	Revised	2014-2015
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Year-to-Date</u>
				<u>12/31/14</u>
REVENUE				
Residence Life	\$26,065,960	\$28,266,065	\$29,972,308	\$17,246,137
Food Service	15,977,777	18,030,997	18,573,962	11,510,336
Telecom/Network	3,690,407	3,607,724	3,515,230	2,074,178
Student Unions	2,945,351	2,998,290	2,888,600	1,770,150
W&M Hall	2,382,241	2,390,203	2,399,400	1,463,235
Athletics	20,159,427	21,711,969	22,837,500	9,026,290
Other	<u>17,792,283</u>	<u>17,703,606</u>	<u>16,953,007</u>	<u>10,411,592</u>
Total Revenue	\$89,013,446	\$94,708,854	\$97,140,007	\$53,501,918
EXPENDITURES				
Residence Life	\$24,260,880	\$28,065,518	\$30,624,085	\$13,635,891
Food Service	14,311,678	16,438,554	14,857,746	8,525,219
Telecom/Network	3,358,800	3,688,893	3,411,615	2,074,131
Student Unions	2,741,666	2,852,819	2,888,600	1,461,784
W&M Hall	1,906,806	1,973,500	2,399,600	997,875
Athletics	19,965,771	21,620,518	22,837,500	12,247,242
Other	<u>17,709,098</u>	<u>18,481,975</u>	<u>16,184,653</u>	<u>9,671,890</u>
Total Expenditures	\$84,254,699	\$93,121,777	\$93,203,799	\$48,614,032

Board of Visitors

February 4-6, 2015

Enclosure K

Page 9 of 10

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

	2012-2013 <u>Actual</u>	2013-2014 <u>Actual</u>	Revised 2014-2015 <u>Budget</u>	2014-2015 Year-to-Date <u>12/31/14</u>
REVENUE				
General Fund	\$75,000	\$75,000	\$100,000	\$0
Nongeneral Fund	<u>27,402,589</u>	<u>30,095,304</u>	<u>31,850,000</u>	<u>16,591,461</u>
Total Revenue	\$27,477,589	\$30,170,304	\$31,950,000	\$16,591,461
EXPENDITURES				
	\$27,477,589	\$30,170,304	\$31,950,000	\$16,591,461

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

	2012-2013 Actual	2013-2014 Actual	Revised 2014-2015 Budget	2014-2015 Year-to-Date 12/31/14
REVENUE:				
Distributed Endowment Income	\$2,334,953	\$2,649,604	\$2,895,992	\$1,445,350
Administrative Overhead Allocation	200,000	200,000	300,000	150,000
Transfers from Other Sources	451,574	146,668	255,000	30,000
Interest on Cash Balances	163,422	404,803	90,000	183,865
Annual Gifts	7,797,508	7,490,620	8,690,000	2,098,821
Drawdown from BOV Quasi Endowment	775,000	0	0	0
Distribution from External Trusts	31,617	33,409	33,000	19,030
Other Revenue	690,085	622,034	1,080,000	73,525
Total Revenue	\$12,444,159	\$11,547,138	\$13,343,992	\$4,000,591
EXPENDITURES:				
Instruction	\$969,136	\$705,801	\$1,186,132	\$455,066
Research	434,594	560,091	486,341	304,058
Public Service	29,689	47,678	57,417	31,491
Academic Support	464,932	729,843	1,225,318	1,211,391
Student Services	128,318	170,116	153,467	42,498
Institutional Support	5,550,959	6,610,540	8,259,039	4,770,591
Plant: Operations & Capital Improvements	66,647	(50,796)	37,157	16,129
Student Aid	3,271,765	2,768,154	3,530,621	1,205,391
Total Expenditures	\$10,916,040	\$11,541,427	\$14,935,492	\$8,036,615

February 4-6, 2015

Page 1 of 1

**VIRGINIA INSTITUTE OF MARINE SCIENCE
SUMMARY OF OPERATING AND CAPITAL BUDGET
AMENDMENTS SUBMITTED TO 2015 GENERAL ASSEMBLY**

2014-2016 OPERATING:**FY 2014-15****FY 2015-16****Increase support for Marine Science Graduate Program**

\$0 GF

\$355,000 GF

These funds will support the Graduate Program at VIMS. VIMS and its faculty provide tuition, stipend and basic health insurance coverage for all graduate students who are in good academic standing and making satisfactory progress in their research. Without this commitment, VIMS would not be competitive for top-tier students. It is critical to note that virtually all graduate programs in marine science with which VIMS competes for top students provide full tuition and stipend, and many also provide health insurance coverage. This is the norm in graduate level science education in the U.S. and is a model that has been widely emulated worldwide because it is a proven path to innovation and impact. These funds are not only crucial to maintaining VIMS' competitiveness with others, but will in fact assist VIMS with increasing its enrollment growth by 25% in STEM fields, a major objective of the Higher Education Opportunity Act.

Support Chesapeake Bay Shellfish and Finfish Surveys

\$0 GF

\$500,000 GF
3.30 FTE

This initiative requests funds to continue to support the monitoring of specific shellfish fisheries, such as oysters, that are vital economic drivers for the Commonwealth, and finfish surveys conducted by VIMS faculty on behalf of the Commonwealth in conjunction with the Commonwealth's membership in the federal Atlantic Coastal Fisheries Cooperative. There are huge economic benefits for Virginia to maintain support for shellfish and finfish fisheries. Commercial and recreational fisheries in Virginia generate between \$1.8 and \$2 billion in sales annually, approximately \$1 billion in income, and over 13,000 jobs for the economy of Virginia (expressed in 2005 constant dollars). VIMS secures more than \$2.3 million annually in external, competitively awarded, grants and contracts to support these shellfish and finfish surveys. By having the Commonwealth also invest in these surveys it will enable the VIMS faculty to leverage those funds with federal agencies to increase the awards coming into the Commonwealth.

2014-2016 CAPITAL:**FY 2015-16****Planning Funds: Facilities Management Building**

\$850,000 GF

VIMS was authorized to proceed with pre-planning under Chapter 806 item C-39.05 of the Virginia Acts of Assembly. The pre-planning study was completed and submitted to BCOM in October 2014. This request is for \$850,000 for detailed planning in order to keep the project moving forward on schedule.

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

Board of Visitors
February 4-6, 2015

Enclosure M

Page 1 of 1

	2012-2013 <u>Actual</u>	2013-2014 <u>Actual</u>	Revised 2014-2015 <u>Budget</u>	2014-2015 Year-to-Date 12/31/14
<u>REVENUE</u>				
General Fund	\$18,091,876	\$18,543,127	\$18,841,508	\$10,283,237
Nongeneral Funds				
Educational/General	1,773,298	1,690,439	1,779,272	910,194
Eminent Scholars	70,879	69,505	75,000	0
Sponsored Programs	<u>21,266,233</u>	<u>20,495,957</u>	<u>21,500,000</u>	<u>10,553,641</u>
Total Revenue	\$41,202,286	\$40,799,028	\$42,195,780	\$21,747,073
<u>EXPENDITURES</u>				
Instruction	\$1,370,038	\$1,083,091	\$1,606,481	\$705,004
Research and Advisory Services	7,833,422	7,817,382	8,816,551	5,124,662
Academic Support	4,372,007	4,777,468	4,069,569	2,724,910
Institutional Support	2,106,131	2,206,861	1,781,983	2,094,324
Plant Operations	3,847,210	4,028,066	4,179,657	2,204,864
Student Financial Assistance	238,527	242,645	241,540	71,113
Sponsored Programs/Eminent Scholars	<u>21,337,112</u>	<u>20,565,462</u>	<u>21,500,000</u>	<u>10,553,641</u>
Total Expenditures	\$41,104,448	\$40,720,976	\$42,195,780	\$23,478,518



Investment Portfolio Evaluation For Periods Ending December 31, 2014:



Board of Visitors Endowment

Contents

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



The Optimal Service Group

428 McLaws Circle
Williamsburg, VA 23185
Toll Free: 1-888-465-8422
Fax: 1-757-564-3026

Name	Phone	E-mail
Joseph W. Montgomery, CFP®, AIF® Managing Director - Investments	Phone: (757) 220-1782 Mobile: (757) 570-4545	joe.montgomery@wellsfargoadvisors.com
Thomas C. Wilson III, AIF® Managing Director - Investments Institutional Consulting Director	Phone: (804) 559-2922 Mobile: (804) 244-1213	tcwilson@wellsfargoadvisors.com
R. Bryce Lee, CFA, CIMA®, CAIA, FRM, AIF® Senior Institutional Consultant Institutional Consulting Services	Phone: (757) 258-1687 Mobile: (757) 753-5001	bryce.lee@wellsfargoadvisors.com
Robin S. Wilcox, AIF® Vice President - Investments	Phone: (757) 258-5980 Mobile: (757) 753-5057	robin.wilcox@wellsfargoadvisors.com
Brian T. Moore, CIMA®, AIF® Financial Consultant Institutional Consulting Analyst	Phone: (757) 258-1666 Mobile: (757) 753-4875	brian.t.moore@wellsfargoadvisors.com
Karen A. Hawkrige, CIMA®, AIF® Financial Consultant Institutional Consulting Analyst	Phone: (757) 258-1673 Mobile: (804) 852-3549	karen.hawkrige@wellsfargoadvisors.com

Index Name	4Q14	Fiscal YTD	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	5.2	7.2	10.0	16.3	14.2	7.9
NASDAQ Composite	5.8	8.1	16.6	24.4	17.6	9.4
S&P 500	4.9	6.1	13.7	20.4	15.5	7.7
Russell 1000	4.9	5.6	13.2	20.6	15.6	8.0
Russell 1000 Value	5.0	4.8	13.5	20.9	15.4	7.3
Russell 1000 Growth	4.8	6.3	13.1	20.3	15.8	8.5
Russell Midcap	5.9	4.2	13.2	21.4	17.2	9.6
Russell Midcap Value	6.1	3.3	14.8	22.0	17.4	9.4
Russell Midcap Growth	5.8	5.1	11.9	20.7	16.9	9.4
Russell 2000	9.7	1.7	4.9	19.2	15.6	7.8
Russell 2000 Value	9.4	0.0	4.2	18.3	14.3	6.9
Russell 2000 Growth	10.1	3.3	5.6	20.1	16.8	8.5
Russell 3000	5.2	5.3	12.6	20.5	15.6	7.9
MSCI EAFE Index	(3.5)	(9.2)	(4.5)	11.6	5.8	4.9
MSCI World Index	1.1	(1.0)	5.5	16.1	10.8	6.6
MSCI World Ex. US Index	(3.6)	(9.1)	(3.9)	11.0	5.7	5.1
MSCI ACWI	0.5	(1.7)	4.7	14.7	9.7	6.7
MSCI ACWI ex USA	(3.8)	(8.8)	(3.4)	9.5	4.9	5.6
MSCI EM (EMERGING MARKETS)	(4.4)	(7.7)	(1.8)	4.4	2.1	8.8
MSCI FM (FRONTIER MARKETS)	(12.4)	(11.1)	7.2	14.0	8.5	5.6
Barclays U.S. Aggregate	1.8	2.0	6.0	2.7	4.5	4.7
Barclays U.S. Government/Credit	1.8	2.0	6.0	2.8	4.7	4.7
Barclays Intermediate U.S. Government/Cred	0.9	0.9	3.1	2.0	3.5	4.1
Barclays Municipal Bond	1.4	2.9	9.1	4.3	5.2	4.7
BofA Merrill Lynch Convertible Securities	1.3	(0.3)	9.3	16.1	12.0	7.3
BofA Merrill Lynch High Yield Master	(1.1)	(2.9)	2.4	8.3	8.9	7.5
Citigroup World Government Bond Index	(1.5)	(5.2)	(0.5)	(1.0)	1.7	3.1
JPM EMBI Global Diversified	(0.6)	(1.1)	7.4	6.1	7.6	7.8
Citigroup 3-month T-bill	0.0	0.0	0.0	0.1	0.1	1.5
HFRI Fund of Funds Composite Index	0.9	1.2	3.3	5.7	3.3	3.0
CS Tremont Managed Futures Index	11.3	17.7	18.4	3.8	3.8	4.3
FTSE Nareit All REITs	12.4	9.5	27.2	16.4	16.6	7.5
Dow UBS Commodity Index	(12.1)	(22.5)	(17.0)	(9.4)	(5.5)	(1.9)

Data Sources: Zephyr StyleAdvisor & Barclay's Capital

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff.
Distribution without the express written consent of Wells Fargo is strictly prohibited.

Economy/Capital Markets: U.S. markets began the fourth quarter with a continuation of the pullback that began late in the third quarter. The major indices all fell sharply at the start of the final quarter of the year. Much of the decline was attributed to economic worries in Europe. These concerns were quickly negated after the start of earnings season in the U.S. markets. According to Bloomberg, more than 80% of companies reporting earnings by October 31 beat consensus projections. Better-than-forecast earnings coupled with improving economic data encouraged investors, and the markets quickly rebounded into positive territory by the end of the month. The labor market also showed signs of improvement with companies adding more than 200,000 workers to payrolls for the ninth consecutive month, and the jobless rate dropping to a six-year low of 5.8% during November. Slumping oil prices hurt the energy sector, but helped consumers just ahead of the holiday spending season. The Fed reiterated of their accommodative stance. This was the third straight year of double digit gains for the S&P 500. The S&P 500 has managed this feat only three times in history (1942-45, 1949-52, 1995-99).

Most international markets declined in the fourth quarter. Unlike U.S. markets, European markets were unable to stage a rally in October, and equities suffered their largest monthly losses since June 2013. Stocks came under pressure amid slowing economic growth and concern the European Central Bank (ECB) asset purchases may not be enough to revive the region's economy. Weak employment numbers and manufacturing readings announced in November prompted ECB head Mario Draghi to reiterate the central bank's pledge to protect the region against deflation and further indicated the region's asset buying program may extend to government bonds. European markets responded enthusiastically to this news. However, as in the U.S., European markets pulled back in December. A strong U.S. dollar kept pressure on foreign markets. The European economy remained sluggish forcing Germany's Central Bank to lower its GDP growth forecast to 1.4% in 2014 and just 0.8% for 2015.

Asian markets continued in a positive direction during the fourth quarter. Markets in Japan were aided by the Bank of Japan's (BoJ) move to expand an already accommodative monetary stimulus plan. China's economic growth expanded by 7.3% from the prior quarter as demand for exports increased. China's President also announced accelerated market reforms and the

restructuring of government-owned companies. China's central bank cut interest rates for the first time since 2012. However, weaker manufacturing data released in December showed a Chinese economy expanding less than economists had expected. For the year, China's Shanghai Composite Index was still up better than 52%. Japan's Nikkei 225 Index was up slightly better than 7% for the year. Emerging Markets generally fared worse than developed markets, with the MSCI Emerging Market Index down 4.82% for the quarter. Oil exporting countries were particularly hard hit; the Russian RTS Index fell over 29% during the quarter.

The U.S. bond market improved at the beginning of the quarter as Treasury prices strengthened amid worries over the sluggish economic conditions in Europe. The yield on the benchmark 10-year note dropped 17 basis points in October to yield 2.34%.

U.S. Government debt yields decreased further in November as investors shunned riskier fixed income investments in favor of the perceived safety of debt issued by the U.S. government. The 10-year note dropped another 17 basis points in November to yield 2.16% and were little changed in December. 2014 was a year some investors speculated interest rates would rise. The 10-year note began the year yielding 3.03% and closed the year yielding 2.17%.

Total Portfolio: *The William & Mary Board of Visitors (BOV) Endowment* gained 2.4% for the 4th quarter, putting the fiscal year-to-date at a slight gain of 0.5%. The portfolio had two changes in the quarter, the first being the replacement of Thornburg International with MFS International mutual fund. The second change was the addition of Skybridge Capital which is an alternative investment. Wrapping up a change from the 3rd quarter when the portfolio exited PIMCO Total Return, the proceeds were invested in the existing Dodge & Cox Income fund which had already taken half of PIMCO's allocation in February of 2014.

Domestic Fixed Income: The *Dodge & Cox Income fund* gained 0.9% for the quarter which lagged the Barclays US Aggregate by 90 basis points. While the fund's taxable municipal holdings performed well, the defensive duration positioning (shorter) detracted from overall performance. Additionally, corporate security selection was positive but the overweight detracted from relative

performance. Lastly, the funds' Agency MBS holdings lagged their longer duration alternatives due to compositional differences.

International Fixed Income: The *GMO Global Bond Strategy* lost 0.5% for the quarter but outpaced the Citigroup World Government Bond index which posted a loss of 1.5%. Interest rate strategies contributed negatively for the quarter as gains from overweight duration positions in the US, Australia, and Mexico did not offset losses from underweight Japanese and UK positions. A small exposure to emerging debt also detracted from performance. The currency strategy was the main driver of positive performance during the quarter. Short positions in the euro, yen, Swedish krona, Korean won, and pound were successful while long positions in the India rupee detracted.

The *GMO Emerging Country Debt Strategy* lost 3.5% for the quarter while the JPM EMBI Global Diversified lost 0.6%. The worst performers in terms of total return were Venezuela (-28.8%), Ukraine (-27.3%), Ecuador (-14.2%), and Belarus (-12.0%). Perceived default risk continued to rise during the quarter for Venezuela and Ukraine. For Venezuela, it was a matter of a failure to meaningfully adjust economic policies in response to the collapse in oil prices. For Ukraine, the weakness was the result of the ongoing conflict with Russian-backed rebels in the eastern regions of the country.

Alternatives: The *Combined Alternatives* posted a gain of 2.1% for the three months ending November 30, 2014. Managed futures rebounded significantly during this time after struggling for many of the preceding months. The other strategies put up modest gains with the exception of Gresham Commodities which continues to struggle in very challenged asset class.

Domestic Equity: *Goldman Sachs Focused Growth* account gained 8.5% for the quarter, outpacing the benchmark by 360 basis points. The fiscal year-to-date is also strong at 9.4% compared to 6.1%. Whole Foods was the strategy's top performer as shares rose sharply following the company's better than expected fiscal 4th quarter results. Mylan, a US based pharmaceutical company that develops, manufactures, and distributes generic and specialty pharmaceuticals globally was also a top contributor for the quarter. Two names that did not contribute to relative returns were Anadarko Petroleum and eBay.

BlackRock Large Cap Value gained 5.2% while the Russell 1000 Value gained 5.0% in the 4th quarter of 2014. Strong selection in industrials was the prime driver of outperformance with strength in information technology and consumer discretionary as well. Airline holdings United Continental and Southwest drove gains in industrials with both names benefiting from declining jet fuel prices. Specialty retailer Lowe's was the greatest individual contributor in consumer discretionary; overall, home improvement retailers delivered standout results relative to the broader retail universe.

The **Wells Fargo Advantage Discovery Fund** gained 5.3% for the quarter while the Russell Midcap Growth index gained 5.8%. For the quarter, stock selection in the consumer discretionary and information technology sectors were the largest detractors from performance. Holdings in the road and rail industry provided significant contributions in the industrial sector. Swift Transportation rose more than 35% as the company made progress with its driver retention efforts. A rally in the share price of Axalta Coating Systems, Ltd led to the fund's success in the materials sector. The company completed an initial public offering in November 2014. Two names that detracted from performance were auto component company Gentherm, Inc. and 3-D printing company Stratasys, Ltd.

Royce Opportunity Fund gained 6.2% for the quarter but still trailed the Russell 2000 index by 350 basis points. By their valuations, 18% of the companies in the fund are selling below probable liquidating value, franchise value, tangible book value, or physical asset value relative to plant or liquid assets. Also by their valuations, 35% of the companies are recovering from depressed operating margins due to management changes or industry and/or sector specific factors.

Artisan Midcap Value gained 1.5% for the 4th quarter, lagging the benchmark which returned 6.1%. The relative underperformance was largely driven by the fund's overweight to the energy sector. The seven energy stocks in the fund were the biggest losers for the quarter by total return. These names include exploration and production companies Denbury Resources and SM Energy and drillers Ensco and Patterson-UTI Energy. The top performing stock for the fund was Kroger, a food retailer. Despite the fund not favoring utilities, three positions in this sector did well: Edison International, SCANA and Xcel Energy.

International Equity: The **Dodge & Cox International Fund** lost 4.7% for the quarter which lagged the benchmark but relatively outperformed the benchmark for the fiscal year-to-date period (-7.3% versus -9.2%). Energy was particularly challenging across most of the international space and the fund suffered the most in this sector. The overweight position to healthcare did not help performance with one of the holdings, Sanofi, being down 19% for the quarter. The fund's holdings in Media were positive contributors for the quarter, especially Naspers (up 19%) and Liberty Global (up 18%). The overweight and specific holdings in information technology were pluses for the quarter.

MFS International Value fund is a new fund in the portfolio. It inceptioned in October of 2014. For the quarter, it gained 0.30% while the MSCI EAFE lost 3.5%. The fund is significantly underweight to energy, materials, and financials which was a big help to the fund's positive return. Retailing, autos & housing, and leisure were the only segments of the market that did not add to relative performance. The fund also has a 7% allocation to North America which was a positive contributor to performance. Top names include Compass Group, Fairfax Financial Holdings, and KDDI Corp. Total SA and Sanofi are each 1.9% of the benchmark and not holding these two popular names was beneficial as they both declined more than 19%.

Executive Summary

Total Fund Performance Through December 31, 2014

	4q14	FYTD	One Year	Three Years ¹	Five Years ¹	Seven Years ¹	Ten Years ¹	Changes (1/1/03)	Incept (Mgr) ²	Incept Bench ²
Total BOV Account	2.4	0.5	4.8	11.4	9.4	4.5	6.0	8.5	7.5	7.4
Target Benchmark³	2.6	1.5	7.2	11.5	9.8	4.9	6.4	8.5		
Policy Benchmark⁴	2.6	2.1	7.6	11.6	9.7	4.9	6.2	8.1		
Blackrock: Large Cap Value	5.2	6.3	11.8	19.4	13.3	5.0	--	--	5.7	6.8
Russell 1000 Value	5.0	4.8	13.5	20.9	15.4	6.5	--	--		
Goldman Sachs	8.5	9.4	13.5	--	--	--	--	--	18.7	18.9
S&P 500	4.9	6.1	13.7	--	--	--	--	--		
Wells Fargo: Mid Cap Growth	5.3	1.7	0.7	18.5	17.8	8.6	--	--	9.6	8.5
Russell MidCap Growth	5.8	5.1	11.9	20.7	16.9	8.6	--	--		
Artisan Mid Cap Value	1.5	(2.9)	1.5	15.4	13.3	--	--	--	19.8	24.4
Russell MidCap Value	6.1	3.3	14.8	22.0	17.4	--	--	--		
Royce: Small-Cap	6.2	(3.3)	(0.4)	20.6	15.5	8.8	8.3	13.4	13.4	11.5
Russell 2000	9.7	1.7	4.9	19.2	15.6	8.2	7.8	11.5		
Dodge & Cox International	(4.7)	(7.3)	0.1	--	--	--	--	--	13.3	9.9
MFS International	0.3	--	--	--	--	--	--	--	0.3	(3.5)
MSCI EAFE	(3.5)	(9.2)	(4.5)	--	--	--	--	--		
State Street: Emerging Markets	(3.9)	(7.0)	(2.0)	3.4	1.3	(3.1)	7.7	12.3	12.3	13.5
MSCI EM (Emerging Markets)	(4.4)	(7.7)	(1.8)	4.4	2.1	(1.0)	8.8	13.5		
Pioneer Strategic Income	(0.2)	(0.2)	4.9	6.0	--	--	--	--	6.7	4.5
Dodge & Cox Income Fund	0.9	0.9	--	--	--	--	--	--	4.1	4.4
Barclays U.S. Aggregate	1.8	2.0	6.0	2.7	4.5	4.8	4.7	--		
GMO: Global Fixed Inc	(0.5)	(2.8)	4.6	3.3	6.4	4.8	3.9	6.0	6.0	4.6
Citigroup World Govt Bond Index	(1.5)	(5.2)	(0.5)	(1.0)	1.7	3.1	3.1	4.6		
GMO: Emerging Mkt Fixed Inc	(3.5)	(5.4)	6.0	9.9	12.4	8.7	10.1	12.8	12.8	9.2
JPM EMBI Global Diversified	(0.6)	(1.1)	7.4	6.1	7.6	7.4	7.8	9.2		
Combined Alternatives (1 mo lag)	2.1	2.2	5.4	4.2	2.8	--	--	--	2.8	3.4
HFRI FOFs Index (1 mo lag)	0.4	1.9	4.4	5.4	3.3	--	--	--		

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.

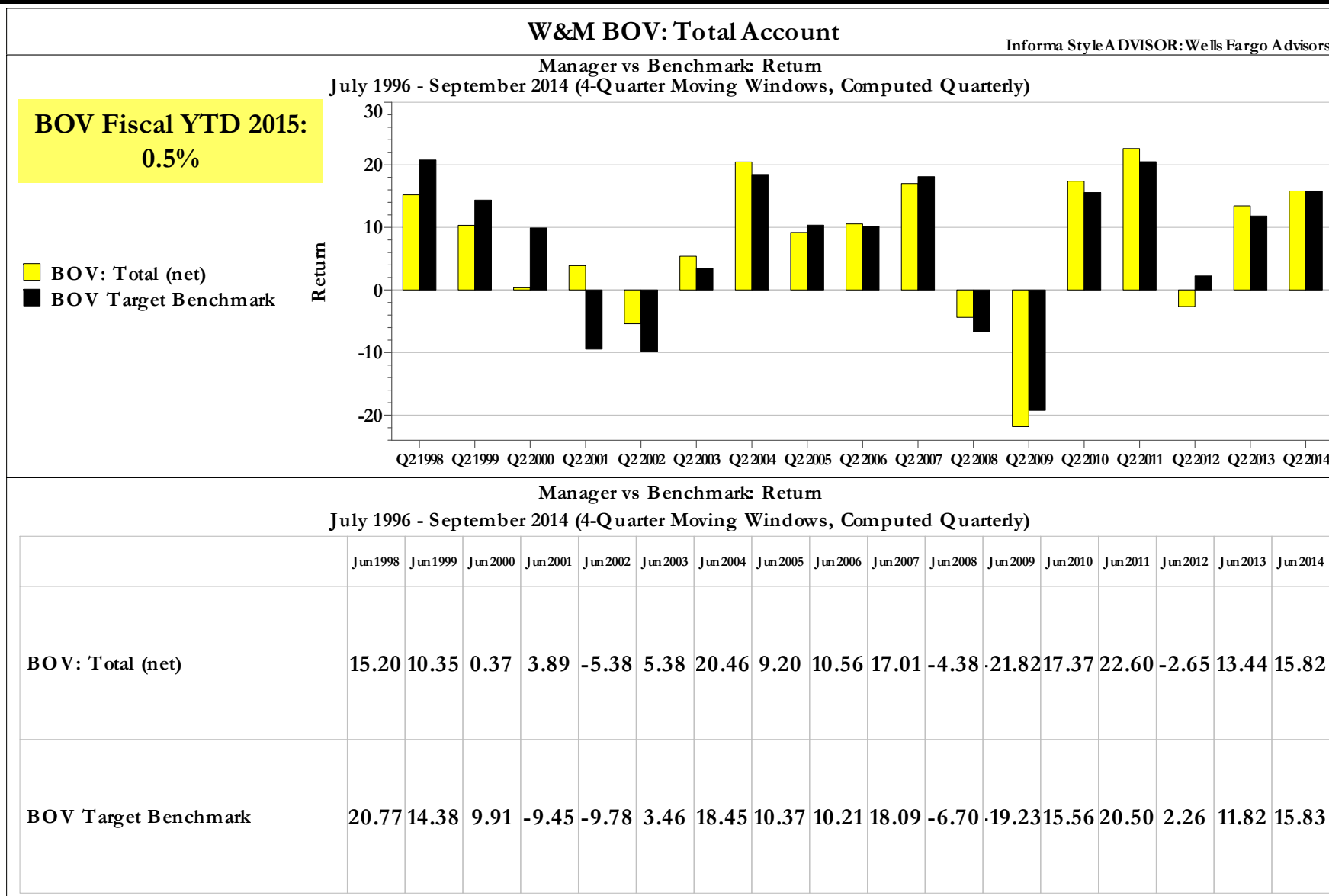
3 From 4/1/12, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 25% Barclays U.S. Aggregate, 5% Citi World Government Bond Index, 5% JPM EMBI Global Diversified, 10% HFRI Index; From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging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

4 From 3/1/12 44% Russell 3000, 11% MSCI World ex-US, 35% Barclays Agg, 10% HFRI Fund of Funds; From 1/1/10 44% Russell 3000, 11% MSCI World ex-US, 10% Barclays Agg, 5% HFRI Fund of Funds; From 1/1/96 60% Russell 3000, 15% MSCI World ex-US, 25% Barclays Agg

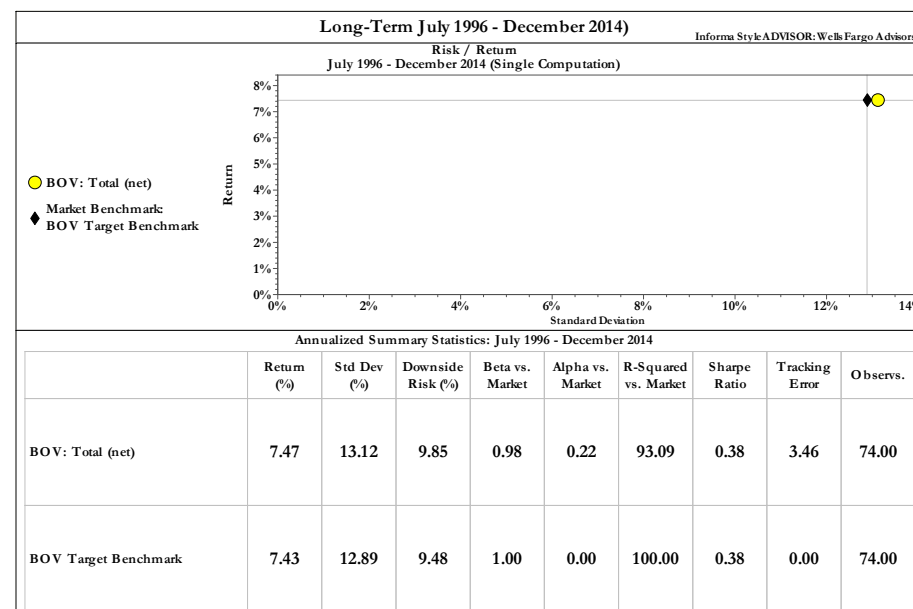
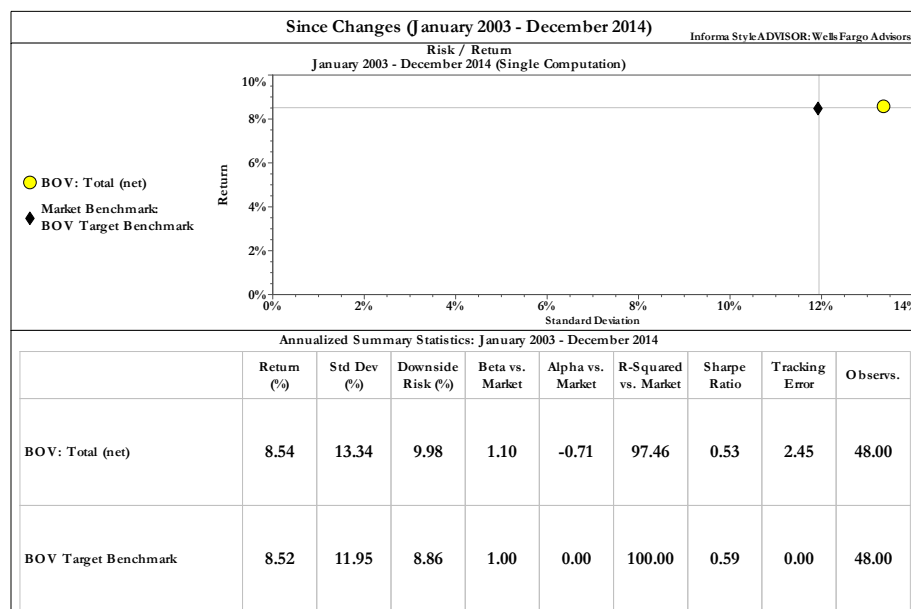
+ Quarterly performance results prior to the third quarter of 2002, were provided by Delaware Investments Advisors and Lazard Asset Management. There were no calculations by Wells Fargo Advisors to ensure the accuracy of the results. Based on information provided by SunTrust, Wells Fargo Advisors began calculating quarterly results starting in the 4th 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

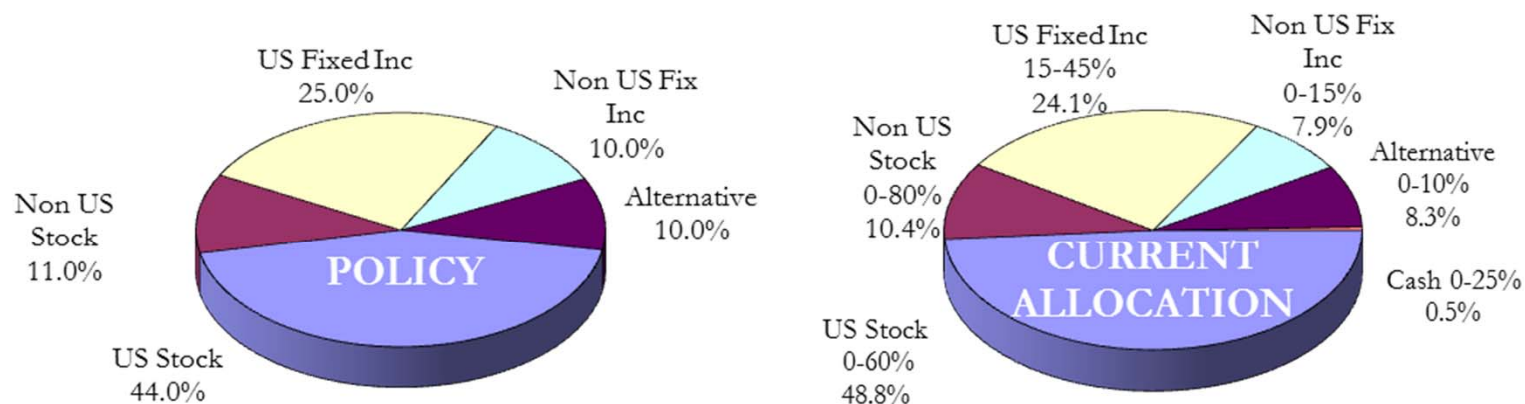
Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.



+ 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	9,784,222	0	0	0	9,784,222
Blackrock	0	0	10,440,999	0	0	0	10,440,999
Dodge & Cox International	0	0	0	3,651,167	0	0	3,651,167
Grantham, Mayo	0	6,183,022	0	0	0	0	6,183,022
Artisan MC	0	0	5,889,004	0	0	0	5,889,004
MFS (previously Thornburg)	0	0	0	3,360,757	0	0	3,360,757
Royce & Associates	0	0	5,870,311	0	0	0	5,870,311
State Street Global Advisors	0	0	0	1,098,346	0	0	1,098,346
Wells Capital	0	0	6,116,741	0	0	0	6,116,741
Pioneer Strategic Income	9,342,825	0	0	0	0	0	9,342,825
Dodge & Cox Income Fund	9,431,508	0	0	0	0	0	9,431,508
Cash & Equivalents	0	0	0	0	0	379,864	379,864
Private Equity Partners II	0	0	0	0	560	0	560
Combined Alternatives	0	0	0	0	6,505,404	0	6,505,404
Total BOV Account	18,774,333	6,183,022	38,101,277	8,110,270	6,505,964	379,864	78,054,731
% of Total Fund	24.1%	7.9%	48.8%	10.4%	8.3%	0.5%	

* 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.

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff.
Distribution without the express written consent of Wells Fargo is strictly prohibited.

July 1, 2014 – December 31, 2014

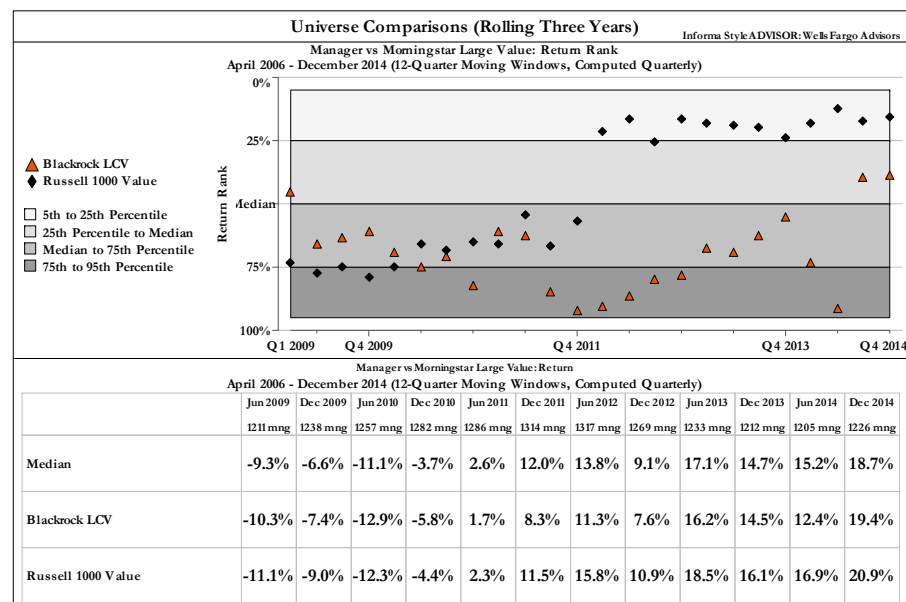
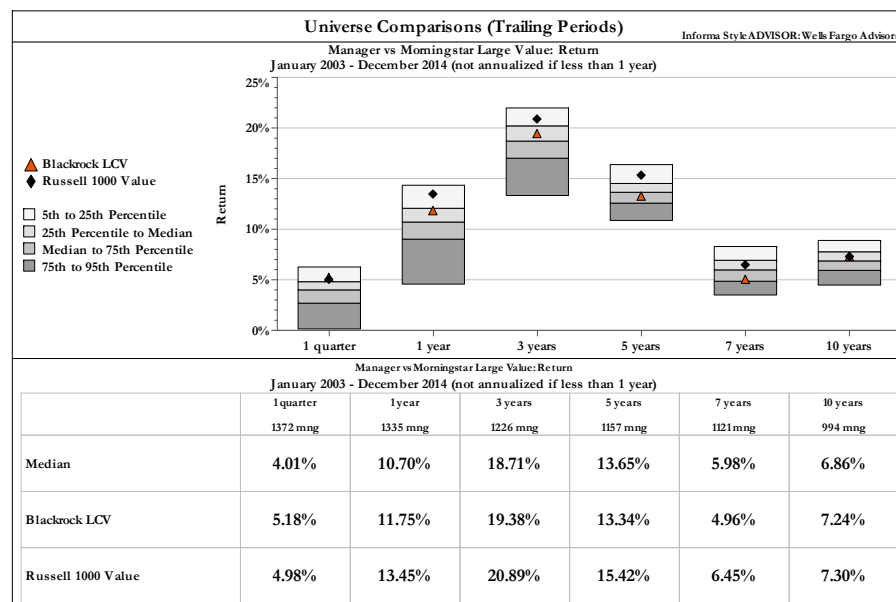
	William & Mary BOV Endowment
6/30/14 Market Value	80,608,799
Net Additions/Withdrawals	(2,915,299)
Expenses	<u>(85,057)</u>
<i>Net Cash Flow</i>	<i>(3,000,356)</i>
Net Income	1,824,721
Net Realized Gain/(Loss)	2,972,834
Change Unrealized Gain/(Loss)	<u>(4,351,826)</u>
<i>Total Investment Gain/(Loss)</i>	<i>445,728</i>
12/31/14 Market Value	78,054,171

•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*)

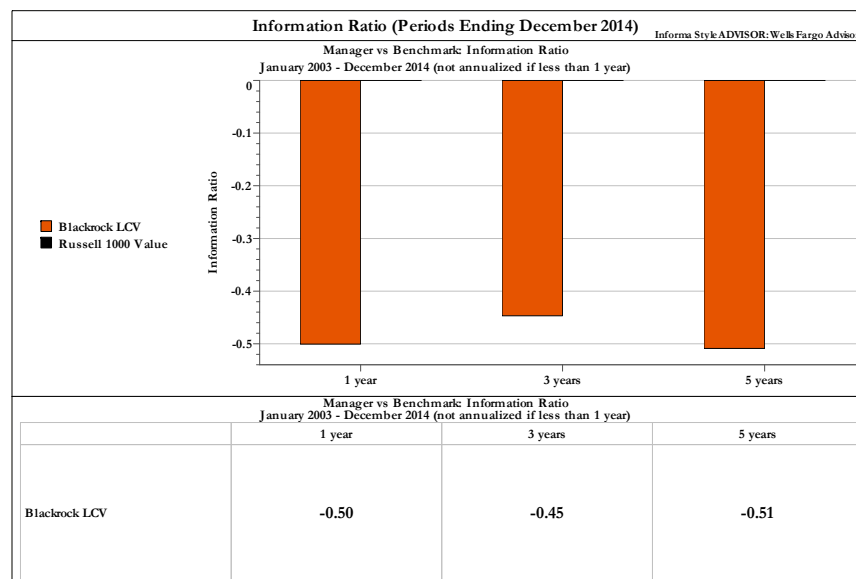
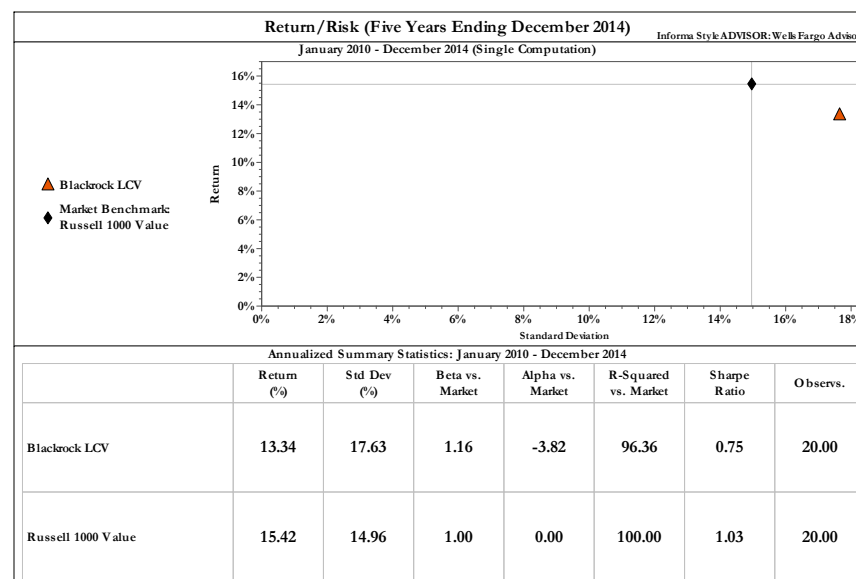
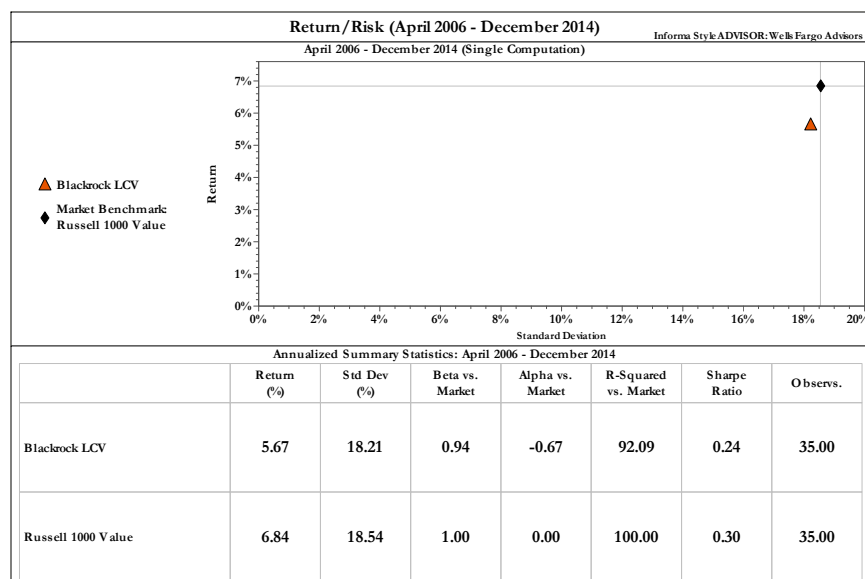
Periods Ending December 31, 2014 - Performance



* 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 December 31, 2014— Risk Measures

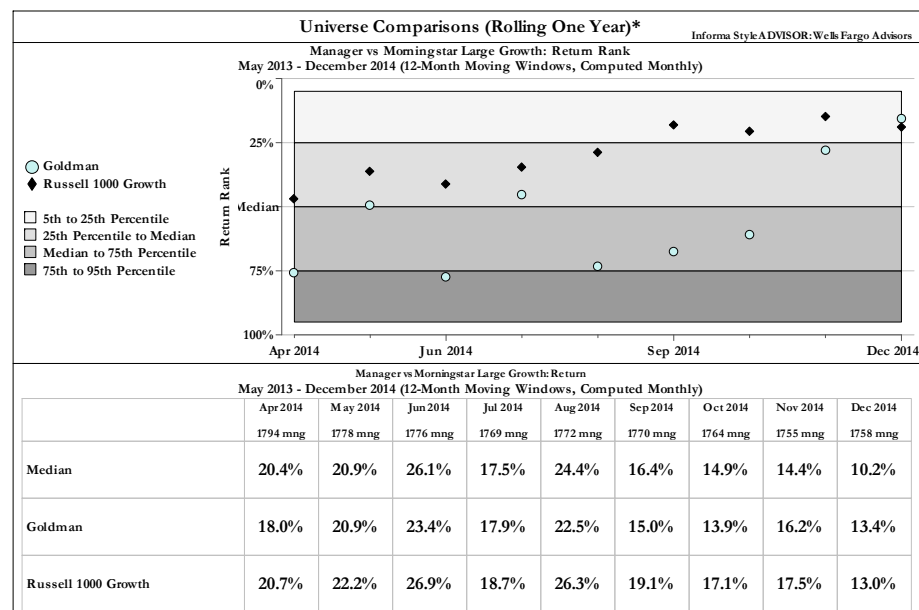
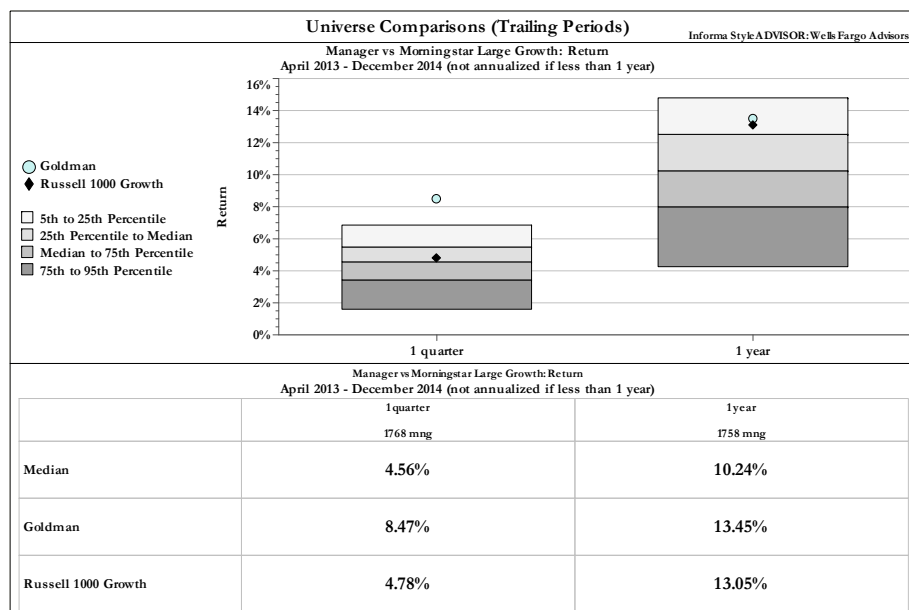


* Please note that we have linked Blackrock's composite historical returns for periods prior to 5/1/06 with BOV actual results starting on May 1, 2006.

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

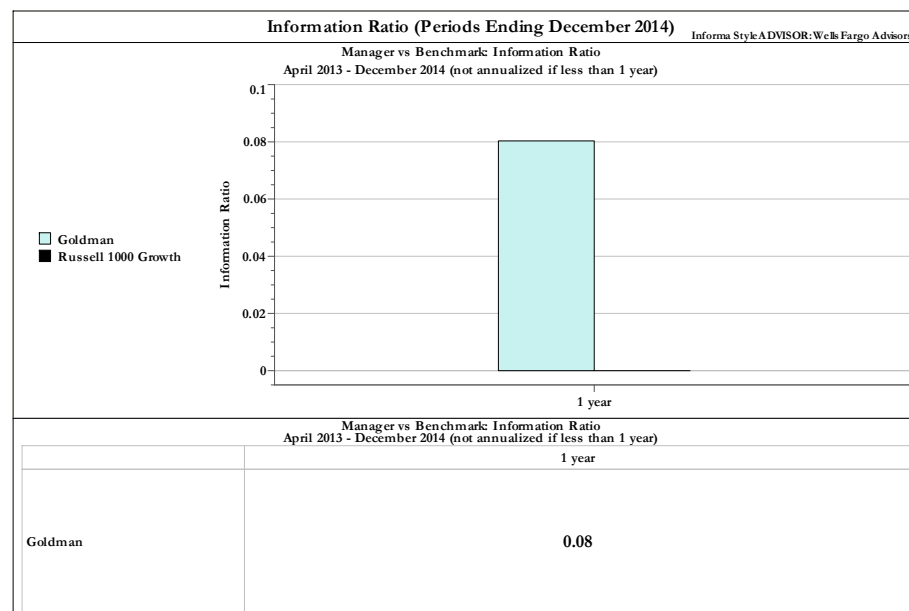
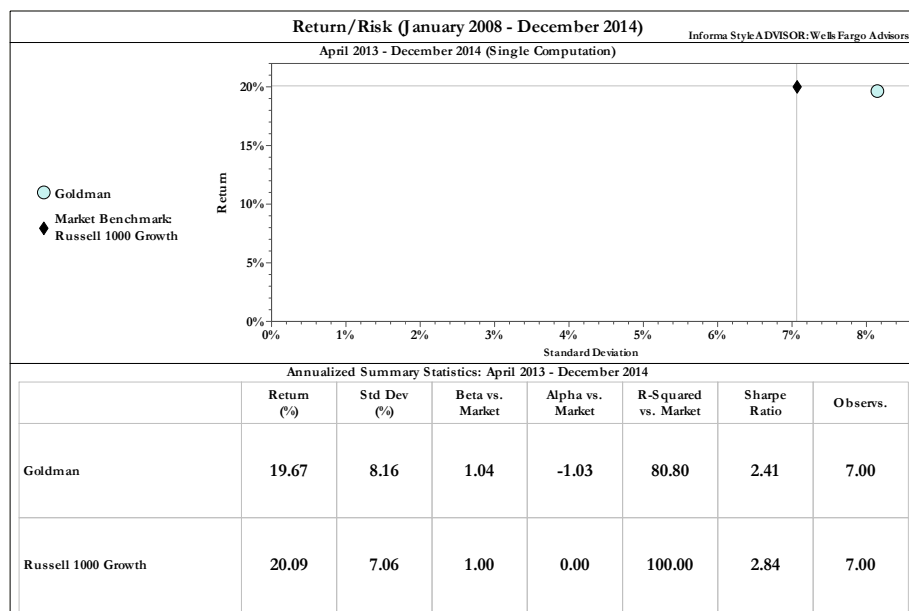
Equity Sector (Large-Cap Growth)

Periods Ending December 31, 2014 – Performance*



Equity Sector (Large-Cap Growth)

Periods Ending December 31, 2014 - Performance



Equity Sector (Large-Cap Combined)

Characteristics - As of December 31, 2014

Characteristic	Blackrock	Goldman	Combined BOV Large-	S&P 500	Over/(Under) Weight
Median Cap (\$MM)	33,884	24,800	29,489	18,360	11,129
Avg Cap (\$MM)	103,658	33,690	69,810	125,000	(55,190)
Yield (%)	1.50	1.02	1.27	1.99	(0.72)
P/E Ratio	14.10	33.16	23.32	21.49	1.83
Price / Book	1.93	6.35	4.07	4.27	(0.20)
# of Stocks	77	21	98	502	

Blackrock

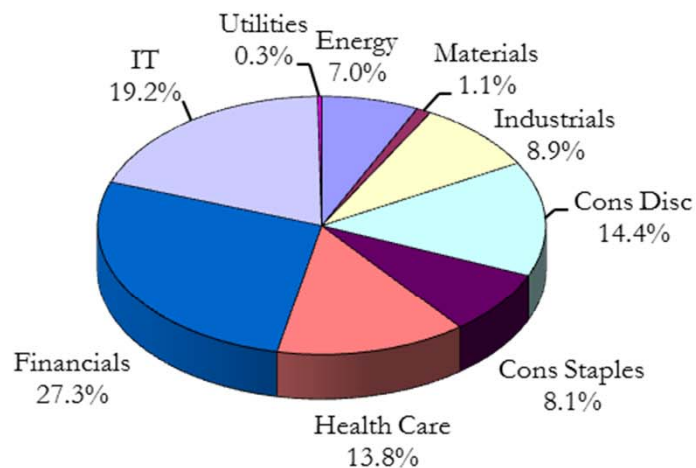
Top Ten Equity Holdings	% of Portfolio
JPMorgan Chase	4.2
Bank of America	3.9
CVS Caremark	3.9
Citigroup	3.4
US Bancorp	3.0
American International	2.9
Intel	2.9
Exxon Mobil	2.9
Lowe's	2.8
Cisco Systems	2.7

Goldman

Top Ten Equity Holdings	% of Portfolio
EMC Corporation	6.1
Mylan Inc.	6.0
Intercontinental Exchange, Inc.	6.0
PVH Corp.	5.9
YUM! Brands, Inc.	5.9
Equinix, Inc.	5.7
American Tower Corporation	5.6
CBRE Group, Inc. Class A	5.5
Costco Wholesale Corporation	4.8
kate spade & Company	4.3

Data Source: Blackrock, Goldman, InvestorForce

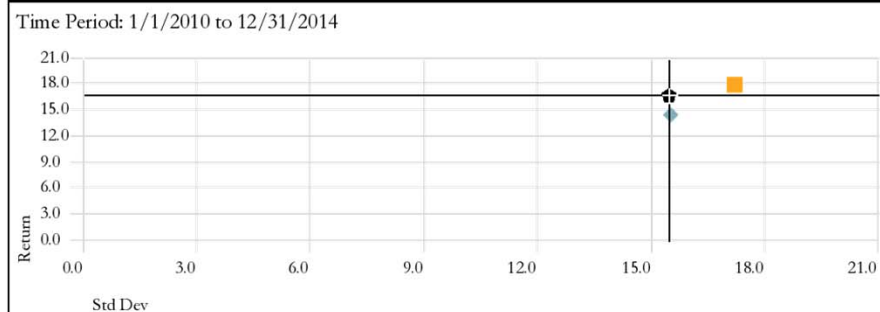
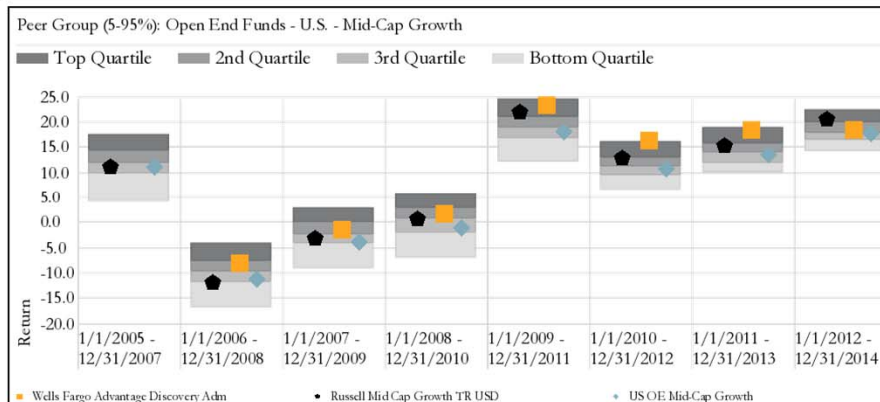
Combined BOV Large-Cap Sector Distribution



	Blackrock Weight	Goldman Weight	Combined BOV Large-	S&P 500 Weight	Over / (Under)
Energy	9.6%	4.2%	7.0%	8.4%	-1.4%
Materials	2.1%	0.0%	1.1%	3.2%	-2.1%
Industrials	12.6%	4.9%	8.9%	10.4%	-1.5%
Consumer Discretionary	6.6%	22.6%	14.4%	12.1%	2.3%
Consumer Staples	6.3%	10.0%	8.1%	9.8%	-1.7%
Health Care	14.9%	12.6%	13.8%	14.2%	-0.4%
Financials	29.4%	25.0%	27.3%	16.6%	10.7%
Information Technology	17.9%	20.6%	19.2%	19.7%	-0.4%
Telecomm Service	0.0%	0.0%	0.0%	2.3%	-2.3%
Utilities	0.5%	0.0%	0.3%	3.2%	-2.9%

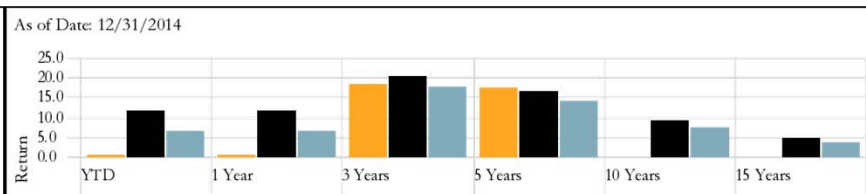
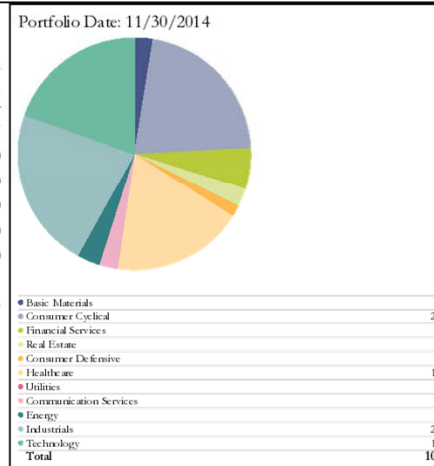
Data Source: Blackrock, Goldman, InvestorForce

Equity Sector (Mid Cap Growth)



Time Period: 1/1/2010 to 12/31/2014
Display Benchmark 1: Russell Mid Cap Growth TR USD

	Inv	Bmk1
Return	17.81	16.94
Std Dev	17.20	15.47
Downside Deviation	3.58	0.00
Alpha	-0.02	0.00
Beta	1.06	1.00
R2	91.20	100.00
Tracking Error	5.19	0.00
Treynor Ratio (geo)	16.69	16.85
Sharpe Ratio	1.04	1.09
Information Ratio (geo)	0.14	



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Wells Fargo Advantage Discovery Adm	0.69	0.69	18.54	17.81		
Russell Mid Cap Growth TR USD	11.90	11.90	20.71	16.94	9.43	4.99
US OE Mid-Cap Growth	6.86	6.86	17.97	14.44	7.71	3.85

Time Period: 1/1/2000 to 12/31/2014

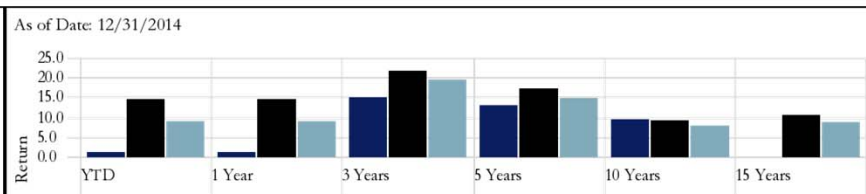
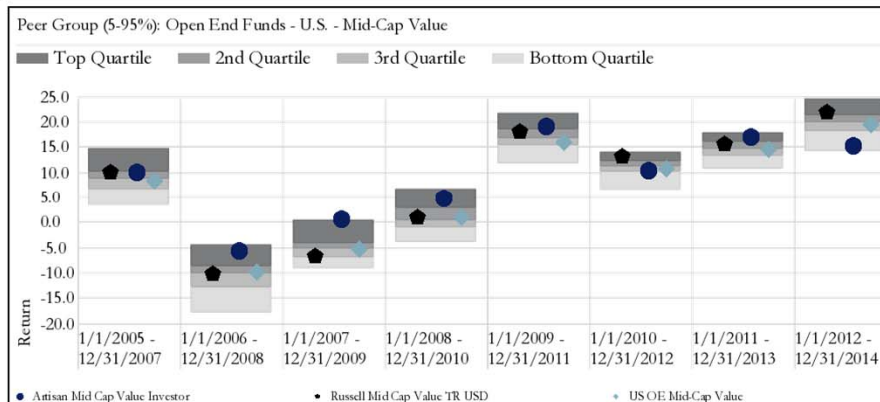
	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Wells Fargo Advantage Discovery Adm	0.69	42.66	15.95	0.88	35.06	38.66	-43.48	22.22	13.27						
Russell Mid Cap Growth TR USD	11.90	35.74	15.81	-1.65	26.38	46.29	-44.32	11.43	10.66	12.10	15.48	42.71	-27.41	-20.15	-11.75
US OE Mid-Cap Growth	7.00	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

Portfolio Date: 11/30/2014

	Portfolio Weighting %
SBA Communications Corp	2.55
Old Dominion Freight Lines	2.34
Westinghouse Air Brake Technologies Corp	2.18
LKQ Corp	2.13
Spirit Airlines Inc	2.02
Cooper Companies	1.86
SEI Investments Company	1.82
CoStar Group Inc	1.79
IHS Inc Class A	1.77
Cinemark Holdings Inc	1.75

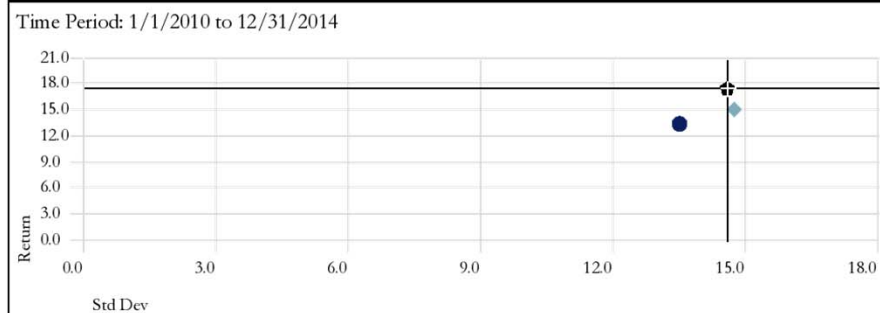
Ticker	WFDDX
Inception Date	4/11/2005
Morningstar Rating Overall	★★★★
Fund Size	3,285,570,498
Annual Report Net Expense Ratio	1.08
Management Fee	0.69

Equity Sector (Mid Cap Value)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Artisan Mid Cap Value Investor	1.52	1.52	15.37	13.32	9.71	
Russell Mid Cap Value TR USD	14.75	14.75	21.98	17.43	9.43	10.76
US OE Mid-Cap Value	9.27	9.27	19.75	15.02	8.05	8.99

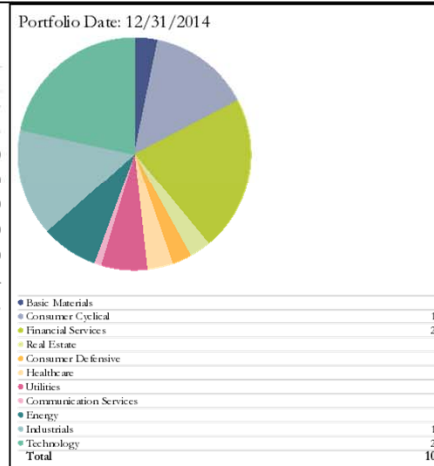


Time Period: 1/1/2000 to 12/31/2014

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Artisan Mid Cap Value Investor	1.52	35.80	11.39	6.42	14.37	39.25	-27.56	1.65	14.20	15.46	26.20	36.83	-3.87		
Russell Mid Cap Value TR USD	14.75	33.46	18.51	-1.38	24.75	34.21	-38.44	-1.42	20.22	12.65	23.71	38.07	-9.64	2.33	19.18
US OE Mid-Cap Value	9.31	35.14	16.60	-3.96	21.92	35.41	-36.77	0.83	15.87	8.82	17.85	33.85	-13.25	6.67	18.45

Time Period: 1/1/2010 to 12/31/2014
Display Benchmark 1: Russell Mid Cap Value TR USD

	Inv	Bmk1
Return	13.32	17.43
Std Dev	13.50	14.58
Downside Deviation	3.57	0.00
Alpha	-1.87	0.00
Beta	0.89	1.00
R2	92.45	100.00
Tracking Error	4.04	0.00
Treynor Ratio (geo)	14.87	17.34
Sharpe Ratio	0.99	1.18
Information Ratio (geo)	-0.86	



Portfolio Date: 12/31/2014

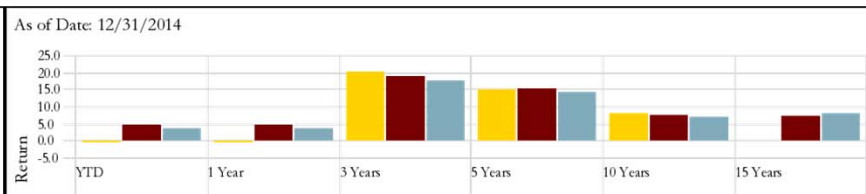
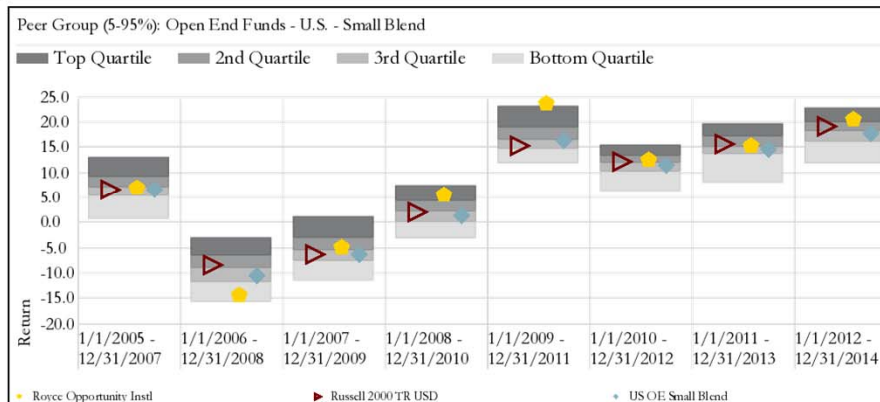
	Portfolio Weighting %
Cigna Corp	3.36
Allstate Corp	3.07
Analog Devices Inc	3.05
Alleghany Corp	2.88
Edison International	2.86
Arrow Electronics Inc	2.84
Avnet Inc	2.77
Kroger Co	2.53
FLIR Systems Inc	2.38
Bed Bath & Beyond Inc	2.31

Ticker	ARTQX
Inception Date	3/28/2001
Morningstar Rating Overall	★★★
Fund Size	10,153,141,049
Annual Report Net Expense Ratio	1.19
Management Fee	0.93

Source: Morningstar Direct

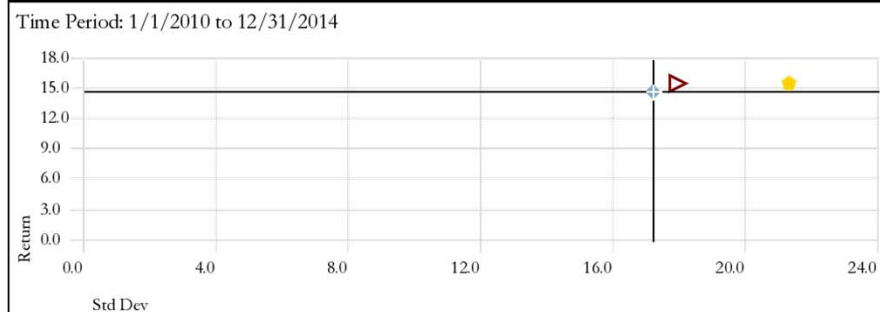
Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

Equity Sector (Small Cap)



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Royce Opportunity Instl	-0.41	-0.41	20.64	15.45	8.26	
Russell 2000 TR USD	4.89	4.89	19.21	15.55	7.77	7.38
US OE Small Blend	3.82	3.82	18.09	14.64	7.21	8.33



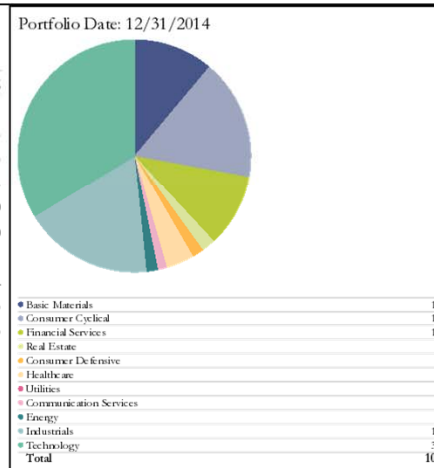
Time Period: 1/1/2010 to 12/31/2014

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Royce Opportunity Instl	-0.41	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	4.89	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 Blend	3.79	37.39	15.46	-4.07	25.61	31.80	-36.56	-1.10	15.03	6.75	18.94	43.41	-16.22	8.92	11.89

Time Period: 1/1/2010 to 12/31/2014

Display Benchmark 2: Russell 2000 TR USD

	Inv	Bmk2
Return	15.45	15.55
Std Dev	21.32	17.98
Downside Deviation	3.63	0.06
Alpha	-1.57	0.38
Beta	1.16	1.00
R2	95.89	100.00
Tracking Error	5.21	0.11
Treynor Ratio (geo)	13.22	15.44
Sharpe Ratio	0.78	0.89
Information Ratio (geo)	0.06	3.39



Portfolio Date: 12/31/2014

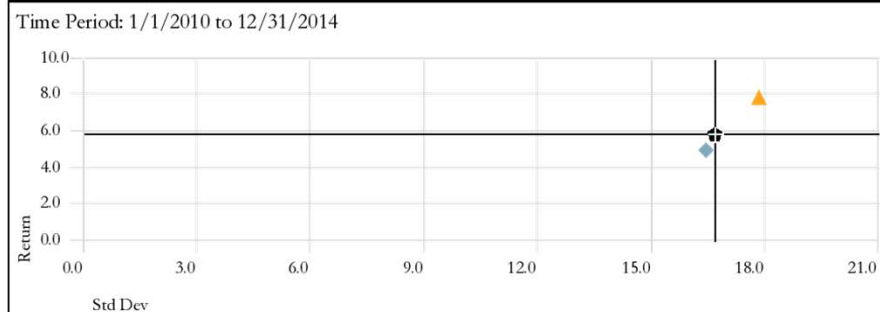
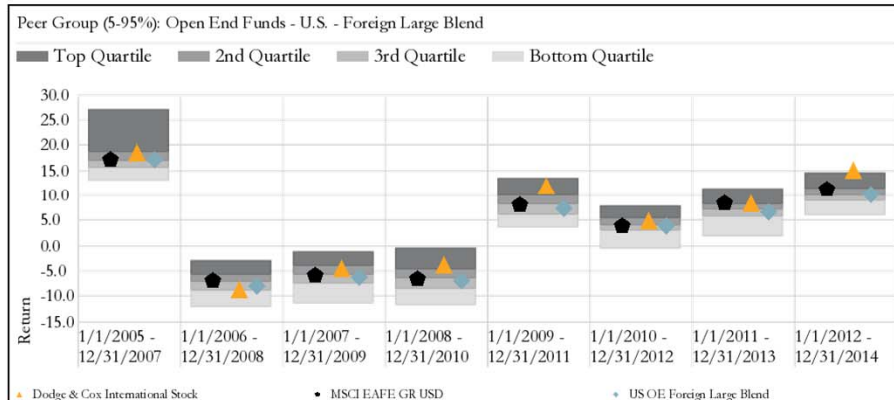
	Portfolio Weighting %
Microsemi Corp	0.88
Sanmina Corp	0.84
Mueller Industries Inc	0.81
Advanced Energy Industries Inc	0.80
Commercial Metals Co	0.80
RTI International Metals Inc	0.79
Mueller Water Products, Inc.	0.79
Ingram Micro Inc Class A	0.74
Kaiser Aluminum Corp	0.74
Atlas Air Worldwide Holdings Inc	0.74

Ticker	ROFIX
Inception Date	12/12/2001
Morningstar Rating Overall	★★★
Fund Size	2,191,730,296
Annual Report Net Expense Ratio	1.03
Management Fee	0.99

Source: Morningstar Direct

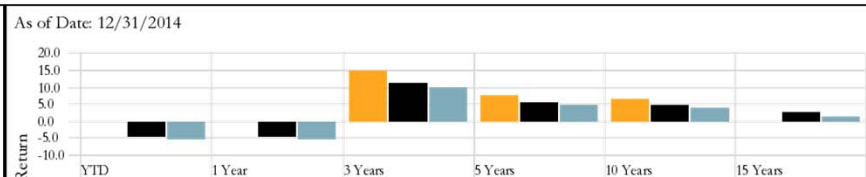
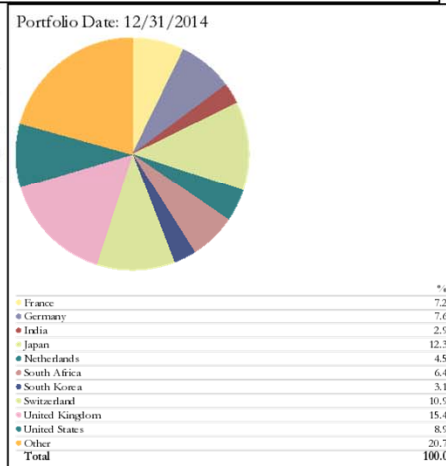
Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

Equity Sector (International Developed)



Time Period: 1/1/2010 to 12/31/2014
Display Benchmark 1: MSCI EAFE GR USD

	Inv	Bmk1
Return	7.89	5.81
Std Dev	17.87	16.69
Downside Deviation	2.09	0.00
Alpha	1.82	0.00
Beta	1.05	1.00
R2	95.93	100.00
Tracking Error	3.70	0.00
Treynor Ratio (geo)	7.44	5.73
Sharpe Ratio	0.51	0.42
Information Ratio (geo)	0.53	



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox International Stock	0.08	0.08	15.23	7.89	6.73	
MSCI EAFE GR USD	-4.48	-4.48	11.56	5.81	4.91	2.97
US OE Foreign Large Blend	-5.16	-5.16	10.21	4.91	4.16	1.70

Time Period: 1/1/2000 to 12/31/2014

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Dodge & Cox International Stock	0.08	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	-4.48	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	-4.98	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

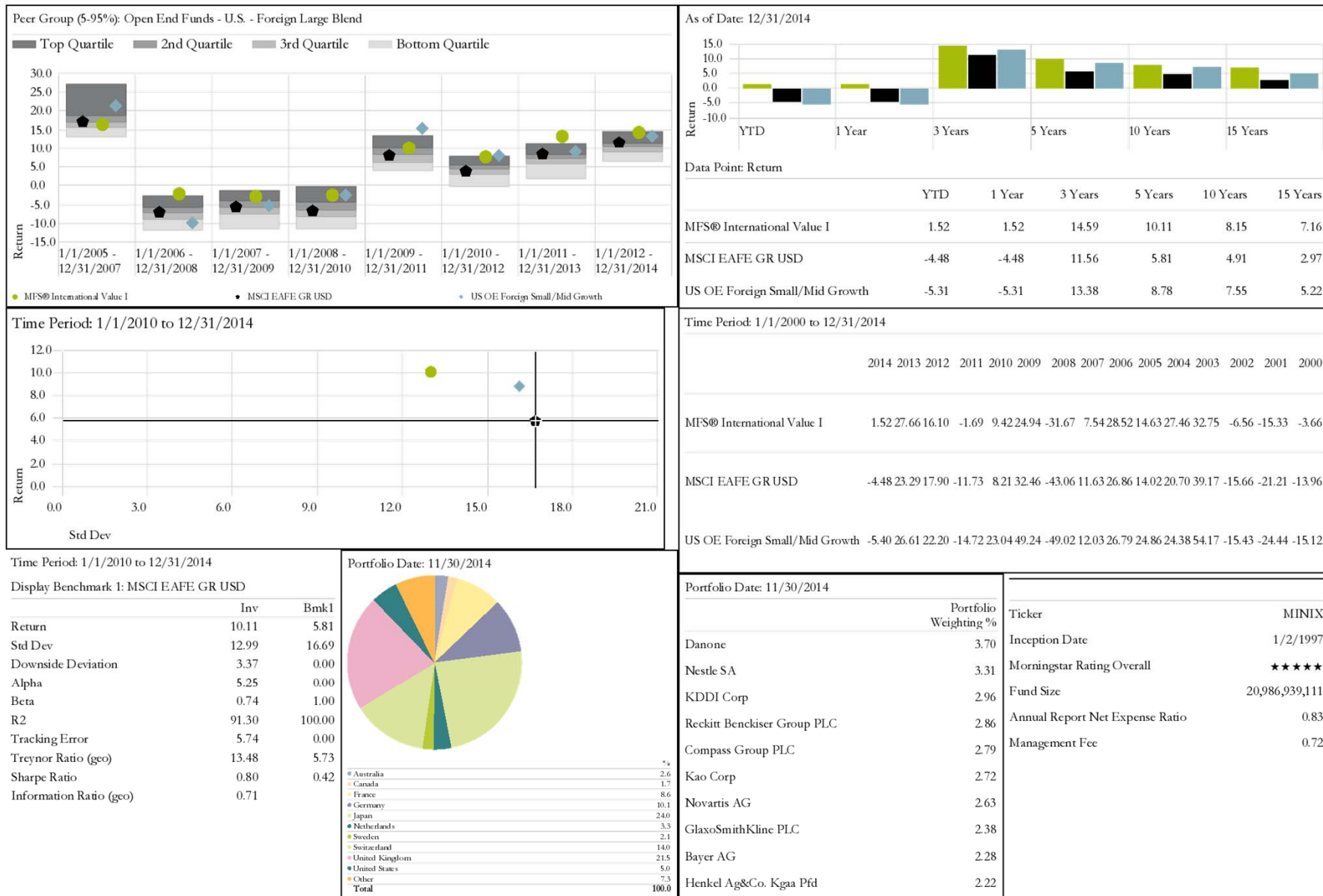
Portfolio Date: 12/31/2014

	Portfolio Weighting %	Ticker	DODFX
Naspers Ltd Class N	3.90	Inception Date	5/1/2001
Roche Holding AG Dividend Right Cert	3.29	Morningstar Rating Overall	★★★★★
Sanofi	2.86	Fund Size	64,039,756,244
Samsung Electronics Co Ltd	2.85	Annual Report Net Expense Ratio	0.64
Hewlett-Packard Co	2.44	Management Fee	0.60
Standard Chartered PLC	2.40		
Novartis AG ADR	2.36		
Schlumberger NV	2.34		
Lafarge Sa	2.19		
Credit Suisse Group	2.15		

Source: Morningstar Direct

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

Equity Sector (International Developed)

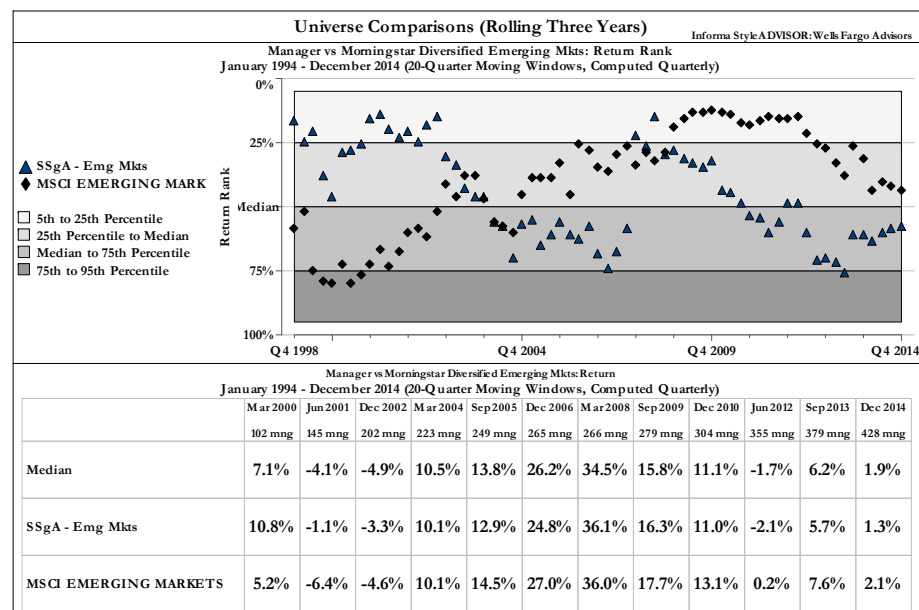
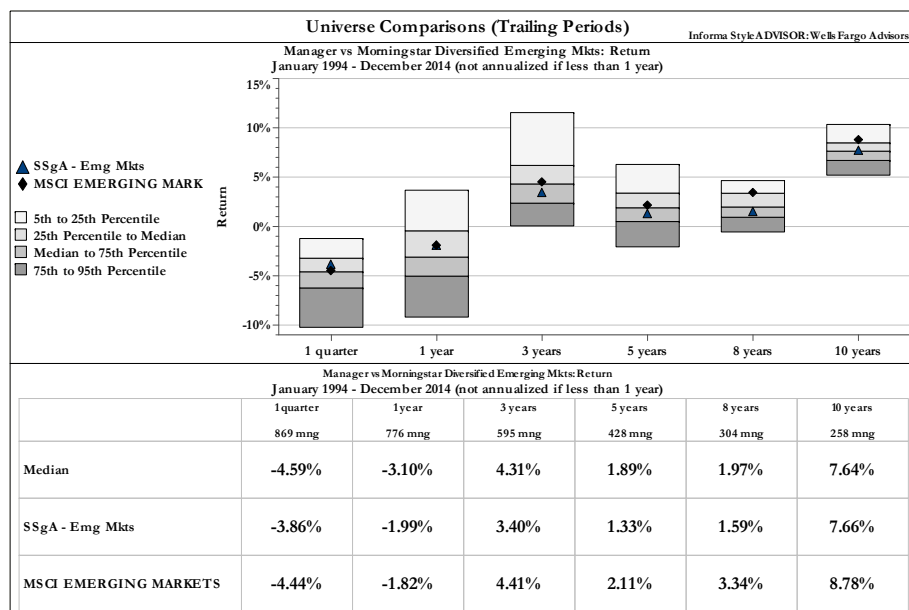


Source: Morningstar Direct

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

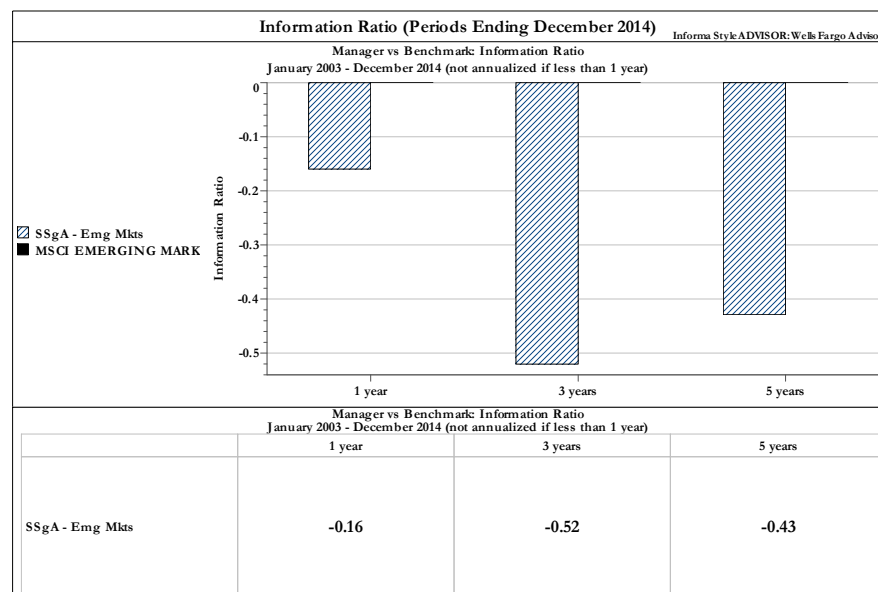
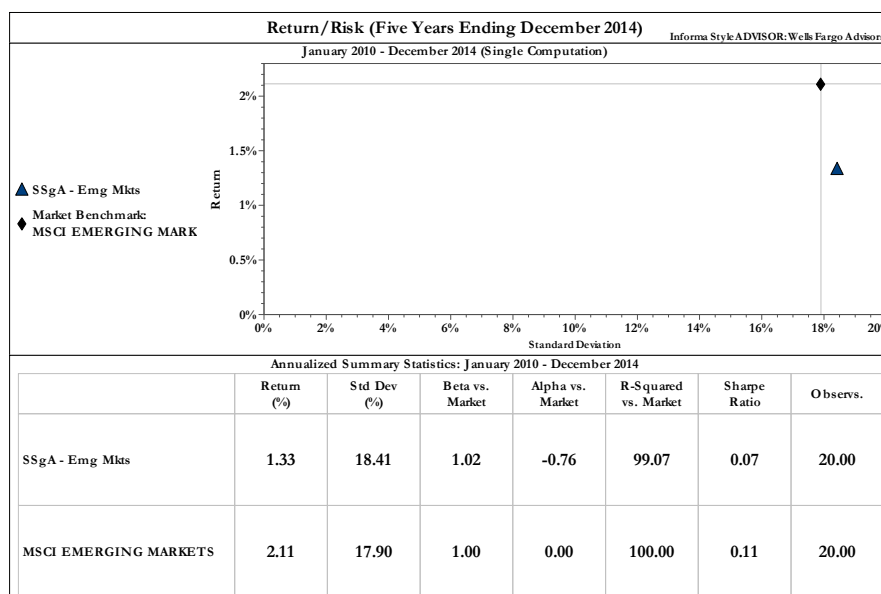
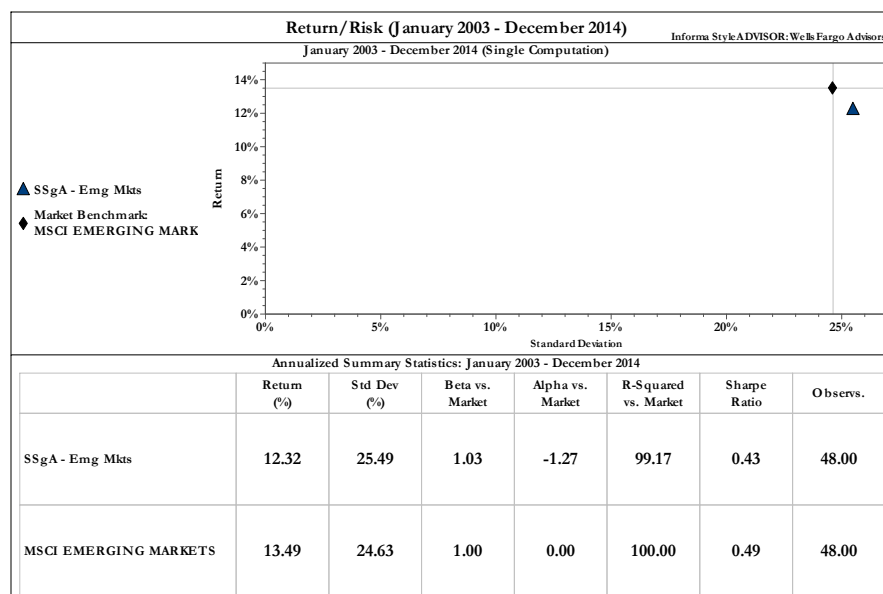
Equity Sector (Emerging Markets)

Periods Ending December 31, 2014 - Performance



Equity Sector (Emerging Markets)

Periods Ending December 31, 2014— Risk Measures



Country Distribution

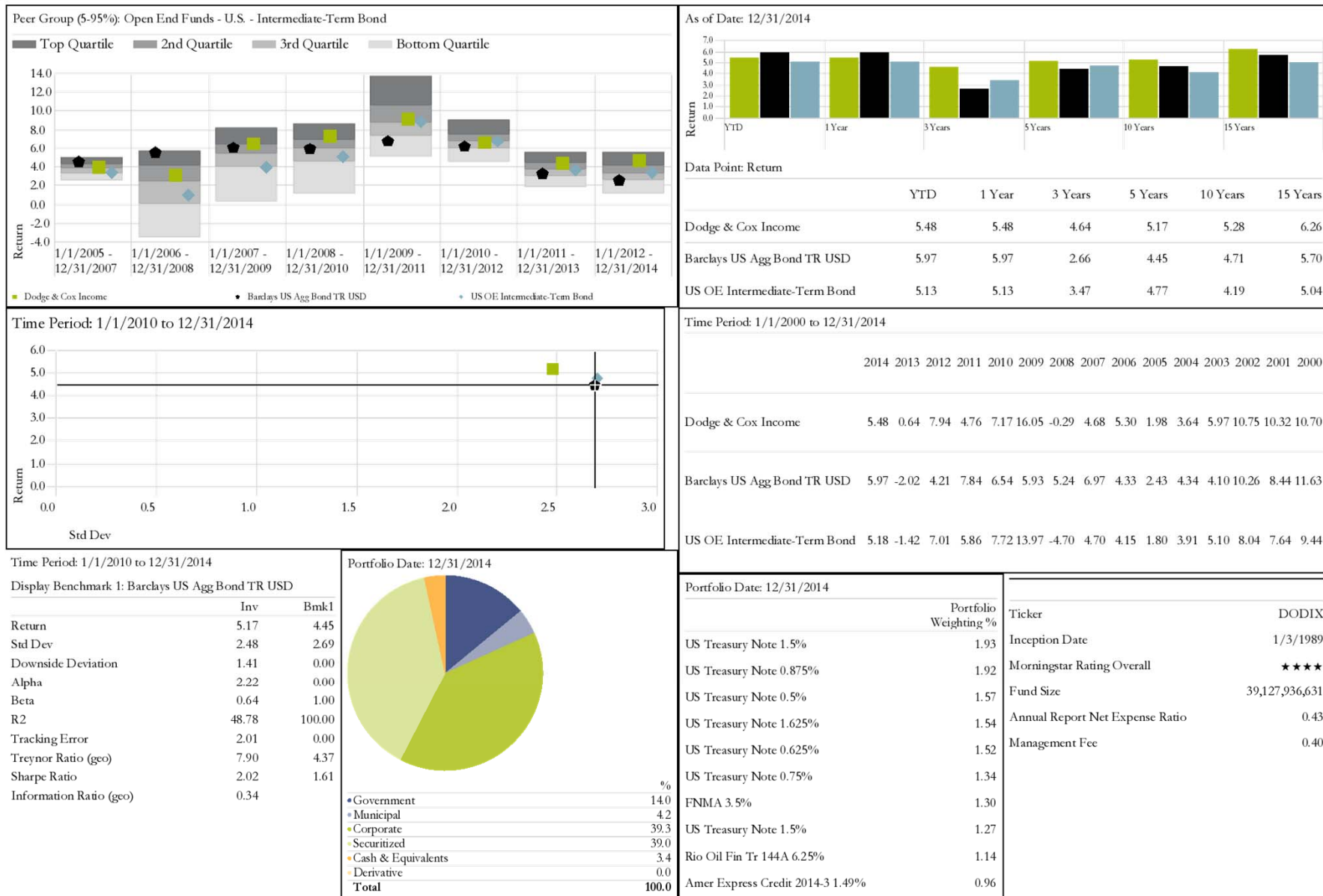


	State Street	MSCI EM
Price/Earnings	10.07	11.94
Price/Book	1.4	1.51
Yield	3.31	2.97
Weighted Average Cap (\$billions)	22,666	21,898
# Holdings	303	831

Data Source: State Street, MSCI

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff.
Distribution without the express written consent of Wells Fargo is strictly prohibited.

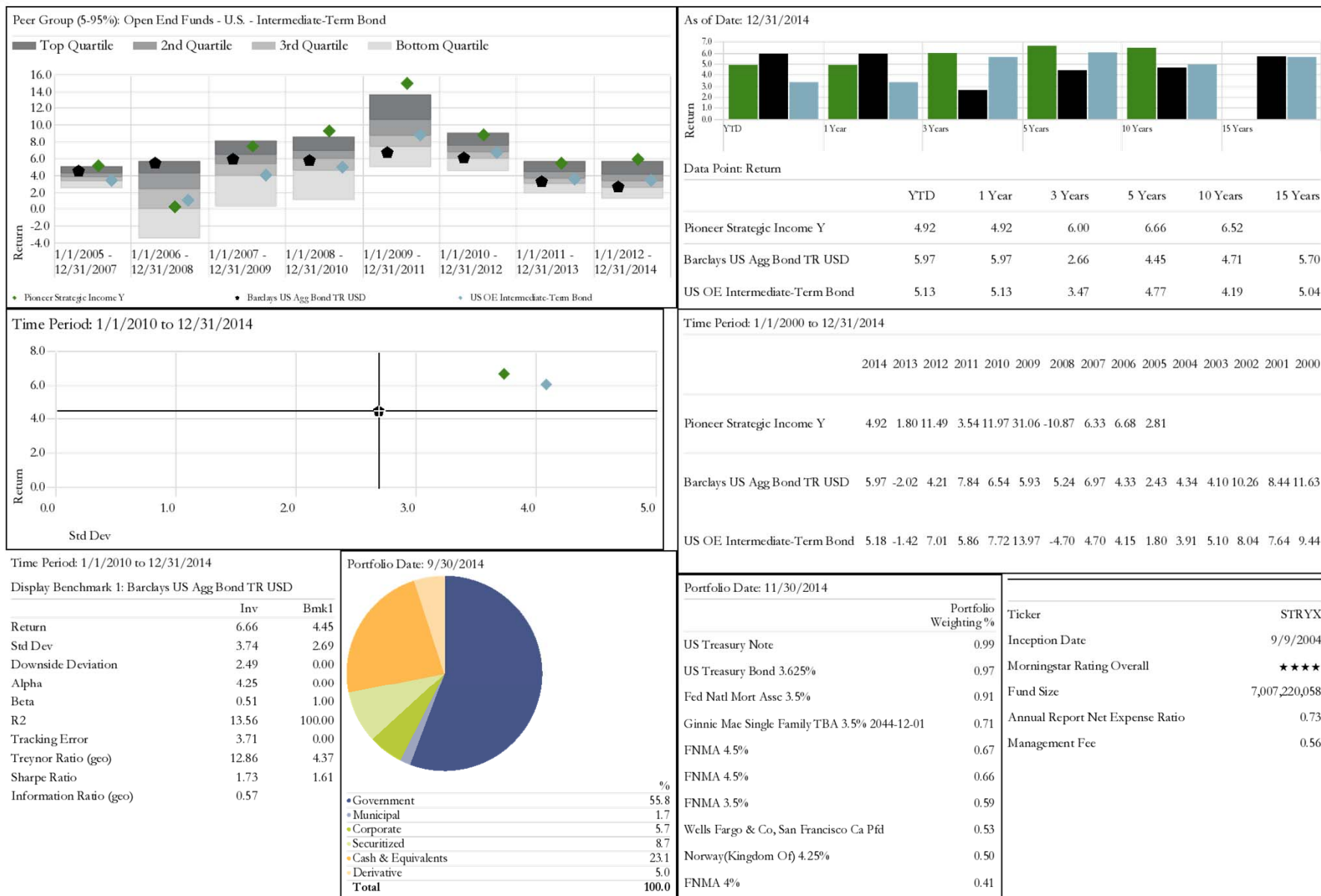
III. Fixed Income Sector (US Bonds)



Source: Morningstar Direct

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

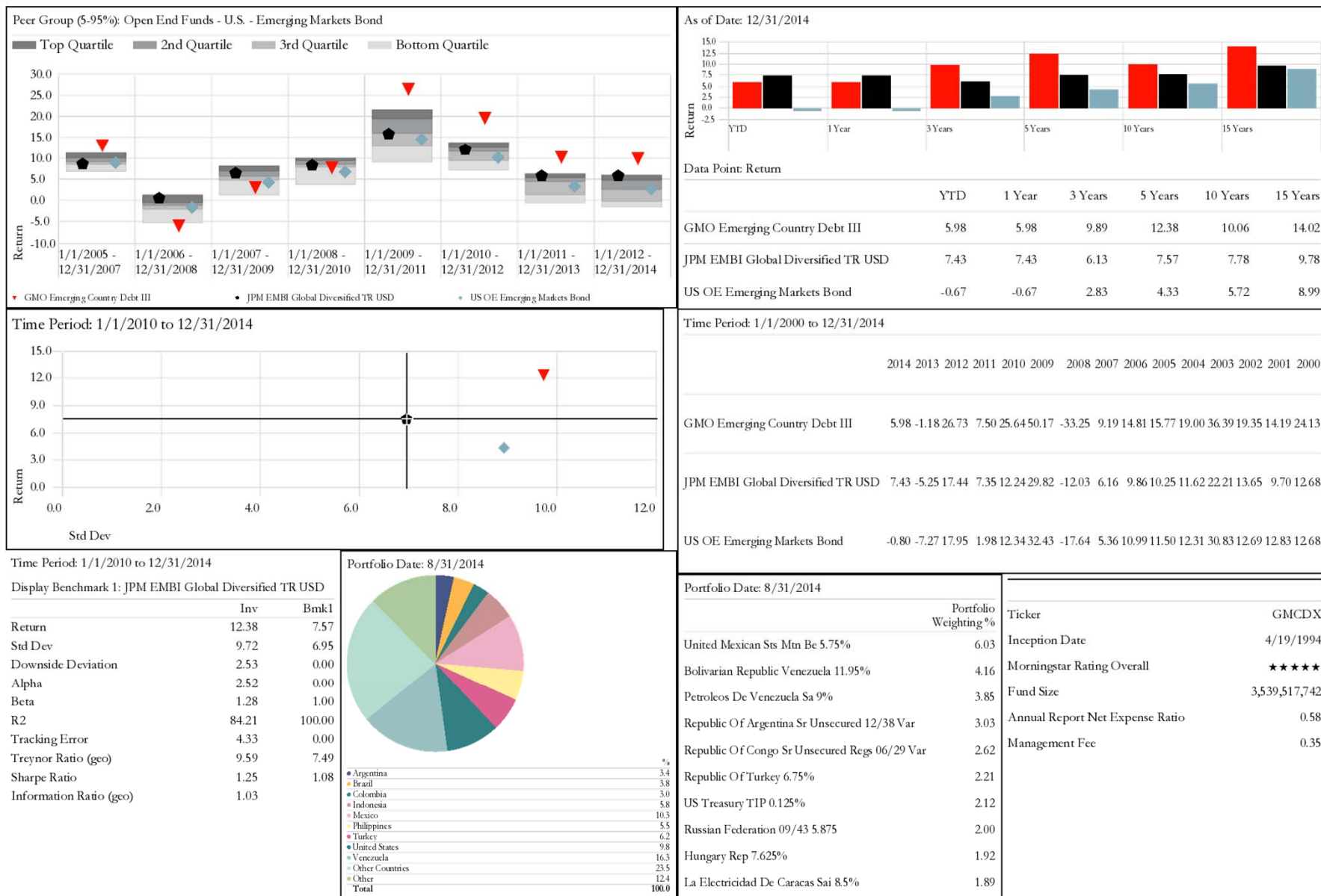
Fixed Income Sector (US Bonds)



Source: Morningstar Direct

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

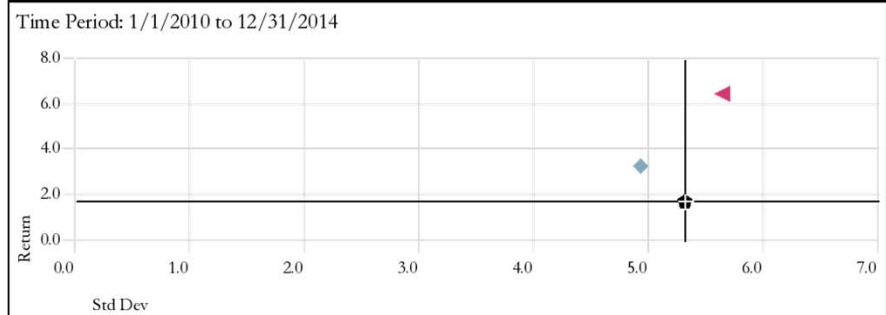
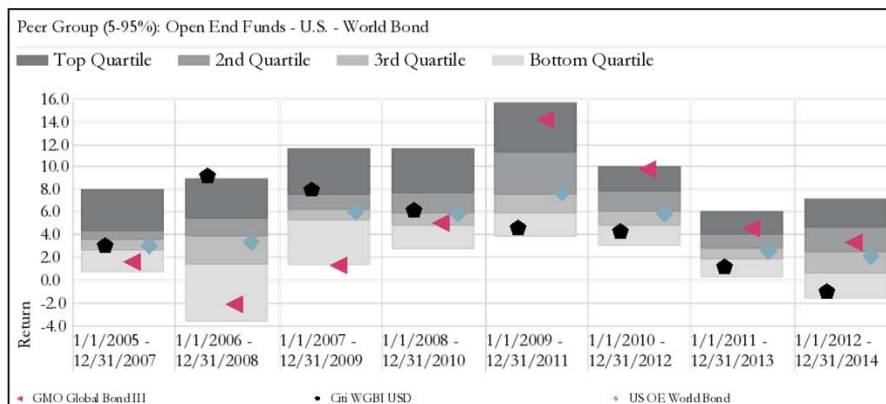
Fixed Income Sector (EM Debt)



Source: Morningstar Direct

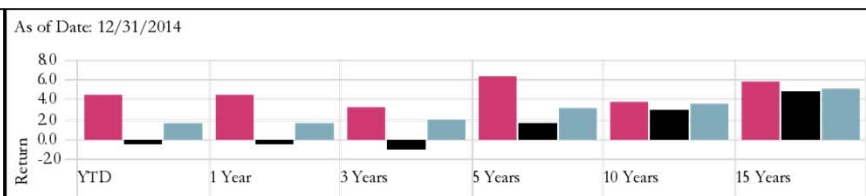
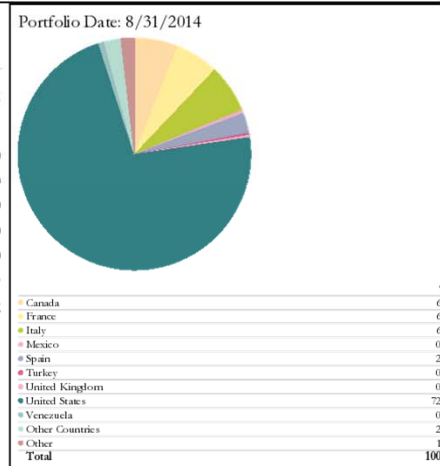
Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.

Fixed Income Sector (World Bonds)



Time Period: 1/1/2010 to 12/31/2014
Display Benchmark 1: Citi WGBI USD

	Inv	Bmk1
Return	6.42	1.67
Std Dev	5.64	5.31
Downside Deviation	1.10	0.00
Alpha	4.64	0.00
Beta	0.98	1.00
R2	84.47	100.00
Tracking Error	2.23	0.00
Treynor Ratio (geo)	6.50	1.59
Sharpe Ratio	1.12	0.32
Information Ratio (geo)	2.10	



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Global Bond III	4.59	4.59	3.31	6.42	3.85	5.87
Citi WGBI USD	-0.48	-0.48	-0.97	1.67	3.08	4.95
US OE World Bond	1.69	1.69	2.09	3.26	3.62	5.15

Time Period: 1/1/2000 to 12/31/2014

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
GMO Global Bond III	4.59	-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	-0.48	-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	1.72	-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

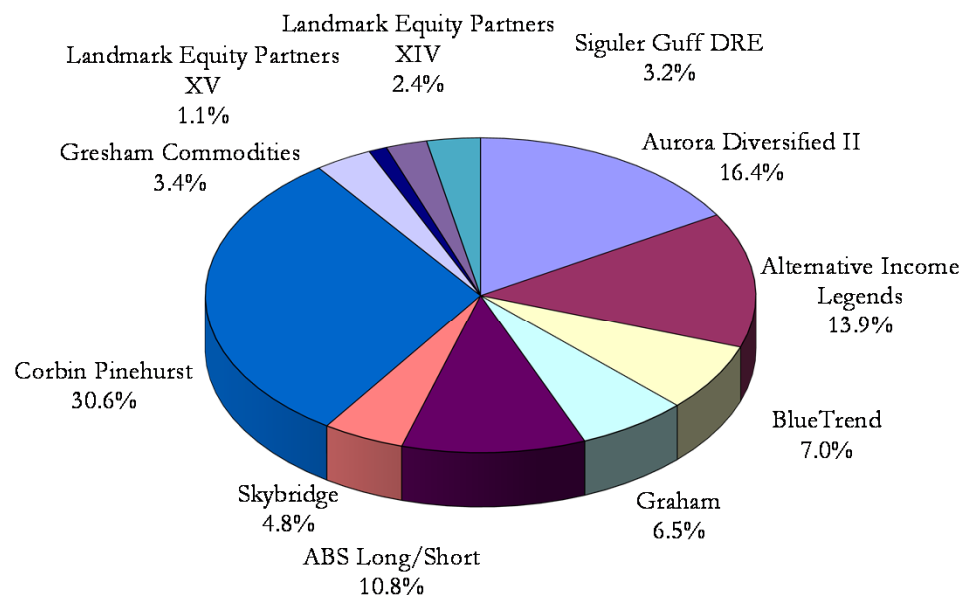
Portfolio Date: 8/31/2014

	Portfolio Weighting %
GMO World Opportunity Overlay	16.79
US Treas Bd Stripped Prin Pmt	13.71
Euro-Bobl Future Sep14 Xeur 20140908	10.85
GMO Debt Opportunities VI	8.17
Us 10yr Note (Cbt)dec14 Xcbr 20141219	-8.04
Us 5yr Note (Cbt) Dec14 Xcbr 20141231	7.41
Long Gilt Future Dec14 Xlif 20141229	7.23
Jpn 10y Bond(Ose) Sep14 Xose 20140910	6.74
Can 10yr Bond Fut Dec14 Xmod 20141218	-6.05
GMO US Treasury	5.25

Ticker	GMGBX
Inception Date	12/28/1995
Morningstar Rating Overall	★★★★
Fund Size	47,375,081
Annual Report Net Expense Ratio	0.38
Management Fee	0.19

Source: Morningstar Direct

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff. Distribution without the express written consent of Wells Fargo is strictly prohibited.



<u>Manager</u>	<u>% of Account</u>	<u>Estimated Market Value</u>	<u>Verified Values</u>	<u>Verified As Of</u>
Aurora Diversified II	16.4%	\$1,070,043	\$1,072,214	11/30/2014
Alternative Income Legends	13.9%	\$905,292	\$895,203	12/31/2014
BlueTrend	7.0%	\$454,354	\$448,948	12/31/2014
Graham	6.5%	\$421,570	\$436,122	12/31/2014
ABS Long/Short	10.8%	\$701,913	\$701,771	11/30/2014
Skybridge	4.8%	\$312,591	\$448,948	12/31/2014
Corbin Pinehurst	30.6%	\$1,988,779	\$1,966,363	10/31/2014
Gresham Commodities	3.4%	\$218,732	\$200,862	12/31/2014
Landmark Equity Partners XV	1.1%	\$69,760	\$71,594	9/30/2014
Landmark Equity Partners XIV	2.4%	\$157,388	\$157,392	9/30/2014
Siguler Guff DRE	3.2%	<u>\$204,983</u>	<u>\$209,999</u>	<u>9/30/2014</u>
Total	100.0%	\$6,505,404	\$6,609,417	

Data Source: Wells Fargo Advisors

	4q14	FYTD	One Year	Three Years*	Five Years*	Incept (Mgr)*	Incept Bench*	Performance Inception
<i>Combined Alternatives (1 mo lag)</i>	<i>2.1</i>	<i>2.2</i>	<i>5.4</i>	<i>4.2</i>	<i>2.8</i>	<i>2.8</i>	<i>3.4</i>	Jan-10
<i>HFRI FoF Index (1 mo lag)</i>	<i>0.4</i>	<i>1.9</i>	<i>4.4</i>	<i>5.4</i>	<i>3.4</i>			
<u>Lower Volatility</u>								
Aurora Diversified II	1.0	1.5	3.6	5.2	--	2.2	2.8	Feb-11
<i>HFRI Conservative Index</i>	<i>(0.0)</i>	<i>0.8</i>	<i>3.6</i>	<i>4.8</i>	--			
<u>Diversified</u>								
Corbin Pinehurst	1.0	2.0	6.7	7.5	6.2	6.2	3.4	Jan-10
Alternative Income Legends	0.5	1.1	--	--	--	1.1	1.9	Jun-14
SkyBridge	(0.8)	--	--	--	--	(0.8)	0.4	Oct-14
<i>HFRI Fund of Funds</i>	<i>0.4</i>	<i>1.9</i>	<i>4.4</i>	<i>5.4</i>	<i>5.4</i>			
<u>Hedged Equity</u>								
ABS Global L/S (K2 prior to 12/12)	1.4	2.3	5.2	8.7	4.9	4.9	5.3	Jan-10
<i>HFRI Equity Hedge</i>	<i>(1.6)</i>	<i>0.7</i>	<i>3.7</i>	<i>7.5</i>	<i>7.5</i>			
<u>Managed Futures</u>								
BlueTrend	4.1	9.0	8.4	(0.3)	--	(0.7)	1.4	Feb-11
Graham	22.3	24.3	14.8	5.3	5.3	0.4	2.4	Jan-10
<i>CS Tremont Managed Futures Index</i>	<i>11.3</i>	<i>17.5</i>	<i>16.5</i>	<i>3.5</i>	<i>3.5</i>			
<u>Commodities</u>								
Gresham Commodities	(11.8)	(15.5)	(10.6)	(8.0)	--	(7.5)	(8.8)	Feb-11
<i>Dow UBS Commodity Index</i>	<i>(10.8)</i>	<i>(15.6)</i>	<i>(9.0)</i>	<i>(8.2)</i>	--			
<u>Private Equity</u>								
Landmark Equity Partners						11.1		Jan-10
Singular Guff DRE						8.6		Mar-11

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

Data Source: Wells Fargo Advisors

Information contained within this report is for use by The College of William & Mary BOV Endowment, including its Officers, Investment Committee, and administrative staff.
Distribution without the express written consent of Wells Fargo is strictly prohibited.

FIRM: Wells Fargo Advisors is the trade name used by two separate registered broker-dealers: Wells Fargo Advisors, LLC., and Wells Fargo Financial Network, LLC, Members SIPC, non-bank affiliates of Wells Fargo & Company. Investment and Insurance products are: NOT FDIC-INSURED/NOT BANK-GUARANTEED/MAY LOSE VALUE.

CONFLICTS OF INTEREST: To review important information about certain relationships and potential conflicts of interest that may exist between Wells Fargo Advisors, its affiliates, and the companies that are mentioned in this report, please visit the our research disclosure page at <https://www.wellsfargoadvisors.com/disclosures/research.htm> or call your Financial Advisor.

STATEMENT OF OPINION: This and/or the accompanying information was prepared by or obtained from sources which Wells Fargo Advisors believes to be reliable but does not guarantee its accuracy. Any opinions expressed or implied herein are not necessarily the same as those of Wells Fargo Advisors or its affiliates and are subject to change without notice. The report herein is not a complete analysis of every material fact in respect to any company, industry or security. Any market prices are only indications of market values and are subject to change. The material has been prepared or is distributed solely for information purposes and is not a solicitation or an offer to buy any security or instrument or to participate in any trading strategy. Additional information is available upon request.

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.

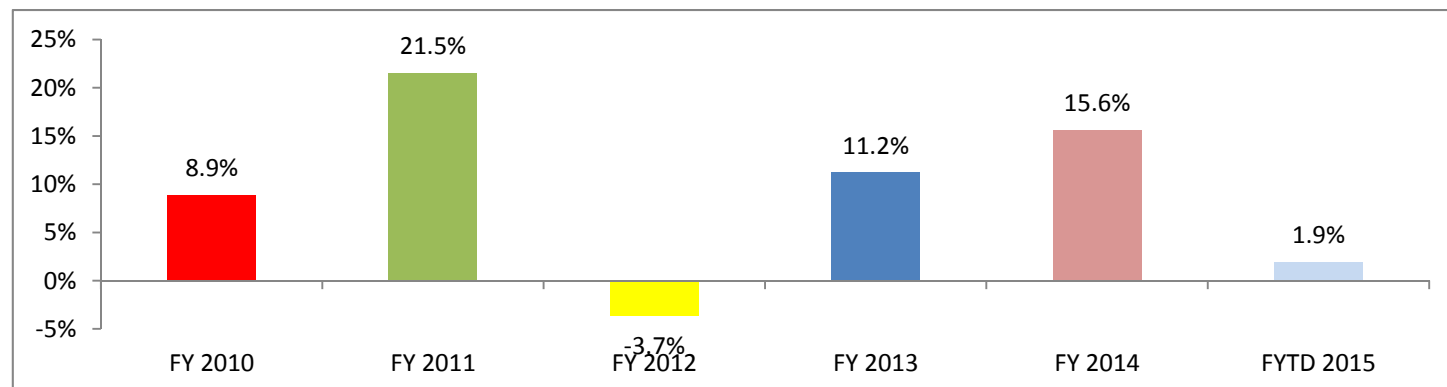
Dow Jones Wilshire REIT Index - A measurement of equity REITs and Real Estate Operating Companies. No special-purpose or health care REITs are included. It is a market capitalization-weighted index for which returns are calculated monthly using buy and hold methodology; it is rebalanced monthly.

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: 11.00%

Fiscal Year-To-Date 2015 ROR: 1.94%

Beginning Market Value (July 1, 2014): \$ 327,966

Quarter

Contributions

Withdrawals

3Q14

4Q14

1Q15

2Q15

\$ 20,000

Total Net Flows \$ 20,000

Invested Capital \$ 327,966

Appreciation/Depreciation \$ 26,844

Ending Market Value (December 31, 2014) \$ 354,810

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.

Wells Fargo Advisors is the trade name used by two separate registered broker-dealers: Wells Fargo Advisors, LLC, and Wells Fargo Advisors Financial Network, LLC, Members SIPC, non-bank affiliates of Wells Fargo & Company.

This presentation is not complete unless accompanied by the detailed explanation included in the Glossary of Terms. This report is not the official record of your account. However, it has been prepared to assist you with your investment planning and is for informational purposes only. Your Client Statement is the official record of your account. Therefore, if there are any discrepancies between this report and your Client Statement, you should rely on the Client Statement and call your local Branch Manager with any questions. Cost data and acquisition dates provided by you are not verified. Transactions requiring tax consideration should be reviewed carefully with your accountant or tax advisor. Unless otherwise indicated, market prices/values are the most recent closing prices available at the time of this report, and are subject to change. Prices may not reflect the value at which securities could be sold. Past performance does not guarantee future results.

This information is provided to complement but not replace your account-specific advisory performance report.

Securities and Insurance Products:

NOT INSURED BY FDIC OR ANY
FEDERAL GOVERNMENT AGENCY

MAY LOSE VALUE

NOT A DEPOSIT OF OR GUARANTEED BY A BANK OR ANY
BANK AFFILIATE

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

(Investments Subcommittee – Kendrick Ashton, Lynn Dillon)

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 UNIVERSITY ADVANCEMENT**

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. Broadus

COMMITTEE ON STUDENT AFFAIRS

Leigh A. Pence, Chair

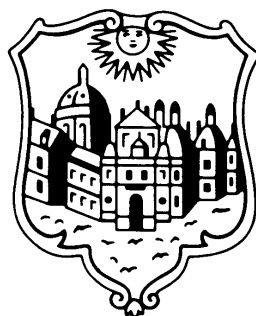
Keith S. Fimian, Vice Chair

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



WILLIAM
& MARY

BOARD MEETING

Board Room - Blow Memorial Hall

February 6, 2015

MEETING AGENDA
Board of Visitors
The College of William and Mary

February 6, 2015 - 10:15 a.m.
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Todd A. Stottlemeyer
- II. Approval of Minutes – November 19-21, 2014 Mr. Stottlemeyer
- III. Opening Remarks Mr. Stottlemeyer
President W. Taylor Reveley III
- IV. Closed Session (if necessary) Mr. Stottlemeyer
- V. Reports of Standing Committee chairs
 - A. Richard Bland College Committee John E. Littel
 - 1. **Resolution 1:** Approval of Revision to Associate of Arts Degree *tab #1*
 - 2. **Resolution 2:** Policy on Discrimination, Harassment, Sexual Misconduct, and Retaliation *tab #2*
 - 3. **Resolution 3:** Repurposing of Humanities and Social Sciences Building *tab #3*
 - B. Committee on Athletics Peter A. Snyder
 - C. Committee on Audit and Compliance John Charles Thomas
 - D. Committee on Administration, Buildings and Grounds Ann Green Baise
 - 1. **Resolution 20:** Approval of the 2015 Campus Master Plan *tab #20*
 - 2. **Resolution 21:** Resolution to Approve 9C Revenue Financing by the Rector and Visitors of the College of William and Mary: Renovate Dormitories *tab #21*
 - 4. **Resolution 22:** Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures from 9C Proceeds *tab #22*
 - E. Committee on Financial Affairs Kendrick F. Ashton, Jr.

Board of Visitors
MEETING AGENDA
February 6, 2015

F. Committee on Academic Affairs

Robert S. Scott

1. **Resolution 4:** Appointments to Fill a Vacancies in the Executive Faculty *tab #4*
2. **Resolution 5:** Appointments to Fill Vacancies in the Professionals and Professional Faculty *tab #5*
3. **Resolution 6:** Award of Academic Tenure *tab #6*
4. **Resolution 7:** Faculty Promotions *tab #7*
5. **Resolution 8:** Designated Professorships *tab #8*
6. **Resolution 9:** Term Distinguished Professorships *tab #9*
7. **Resolution 10:** Posthumous Award of Emeritus Status:
John F. Lavach, School of Education *tab #10*
8. **Resolution 11:** Retirement of Jayne W. Barnard
William & Mary Law School *tab #11*
9. **Resolution 12:** Retirement of Norman J. Fashing
Department of Biology *tab #12*
10. **Resolution 13:** Retirement of William T. Geary
Mason School of Business *tab #13*
11. **Resolution 14:** Retirement of Alan H. Goldman
Department of Philosophy *tab #14*
12. **Resolution 15:** Retirement of John W. Lee III
William & Mary Law School *tab #15*
13. **Resolution 16:** Retirement of John S. Morreall
Department of Religious Studies *tab #16*
14. **Resolution 17:** Retirement of Glenn D. Shean
Department of Psychology *tab #17*
15. **Resolution 18:** Retirement of Kathleen F. Slevin
Department of Sociology *tab #18*
16. **Resolution 19:** Retirement of James E. Smith
Mason School of Business *tab #19*

G. Executive Committee

Mr. Stottlemeyer

VI. Old Business

Mr. Stottlemeyer

VII. New Business

Mr. Stottlemeyer

VIII. Executive Session (if necessary)

Mr. Stottlemeyer

IX. Closing remarks

X. Adjournment

Mr. Stottlemeyer

BLOW ROOM 201:

12:30 p.m. Lunch with Cypher Society

FULL BOARD MEETING
MINUTES – NOVEMBER 19-21, 2014

MINUTES

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

November 19-21, 2014

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg, on Wednesday, Thursday and Friday, November 19-21, 2014, and on the Richard Bland College campus in Petersburg on Thursday, November 20, 2014.

On Wednesday, November 19, the Committee on Audit and Compliance and the Executive Committee met in the Board Conference Room, while the Committee on Academic Affairs, the Committee on Financial Affairs and the Committee on Strategic Initiatives and New Ventures met in the Board Room. That evening the full Board convened for dinner at Plumeri House at 119 Chandler Court.

Those present on Wednesday were:

Ann Green Baise
Thomas R. Frantz
Lynn M. Dillon
Sue H. Gerdelman
John E. Littel
Christopher M. Little
William H. Payne II

Lisa E. Roday
Robert E. Scott
DeRonda M. Short
Peter A. Snyder
Todd A. Stottlemeyer, Rector
John Charles Thomas
H. Thomas Watkins III

Absent: Kendrick F. Ashton, Jr.
Keith S. Fimian
Leigh A. Pence

Others present were:

W. Taylor Reveley III
Michael R. Halleran
Virginia M. Ambler
Henry R. Broaddus
Samuel E. Jones
Matthew T. Lambert
Anna B. Martin
Kiersten L. Boyce

Frances C. Bradford
Kent B. Erdahl
Michael J. Fox
W. Fanchon Glover
Jennifer B. Latour
Jeremy P. Martin
Brian W. Whitson
Sandra J. Wilms

Also in attendance were Staff Liaison Nicholas J. Bell, University Counsel Deborah A. Love, Associate University Counsel Sarah E. Melchior, Dean Kate Conley, Dean John Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

Board of Visitors
MINUTES
Page 2

The Committee on Audit and Compliance met from 1:30 to 2:50 p.m.; the Committee on Academic Affairs met from 1:45 to 2:30 p.m.; and the Committee on Financial Affairs met from 2:55 to 4:00 p.m.

At 4:04 p.m., with Mr. Frantz presiding as chair, the Committee on Strategic Initiatives and New Ventures convened as a committee of the whole. Mr. Frantz reviewed the agenda and introduced Vice President for Strategic Initiatives Henry Broaddus and Provost Michael Halleran, who provided a brief update on the University Dashboard.

Mr. Frantz moved that the Committee convene in Closed Session to discuss 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 4:06 p.m.

The Committee reconvened in open session at 4:37 p.m. Mr. Frantz 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** is appended.)

Associate Director of Design Justin L. Schoonmaker provided an update on the Visual Identity program developed by Creative Services after discussion with campus offices and departments, and reviewed highlights from the new style guide. Mason School of Business Chief Marketing Officer Andrea P. Sardone reported on the work of the Licensing Project working group, and discussed goals and strategies.

Following a brief discussion and there being no further business, the Committee adjourned at 5:08 p.m.

The Executive Committee met from 5:12 to 7:15 p.m.

At 8:10 p.m. the Rector convened the full Board at Plumeri House, and moved that the Board of Visitors of the College of William and 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 seconded by Mr. Frantz and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:10 p.m.

The Board reconvened in open session at 8:55 p.m. Mr. Stottlemeyer reviewed the topic discussed during closed session for the benefit of the observers, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Frantz and approved by roll call vote of the Board members conducted by Secretary of the Board Thomas R. Frantz. (Certification **Resolution** is appended.)

Board of Visitors
MINUTES
Page 3

There being no further business, the Board adjourned at 8:56 p.m.

On Thursday morning, November 20, the Board met in the Barn Theatre on the campus of Richard Bland College in Petersburg.

Those present in Petersburg on Thursday morning were:

Kendrick F. Ashton, Jr.
Ann Green Baise
Lynn M. Dillon
Sue H. Gerdelman
John E. Littel
Christopher M. Little
William H. Payne II
Leigh A. Pence
Lisa E. Roday

DeRonda M. Short
Peter A. Snyder
Todd A. Stottlemeyer, Rector
John Charles Thomas
H. Thomas Watkins III
Faculty Representative: Kevin Peters
Suzanne Raitt
Student Representative: Kelsey M. Keeley

Absent: Keith S. Fimian
Thomas R. Frantz
Robert E. Scott

Others present were:

Debbie L. Sydow	Chandragupta Gudena
Vern L. Lindquist	Debra Kaufman
Kent B. Erdahl	Caroline C. Rivera
Michael J. Fox	Sandra J. Wilms

Also in attendance were W&M Staff Liaison Nicholas J. Bell, University Counsel Deborah A. Love; Associate University Counsel Sarah E. Melchior, and other Richard Bland staff.

At 9:15 a.m., Rector Todd A. Stottlemeyer convened the Board, welcomed everyone and introduced Richard Bland President Debbie Sydow, who briefly reviewed the planned agenda.

Aimee Joyaux, Director of Instructional Resources and Emerging Technologies, discussed key trends in higher education.

Dean of Faculty Vern Lindquist introduced the faculty participants for the faculty roundtable presentations and conversation.

Student panel presentations and conversation were co-moderated by Richard Bland and William & Mary alumnus Jonathan Malbon and current RBC student representative Kelsey Keeley.

Board of Visitors
MINUTES
Page 4

The Richard Bland College Committee met from 11:10 to 11:45 a.m. Following a short campus tour and lunch with the Richard Bland College Foundation Board of Directors, the Board of Visitors returned to Williamsburg for the afternoon committee meetings in the Board Room on the William and Mary campus.

Those present in Williamsburg on Thursday afternoon were:

Kendrick F. Ashton, Jr.	Lisa E. Roday
Ann Green Baise	Robert E. Scott
Thomas R. Frantz	DeRonda M. Short
Lynn M. Dillon	Peter A. Snyder
Sue H. Gerdelman	Todd A. Stottlemeyer, Rector
John E. Littel	John Charles Thomas
Christopher M. Little	H. Thomas Watkins III
William H. Payne II	Faculty representative: Suzanne Raitt
Leigh A. Pence	Student representative: Colin Danly

Absent: Keith S. Fimian

Others present were:

W. Taylor Reveley III	Kiersten L. Boyce
Michael R. Halleran	Kent B. Erdahl
Virginia M. Ambler	Michael J. Fox
Henry R. Broadbuss	W. Fanchon Glover
Edward C. Driscoll, Jr.	Jennifer B. Latour
Samuel E. Jones	Jeremy P. Martin
Matthew T. Lambert	Brian W. Whitson
Anna B. Martin	Sandra J. Wilms

Also in attendance were Staff Liaison Nicholas J. Bell, Associate University Counsel Sarah E. Melchior, Dean Kate Conley, Dean Davison Douglas, Dean John Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

At 2:50 p.m. the Board convened in the Board Room as a committee of the whole for the Provost Report and Faculty Presentation.

Provost Halleran's PowerPoint report focused on the characteristics and teaching contributions of non-tenure eligible instructors, including how much teaching they do by level of instruction (lower and upper-level undergraduate and graduate) and by school, as well as information on the years on campus for these instructors.

The Faculty Presentation focused on the role of research, with particular emphasis on the importance of the initial university investment in junior faculty's research. Faculty Assembly Vice President and Chair of the Faculty Liaison Committee Eric Chason introduced

Board of Visitors
MINUTES
Page 5

Professor Jamie Settle from the Government Department, whose research focused on social science, and Professor Jason Chen from the School of Education, whose research focused on assessing students' beliefs about science. A brief discussion ensued.

Following a short break, the Board convened at 3:50 p.m. as a committee of the whole for the Committee on Student Affairs. Ms. Pence presided as chair, briefly reviewed the agenda, and called on Vice President for Student Affairs Ginger Ambler and student liaisons Megan Brew and Peter Rechter for their reports.

Vice President Ambler provided an update on the work of the Task Force for Preventing Sexual Assault and Harassment, and discussed leadership development as a strategic priority. A brief discussion ensued.

Student liaisons Megan Brew and Peter Rechter reported on student leadership at William and Mary, specifically as promoted by new initiatives and programs in the Office of Student Leadership Development. Following a brief discussion, and there being no further business, the Committee adjourned at 4:20 p.m.

The Committee on University Advancement met in the Board Room from 4:23 to 5:05 p.m. Following brief announcements, the Board recessed at 5:05 p.m.

On Friday, November 21, the Committee on Athletics met from 8:00 to 9:11 a.m. and the Committee on Administration, Buildings and Grounds met from 9:15 to 10:11 a.m., in the Board Room, prior to the full Board meeting.

Following a short break, the Rector convened the meeting of the full Board at 10:35 a.m. He announced that Keith Fimian was unable to attend the meeting but wished to listen to the meeting by phone. In compliance with Freedom of Information regulations, the Rector announced that Mr. Fimian could listen to the meeting on the phone but could not participate in any of the discussions, and the phone connection was established.

Those present in the Board Room were:

Kendrick F. Ashton, Jr.	Lisa E. Roday
Ann Green Baise	Robert E. Scott
Lynn M. Dillon	DeRonda M. Short
Thomas R. Frantz	Peter A. Snyder
Sue H. Gerdelman	Todd A. Stottlemeyer, Rector
John E. Littel	John Charles Thomas
Christopher M. Little	H. Thomas Watkins III
William H. Payne II	Faculty representatives: Kevin Peters
Leigh A. Pence	Suzanne Raitt

Via phone: Keith S. Fimian

Board of Visitors
MINUTES
Page 6

Others present were:

W. Taylor Reveley III	Kiersten L. Boyce
Michael R. Halleran	Kent B. Erdahl
Virginia M. Ambler	Michael J. Fox
Henry R. Broaddus	W. Fanchon Glover
Edward C. Driscoll, Jr.	Jennifer B. Latour
Samuel E. Jones	Jeremy P. Martin
Matthew T. Lambert	Brian W. Whitson
Anna B. Martin	Sandra J. Wilms

Also in attendance were Staff Liaison Nicholas J. Bell, University Counsel Deborah A. Love, Associate University Counsel Sarah E. Melchior, Richard Bland College President Debbie L. Sydow, Dean Kate Conley, Dean Davison Douglas, Dean John Wells, members of the William and Mary Faculty Liaison Committee, and other William and Mary staff.

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to approve the minutes of the meeting of September 24-16, 2014. Motion was made by Mr. Scott, seconded by Mr. Littel; and approved by voice vote.

In his opening remarks, Mr. Stottlemeyer recognized and welcomed Dan Maxey, former student representative to the Board and current Ph.D. candidate at the University of Southern California, who for his dissertation, is conducting an anonymous study that explores how public university governing board members learn about and understand their roles as trustees, and encouraged Board members to participate. The Rector welcomed Judge Thomas back from successful knee surgery and congratulated him on the establishment by The Thomas Jefferson Foundation of an endowment in his name and recognized and presented new member Lisa Roday with her Board of Visitors pin.

The Rector advised that he had participated in a campus forum with President Reveley in October and met with members of the senior administration, faculty, staff and student leadership. He reported that he and Vice Rector Bob Scott were on campus earlier in the week to meet with faculty members and thanked Dean Conley for setting up the meetings and class visits.

Rector noted it was a good visit to Richard Bland College yesterday, thanked Board members for going, thanked President Sydow for hosting, thanked John Littel and Ann Baise for the time they have been spending on the RBC campus.

The Rector advised the Board that Colin Danly was not able to attend the full Board meeting as his mother passed away last night and he was flying home this afternoon.

In his opening remarks, President Reveley thanked the Rector for his good work on behalf of William and Mary.

Mr. Stottlemeyer moved that the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussion personnel matters involving college employees and/or approving personnel actions pertaining to the appointments, promotions, tenure and leaves of specific executive, instructional and professional faculty; and the evaluation of performance of departments or schools; discussion of matters that would involve the disclosure of information contained in a scholastic record consultation with legal counsel regarding specific legal matters; and discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.1., 2., 7., and 8. 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 Board went into closed session at 10:48 a.m.

The Board reconvened in open session at 10:58 a.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Scott and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

The Rector called for the reports of the standing committees.

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

Mr. Thomas moved adoption of **Resolution 8**, Approval of 2015 Internal Audit Work Plan. Motion was seconded by Mr. Stottlemeyer and approved by voice vote.

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

President Debbie Sydow noted the entire campus community appreciated the Board's visit yesterday. The President reported on the groundbreaking ceremony held on November 6 for the renovation and re-purposing of Ernst Hall as the new humanities and social sciences facility, which is part of the new Master Plan, and thanked Mr. Littel for participating. Richard Bland College has received a \$25,000 grant from the Dominion Foundation for program development with the Army Logistics University at Fort Lee. This program will make it possible for soldiers training at ALU to receive college credit for army training that can be applied to an Associate of Science in Business Administration with a Logistics Certificate. President Sydow reported that the men's basketball team remains undefeated and ranked 11th nationally, and advised that pecan harvesting was now underway.

Mr. Littel moved adoption as a block of **Resolution 1**, 2014-15 Amended Operating Budget Proposal; **Resolution 15**, Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia and Richard Bland College for the Fiscal Year Ended June 30, 2014; **Resolution 2**, Appointments to Fill Vacancies in the Professionals and Professional

Board of Visitors
MINUTES
Page 8

Faculty; **Resolution 3**, Retirement of Susan B. Basl, Assistant Director of Financial Aid; **Resolution 4**, Retirement of Roger E. Franklin, Jr., Associate Professor of Computer Science; **Resolution 5**, Retirement of Roland A. Havis, Professor of Psychology and Sociology; **Resolution 6**, Retirement of Richard Love, Professor of History; and **Resolution 7**, Retirement of Franklyn C. Morgan, Professor of Sociology and Criminology. Motion was seconded by Mr. Stottlemeyer and approved by voice vote.

Ms. Baise reported for the **Committee on Administration, Buildings and Grounds**, and briefly reviewed the agenda. Ms. Baise commented on the Design Review Board meeting and commended Clark-Nexson Architects for work on handicap accessibility. Ms. Baise, commenting that food service seems to be much better, noted there was improving synergy between Sodexo and the students.

Ms. Baise moved adoption of **Resolution 18**, Resolution to Approve Demolition of Braxton House on Prince George Street. Motion was seconded by Mr. Scott and approved by voice vote.

Ms. Gerdelman reported for the **Committee on University Advancement**, and briefly reviewed the agenda. There were no action items.

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

Mr. Littel reported for the **Committee on Financial Affairs**, and briefly reviewed the agenda.

Mr. Littel moved adoption as a block of **Resolution 14**, College of William and Mary Revised FY 2014-15 Operating Budget for Educational and General Programs; **Resolution 15**, Receipt of the Consolidated Financial Report of The College of William and Mary in Virginia and Richard Bland College for the Fiscal Year Ended June 30, 2014; **Resolution 16**, Receipt of the Financial Report of the Intercollegiate Athletic Department for the Fiscal Year Ended June 30, 2014; and **Resolution 17**, Virginia Institute of Marine Science Revised FY 2014-15 Operating Budget. Motion was seconded by Mr. Scott and approved by voice vote.

Mr. Scott reported for the **Committee on Academic Affairs**, and briefly reviewed the agenda, noting that Susan Grover was chairing the SACS re-accreditation effort due in March 2016.

Mr. Scott moved adoption as a block of **Resolution 9**, Appointment to Fill Vacancies in the Professionals and Professional Faculty; **Resolution 10**, Designated Professorships; **Resolution 11**, Faculty Leave of Absence; **Resolution 12**, Resolution to Modify the Faculty Assembly Constitution; and **Resolution 13**, Resolution to Modify the Faculty Assembly Bylaws. Motion was seconded by Mr. Frantz and approved by voice vote.

There was no Old Business

There was no New Business.

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, 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, and for consultation with legal counsel and briefings by staff members , as provided for in Section 2.2-3711.A. 1., 3. and 7., 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 Board went into Executive Session at 11:25 a.m.

The Board reconvened in open session at 12:55 p.m. Mr. Stottlemeyer reviewed the topics discussed during closed session, then moved to adopt the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Scott and approved by roll call vote of the Board members conducted by the Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

There being no further business, the Board adjourned at 12:55 p.m.

November 19, 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;

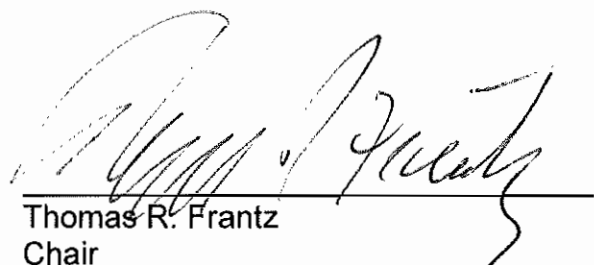
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Strategic Initiatives and New Ventures, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in 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: 12

NAYS: 0

ABSENT DURING CLOSED SESSION:



Thomas R. Frantz
Chair

Committee on Strategic Initiatives and
New Ventures

Board of Visitors

November 19, 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

Board of Visitors

November 21, 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: 16

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer
Rector of the College

Board of Visitors

November 21, 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: 16

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

February 4-6, 2015
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, <i>tab #1</i>	Approval of Revision to Associate of Arts Degree
Resolution 2, <i>tab #2</i>	Policy on Discrimination, Harassment, Sexual Misconduct, and Retaliation
Resolution 3, <i>tab #3</i>	Repurposing of Humanities and Social Sciences Building

COLLEGE OF WILLIAM AND MARY

Resolution 4, <i>tab #4</i>	Appointments to Fill Vacancies in the Executive Faculty
Resolution 5, <i>tab #5</i>	Appointments to Fill Vacancies in the Professionals and Professional Faculty
Resolution 6, <i>tab #6</i>	Award of Academic Tenure
Resolution 7, <i>tab #7</i>	Faculty Promotions
Resolution 8, <i>tab #8</i>	Designated Professorships
Resolution 9, <i>tab #9</i>	Term Distinguished Professorships
Resolution 10, <i>tab #10</i>	Posthumous Award of Emeritus Status on John F. Lavach, School of Education
Resolution 11, <i>tab #11</i>	Retirement of Jayne W. Barnard William & Mary Law School
Resolution 12, <i>tab #12</i>	Retirement of Norman J. Fashing Department of Biology

Board of Visitors
AGENDA ITEMS
February 4-6, 2015

Resolution 13, <i>tab #13</i>	Retirement of William T. Geary Mason School of Business
Resolution 14, <i>tab #14</i>	Retirement of Alan H. Goldman Department of Philosophy
Resolution 15, <i>tab #15</i>	Retirement of John W. Lee III William & Mary Law School
Resolution 16, <i>tab #16</i>	Retirement of John S. Morreall Department of Religious Studies
Resolution 17, <i>tab #17</i>	Retirement of Glenn D. Shean Department of Psychology
Resolution 18, <i>tab #18</i>	Retirement of Kathleen F. Slevin Department of Sociology
Resolution 19, <i>tab #19</i>	Retirement of James E. Smith Mason School of Business
Resolution 20, <i>tab #20</i>	Approval of the 2015 Campus Master Plan
Resolution 21, <i>tab #21</i>	Resolution to Approve 9C Revenue Financing by the Rector and Visitors of the College of William and Mary: Renovate Dormitories
Resolution 22, <i>tab #22</i>	Resolution of the Board of Visitors of the College of William and Mary Declaring the Intention to Reimburse the Cost of Certain Expenditures from 9C Proceeds

RICHARD BLAND COLLEGE
RESOLUTIONS

**RICHARD BLAND COLLEGE
APPROVAL OF REVISION TO ASSOCIATE OF ARTS DEGREE**

In accordance with its mission, Richard Bland College (RBC) of William and Mary seeks to prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary.

RBC's 2014-2019 strategic plan establishes specific goals for (1) improving retention, graduation and transfer rates, and (2) modifying existing curricula to be optimally responsive to market demand. Currently, RBC's Associate of Arts (AA) program is not optimal for efficient university transfer. Consequently, very few students at RBC pursue this degree, choosing instead to transfer prematurely without having completed a degree.

The proposed changes to the Associate of Arts degree are designed to:

- Increase degree completion
- Facilitate seamless transfer
- Decrease the time to degree for AA students
- Increase enrollment in the AA program
- Improve retention and graduation rates
- Make it easier for students to stack RBC credentials leading to an AA degree

The proposed changes have been reviewed in accordance with RBC policies, procedures, and shared governance protocol.

BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William and Mary approves the attached changes to the Associate of Arts degree, and authorizes the Dean of Faculty to determine the number of electives allowed.

**RICHARD BLAND COLLEGE
APPROVAL OF CHANGES TO AA DEGREE**

Associate of Arts			
		Proposed	Current
Courses			
The Arts of Language and Ideas			
English 101 & 102		6	6
Arts and Language and Ideas electives		6	6
The Language of History of Fine Arts		3	3
The Human Experience		6	6
U.S. & World Cultures (at least one HIST course)		9	6
Quantitative & Symbolic Reasoning			
Mathematics 110, 101, 117 or above		3	6
Investigation of the Natural World		4	8
Foreign Language		6	14
Computer Proficiency (0 - 3 credits)			
Choose CSCI 202, 203, 211, or 212 or proficiency		3	3
* Electives (14-17 cr.)		14	2
		<u>60</u>	<u>60</u>

* Courses selected should meet requirements of transfer institution.

Shaded areas represent changes

**RICHARD BLAND COLLEGE
POLICY ON DISCRIMINATION, HARASSMENT, SEXUAL MISCONDUCT, AND
RETALIATION**

WHEREAS, Richard Bland College is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law.

Richard Bland College has established a Policy on Discrimination, Harassment, Sexual Misconduct, and Retaliation (attached) in pursuit of this goal. Any question of impermissible discrimination on these bases will be addressed with efficiency and energy, and in accordance with that policy and related grievance procedures. This policy and the Discrimination Grievance Procedures also address complaints or reports of retaliation against those who have opposed practices prohibited by the policy, those who have filed complaints or reports under the policy, and those who have testified or otherwise participated in enforcement of the policy.

The purpose of this policy is to establish clearly and unequivocally that Richard Bland College prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision and to set forth procedures by which such allegations shall be filed, investigated and adjudicated.

This policy applies to on-campus conduct involving students, employees, faculty and staff; visitors to campus (including, but not limited to, students participating in camp programs, non-degree seeking students, exchange students, and other students taking courses or participating in programs at Richard Bland College) and contractors working on campus who are not Richard Bland College employees; and to students, visiting students, employees, faculty and staff participating in Richard Bland College-sponsored activities off campus. This policy also is applicable to any conduct that occurs off campus that has continuing effects that create a hostile environment on campus.

THEREFORE, BE IT RESOLVED, That on recommendation of the President, the Board of Visitors of The College of William and Mary in Virginia approves the Policy on Discrimination, Harassment, Sexual Misconduct, and Retaliation, and related grievance procedures, and authorizes the President of Richard Bland College to make any and all future amendments as appropriate.

BE IT FURTHER RESOLVED, That the President of Richard Bland College shall adopt Discrimination Grievance Procedures pursuant to this policy as soon as feasible, but not later than April 21, 2015.

**RICHARD BLAND COLLEGE
DISCRIMINATION, HARASSMENT, SEXUAL MISCONDUCT, AND
RETALIATION POLICY**

Policy E.7.

Policy Name: Discrimination, Harassment, Sexual Misconduct, and Retaliation

Responsibility for Maintenance: Chief Operations Officer

I. Policy Statement

Richard Bland College is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law. In pursuit of this goal, any question of impermissible discrimination on these bases will be addressed with efficiency and energy and in accordance with this policy and the Richard Bland College Discrimination Grievance Procedures. This policy and the Discrimination Grievance Procedures also address complaints or reports of retaliation against those who have opposed practices prohibited by this policy, those who have filed complaints or reports under this policy, and those who have testified or otherwise participated in enforcement of this policy.

II. Reason for Policy

The purpose of this policy is to establish clearly and unequivocally that Richard Bland College prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision and to set forth procedures by which such allegations shall be filed, investigated and adjudicated.

III. Applicability of the Policy

This policy applies to on-campus conduct involving students, employees, faculty and staff, visitors to campus (including, but not limited to, students participating in camp programs, non-degree seeking students, exchange students, and other students taking courses or participating in programs at Richard Bland College), and contractors working on campus who are not Richard Bland College employees, and to students, visiting students, employees, faculty and staff participating in Richard Bland College-sponsored activities off campus. This policy also is applicable to any conduct that occurs off campus that has continuing effects that create a hostile environment on campus. Allegations of on-campus or off-campus violations of this policy should be reported to the Title IX Coordinator in accordance with the guidance below and the Discrimination

Grievance Procedures. This Policy is effective February 6, 2015. This policy supersedes any and all previously adopted policies or procedures for the handling of discrimination, harassment, sexual misconduct, and retaliation.

IV. Related Documents

Discrimination Grievance Procedures

V. Contacts

Subject	Office Name	Title or Position	Telephone Number	Email/URL
Title IX Compliance	Chief Operations Officer	Title IX Coordinator	(804)862-6261	dkaufman@rbc.edu

VI. Definitions

A. Discrimination is inequitable and unlawful treatment based on an individual's protected characteristics or statuses -- race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, pregnancy, genetic information, disability, or any other status protected by law -- that excludes an individual from participation in, denies the individual the benefits of, treats the individual differently or otherwise adversely affects a term or condition of an individual's employment, education, living environment or participation in an educational program or activity. This includes failing to provide reasonable accommodation, consistent with state and federal law, to persons with disabilities.

B. Harassment is a form of discrimination in which unwelcome verbal, written, or physical conduct is directed toward an individual on the basis of his or her protected characteristics or statuses, by any member of the campus community. Harassment does not have to include intent to harm, be directed at a specific target, or involve repeated incidents.

C. Sexual harassment is a form of discrimination based on sex. It is defined as unwelcome sexual advances, requests for sexual favors, or other conduct of a sexual nature including: verbal (e.g., specific demands for sexual favors, sexual innuendoes, sexually suggestive comments, jokes of a sexual nature, sexual propositions, or sexual threats); nonverbal (e.g., sexually suggestive emails, other writings, articles or documents, objects or pictures, graphic commentaries, suggestive or insulting sounds or gestures, leering, whistling, or obscene gestures); or physical (e.g., touching, pinching, brushing the body, any unwelcome or coerced sexual activity, including sexual

assault). Sexual harassment, including sexual assault, can involve persons of the same or different sexes. Sexual harassment may also include sex-based harassment directed toward stereotypical notions of what is female/feminine v. male/masculine or a failure to conform to those gender stereotypes.

This policy prohibits the following types of sexual harassment:

1. Term or condition of employment or education. This type of sexual harassment (often referred to as "quid pro quo" harassment) occurs when the terms or conditions of employment, educational benefits, academic grades or opportunities, living environment or participation in a Richard Bland College activity are conditioned upon, either explicitly or implicitly, submission to or rejection of unwelcome sexual advances or requests for sexual favors, or such submission or rejection is a factor in decisions affecting that individual's employment, education, living environment, or participation in a Richard Bland College program or activity.

2. Hostile environment. Acts that create a hostile environment, as defined below.

D. Hostile environment may be created by oral, written, graphic or physical conduct that is sufficiently severe, persistent or pervasive and objectively offensive that it interferes with, limits or denies the ability of an individual to participate in or benefit from educational programs, services, opportunities, or activities or the individual's employment access, benefits or opportunities. Mere subjective offensiveness is not enough to create a hostile environment. In determining whether conduct is severe, persistent or pervasive, and thus creates a hostile environment, the following factors will be considered: (a) the degree to which the conduct affected one or more individuals' education or employment; (b) the nature, scope, frequency, duration, and location of the incident(s); (c) the identity, number, and relationships of persons involved; (d) the perspective of a "reasonable person" in the same situation as the person subjected to the conduct, and (e) the nature of higher education.

E. Sexual misconduct includes sexual assault, sexual exploitation, dating violence, domestic violence, and stalking.

1. Sexual assault is non-consensual contact of a sexual nature. It includes any sexual contact when the victim does not or is unable to consent through the use of force, fear, intimidation, physical helplessness, ruse, impairment or incapacity (including impairment or incapacitation as a result of the use of drugs or alcohol, knowingly or unknowingly); intentional and non-consensual touching of, or coercing, forcing, or attempting to coerce or force another to touch, a person's genital area, groin, inner thigh, buttocks or breast; and non-consensual sexual intercourse, defined as anal, oral or vaginal penetration with any object.

2. Consent is knowing, voluntary and clear permission by word or action, to engage in mutually agreed upon sexual activity. Silence does not necessarily constitute consent. Past consent to sexual activities, or a current or previous dating relationship, does not imply ongoing or future consent. Consent to some sexual contact (such as kissing or fondling) cannot be presumed to be consent for other sexual activity (such as intercourse). The existence of consent is based on the totality of the circumstances, including the context in which the alleged incident occurred.

3. Sexual exploitation occurs when a person takes non-consensual or abusive sexual advantage of another for anyone's advantage or benefit other than the person being exploited, and that behavior does not meet the definition of sexual assault. Sexual exploitation includes prostituting another person, non-consensual visual or audio recording of sexual activity, non-consensual distribution of photos or other images of an individual's sexual activity or intimate body parts with an intent to embarrass such individual, non-consensual voyeurism, knowingly transmitting HIV or an STD to another, or exposing one's genitals to another in non-consensual circumstances.

4. Dating violence is violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. A social relationship of a romantic or intimate nature means a relationship which is characterized by the expectation of affection or sexual involvement between the parties. The existence of such a relationship shall be determined based on a consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. Dating violence can be a single event or a pattern of behavior that includes, but is not limited to, sexual or physical abuse. Dating violence does not include acts covered under the definition of domestic violence.

5. Domestic violence is a felony or misdemeanor crime of violence committed: (i) by a current or former spouse or intimate partner of the victim; (ii) by a person with whom the victim shares a child in common; (iii) by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner; (iv) by a person similarly situated to a spouse of the victim under the law of the Commonwealth of Virginia; or (v) by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family laws of the Commonwealth of Virginia. Domestic violence can be a single event or a pattern of behavior that includes, but is not limited to, sexual or physical abuse.

6. Stalking is engaging in a course of conduct directed at a specific person that would cause a reasonable person to: (i) fear for his or her safety or the safety of others; or (ii) suffer substantial emotional distress, meaning significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling. A "course of conduct" means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveys, threatens, or communicates to or about, a person, or interferes with a person's property.

VII. Policy Implementation

A. Retaliation

Any form of retaliation, including intimidation, threats, harassment, and other adverse action taken or threatened against any complainant or person reporting or filing a complaint alleging discrimination, sexual harassment, or sexual misconduct or any person cooperating in the investigation of allegations of discrimination, sexual harassment, or sexual misconduct to include testifying, assisting or participating in any manner in an investigation pursuant to this policy and the Discrimination Grievance Procedures is strictly prohibited by this policy. Action is generally deemed adverse if it would deter a reasonable person in the same circumstances from opposing practices prohibited by this policy. Retaliation may result in disciplinary or other action independent of the sanctions or interim measures imposed in response to the underlying allegations of discrimination, sexual harassment or sexual misconduct.

B. Reporting

1. Conduct in violation of this policy shall be reported promptly by all students, employees, visitors, or contractors. The Richard Bland College Title IX Coordinator is responsible for overseeing the investigation of all reports of alleged discrimination, sexual harassment, or sexual misconduct in accordance with the Discrimination Grievance Procedures. Employees receiving such reports or complaints should immediately notify the Title IX Coordinator and should not undertake any independent efforts to determine whether or not the report or complaint has merit before reporting it to the Title IX Coordinator.

2. The Richard Bland College Title IX Coordinator is Debra Kaufman, Chief Operations and Development Officer.

Contact information: Debra Kaufman, 8311 Halifax Road, Petersburg, VA (Maze Hall, Room 211), (703)402-2158, dkaufman@rbc.edu.

3. Employees initiating a complaint must report violations of this policy to the Title IX Coordinator. In the alternative, reports of violations may be made to an employee's immediate supervisor or the President. Supervisors are required to forward reports of violation to the Title IX Coordinator without delay.

4. Reports made by Students: Students should report violations of this policy to the Title IX Coordinator, the Dean of Students, the Dean of Faculty, or the Student Conduct Board. Note: Students are not restricted to reporting to student contacts and may report to anyone listed in this policy or any supervising staff or faculty member. Reports are required to be forwarded to the Title IX Coordinator.

5. Student Conduct Board responsibility: Any member of the student conduct board receiving a report of alleged discrimination, sexual harassment, or sexual misconduct shall report it immediately to the Title IX Coordinator. No member of the student conduct board shall undertake any independent efforts to determine whether or not the report or complaint has merit or can be substantiated before reporting it to the Title IX Coordinator.

6. Reports made by visitors or contractors: Visitors, including visiting students, and employees of contractors working on campus should report violations of this policy to the Title IX Coordinator.

7. Mandatory employee reporting: All Richard Bland College employees in receipt of a complaint or report of discrimination, sexual harassment, or sexual misconduct, must report any information regarding the alleged incident to the Title IX Coordinator without delay. No Richard Bland College employee shall undertake any independent efforts to determine whether or not the report or complaint has merit or can be substantiated before reporting it to the Title IX Coordinator. Any employee with reason to suspect abuse or neglect of a minor must immediately make a report to the local department of the county or city where the child resides or where the abuse or neglect is believed to have occurred, or if neither is known then to the Department of Social Services' toll-free child abuse and neglect hotline at 1-800-552-7096.

C. Criminal Reporting

If a victim is in immediate danger or needs immediate medical attention, contact 911 (emergency boxes on campus connect directly to 911) or the Richard Bland Campus Police at (804)-863-4085. Some conduct in violation of this policy may also be a crime under Virginia law. Individuals are encouraged to report incidents of sexual misconduct to law enforcement, even if the reporting individual is not certain if the conduct constitutes a crime.

D. Confidentiality and Anonymous Reporting

Richard Bland College officials have varying reporting responsibilities under state and federal law. If a victim of conduct in violation of this policy or another reporting party wishes to make a confidential report, it must be made to the RBC Director of Counseling, physicians, or a local hospital facility. These individuals will encourage victims to make a report to Richard Bland College police, the Title IX Coordinator, or local law enforcement. Students and student organizations cannot keep reports confidential, even if working with officials above that are able to maintain confidentiality of reports. Other faculty and staff receiving reports of conduct in violation of this policy are mandated reporters but will seek to maintain privacy to every extent possible without compromising Richard Bland College's ability to investigate and respond in accordance with applicable law and regulations. The Title IX Coordinator may be limited in the ability to investigate an anonymous report unless sufficient information is furnished to enable the Title IX Coordinator to conduct a meaningful and fair investigation. If the complainant requests confidentiality or that the complaint not be pursued, Richard Bland College may also be limited in the actions it is able to take and its ability to respond.

E. Timely Warnings

Richard Bland College is required by federal law to issue timely warnings for reported incidents that pose a substantial threat of bodily harm or danger to members of the campus community. Richard Bland College will ensure, to every extent possible, that a victim's name and other identifying information is not disclosed, while still providing enough information for members of the campus community to make decisions to address their own safety in light of the potential danger.

F. Sexual Misconduct Survivor/Victim Guidance and Services

1. Richard Bland College will assist sexual misconduct survivors/victims in a supportive manner, implementing the procedures set out herein. Because of the potential seriousness and sensitivity of the investigations involved, it is important to undertake these investigations properly. Preserving the evidence is often a key step of successful investigation of alleged sexual misconduct.
2. Recommended guidance for anyone who has experienced sexual misconduct:
 - a. Go to a safe place.
 - b. For your safety and confidential care, report promptly to the nearest medical facility/emergency room. The medical facility/emergency room may have a Sexual Assault Advocate available to you upon request.

Physical evidence may be usable if proper procedures are followed for evidence collection within 96 hours of the assault.

c. Contact a trusted friend or family member. For professional and confidential counseling support, please contact any of the following:

Director of Counseling, (804)862-6263; or, James House, 2006 Wakefield Street, Petersburg, VA.

Among other services, James House offers survivors a 24-hour toll-free number [(804)458-2840], emergency shelter, crisis intervention, counseling, applicable referrals, and court advocacy. In addition, you can find an agency referral guide on the RBC website, <http://www.rb.edu/wp-content/uploads/2014/08/Community-Agency-Referral-Guide.pdf>.

d. It is your right to have evidence collected and retained anonymously by law enforcement while you consider whether to pursue criminal charges. Evidence preservation is enhanced in the following ways:

- i. Do not wash your hands, bathe, or douche. Do not urinate, if possible.
- ii. Do not eat, blow your nose, drink liquids, smoke, or brush your teeth if oral contact took place.
- iii. Keep the clothing worn when the assault took place. If you change clothing, place the worn clothing in a paper bag (evidence deteriorates in plastic).
- iv. Do not destroy any physical evidence that may be found in the vicinity of the assault by cleaning or straightening the location of the crime. You should not clean or straighten the location of the crime until law enforcement officials have had an opportunity to collect evidence.
- v. Tell someone all the details you remember or write them down as soon as possible.
- vi. Maintain text messages, pictures, online postings, video and other documentary or electronic evidence that may corroborate a complaint.

3. There is no time limit for filing a complaint of sexual misconduct. However, complainants should report as soon as possible to maximize Richard Bland College's ability to respond. Failure to report promptly could result in the loss of

relevant evidence and impair Richard Bland College's ability to adequately respond to the allegations.

4. The victim shall have the right to file a complaint with law enforcement and the option to be assisted by the Title IX Coordinator and other Richard Bland College authorities in notifying the proper law enforcement authorities of the alleged sexual misconduct.

5. Resources for Victims of Sexual Misconduct

a. Any student or visiting student who reports sexual misconduct to the Title IX Coordinator or Director of Counseling will receive an information card outlining resources and options. Richard Bland College Police protocol includes coordination with James House.

b. Richard Bland College employees shall advise victims of the resources available with James House and encourage use of these resources.

c. Students and visiting students will be assisted with available options for changing academic, transportation, parking, work and living arrangements after alleged sexual misconduct. Safety arrangements such as no-contact orders and escorts are also available as needed. See Section H "Interim Measures" discussed below.

G. Title IX Coordinator Oversight

The Title IX Coordinator oversees the investigation and resolution of all reports by students, visiting students, faculty and administrative staff of alleged discrimination, sexual harassment or sexual misconduct in accordance with the Discrimination Grievance Procedures. For complaints involving alleged violations of this policy by a student or students, the Title IX Coordinator may delegate certain investigative responsibilities to the Student Conduct Board while maintaining oversight of the investigation. See the Discrimination Grievance Procedures for further information regarding coordination with the Title IX Coordinator. Reports of discrimination by the Title IX Coordinator should be made to the President.

H. Interim Measures

Richard Bland College may take interim measures, as necessary to assist or protect the complainant during the investigation and resolution of complaints of discrimination and any law enforcement investigation, to address the safety of the complainant or any member of the campus community, and to avoid retaliation. If, in the judgment of the Title IX Coordinator or other Richard Bland College leadership, the safety or well-being of any member of the campus community may be jeopardized by the presence on campus of the accused individual, the Title IX Coordinator may provide interim remedies

to address the short-term effects of harassment, discrimination and/or retaliation and to prevent further violations. Richard Bland College will seek the consent of the complainant before taking interim measures to the greatest degree possible. Interim measures may include, but are not necessarily limited to, changes in classroom schedules or housing arrangement, no-contact order, bar from campus, escorts on campus, referral and coordination of counseling and health services, and modification of work or academic requirements. Richard Bland College may temporarily reassign or place on administrative leave an employee alleged to have violated this policy. In such situation the employee will be given the opportunity to meet with the Title IX Coordinator prior to such action being imposed, or as soon thereafter as reasonably possible, to show cause why the action should not be implemented.

I. Sanctions

If it is determined that conduct in violation of this policy has occurred, sanctions will be determined in accordance with the Discrimination Grievance Procedures. Consequences for violating this policy will depend on the facts and circumstances of each particular situation, the frequency and severity of the offense, and any history of past conduct in violation of this policy. Sanctions may include penalties up to and including dismissal/expulsion for students and termination for employees. In addition to sanctions that may be imposed on an individual found in violation of this policy, Richard Bland College will take steps to prevent recurrence of any sexual misconduct, including sexual violence, and to remedy discriminatory effects on the complainant and others, if appropriate.

J. Student Amnesty

Ensuring the safety of students who report violations of this policy is Richard Bland College's primary concern. In order to facilitate reporting, Richard Bland College will, with the following limited exceptions, provide amnesty to a student who reports an incident in violation of this policy, directed toward that student or another student, for minor disciplinary infractions, such as underage drinking, at the time of the incident. Amnesty may not be offered if (1) the minor disciplinary infraction places or placed the health or safety of any other person at risk or (2) the student who committed the disciplinary infraction previously has been found to have committed the same disciplinary infraction. If amnesty is provided, no conduct proceedings or conduct record will result for minor disciplinary infractions. Amnesty for minor disciplinary infractions also may be offered to students who intervene to help others before a violation of this policy occurs and students who receive assistance or intervention. Abuse of amnesty requests may result in a decision by the Dean of Students not to extend amnesty to the same student repeatedly. The Dean of Students shall maintain records regarding the provision of amnesty for at least five (5) years. Infractions that

constitute honor offenses shall not be considered minor policy violations for which amnesty may be offered under this provision.

K. Education and Awareness

1. For more information about sexual misconduct and resources available in the local community, please visit the James House website at www.thejameshouse.org
2. The Title IX Coordinator coordinates an education, training and awareness program on discrimination, sexual harassment, and sexual misconduct for students and employees, including training on primary prevention, bystander intervention, risk reduction, consent and other pertinent topics.

L. Academic Freedom and Free Speech

This policy does not allow curtailment or censorship of constitutionally protected expression, which is valued in higher education and by Richard Bland College. In addressing all complaints and reports of alleged violations of this policy, Richard Bland College will take all permissible actions to ensure the safety of students and employees while complying with any and all applicable guidance regarding free speech rights of students and employees. This policy does not in any way apply to curriculum and curriculum decisions or abridge the use of particular textbooks or curricular materials.

**RICHARD BLAND COLLEGE
REPURPOSING OF
HUMANITIES AND SOCIAL SCIENCES BUILDING**

WHEREAS, the 2014-2019 Strategic Plan for Richard Bland College of William & Mary (RBC-19) was approved by the William & Mary Board of Visitors in April 2013 and builds on the goals of TJ21 legislation to position Richard Bland College (RBC) as a model of operational efficiency and an innovator in meeting the emerging educational needs of the Commonwealth;

This resolution is for the reclassification of the Humanities and Social Sciences (HSS) building, which will become vacant in August 2015, from an Educational and General (E&G) facility to an Auxiliaries facility with the intent to repurpose vacated space to meet the rising demand for student housing. Repurposing the HSS building, which was originally a hospital and is therefore configured well for residential units, will enable a cost effective and timely expansion of student housing that aligns with RBC-19 enrollment targets. The net usable area of HSS is 16,591 square feet, which will accommodate an additional 80 to 100 beds.

The scheduling, planning and strategic deployment of auxiliaries funds involved with the transition of this space will occur in sync with the Ernst Hall Renovation, which is scheduled to be completed in August, 2015. The need for HSS as an E&G facility will cease upon the re-opening of Ernst Hall.

The Director of Property Management will oversee the transition of this space.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary confirms the repurposing of the Humanities and Social Sciences space from an E&G space to an Auxiliaries space to function as student housing, consistent with the mission and goals of Richard Bland College.

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 appointment of the following individuals to fill these positions:

MICHELE H. JACKSON, Associate Provost for University E-learning Initiatives, effective February 1, 2015

B.A., Macalester College, 1987
M.A. (1990); Ph.D. (1994), University of Minnesota

University of Colorado, Boulder
Founder and Director, ASSETT: Arts & Sciences Support of Education Through Technology, 2008-2014
Associate Professor, Department of Communication, 2004-2014
Co-Founder and Associate Director, CASE (Civic and Social Engagement) for Sustainability, 2010-2012
Chair, Department of Communication, 2005-2009
Founder and Director, Technology Across the Curriculum, Department of Communication, 2000-2010; 2013-2014
Assistant Professor, Department of Communication, 1998-2004

Florida State University
Founder and Director, Communication Computer Lab, Department of Communication, 1995-1998
Assistant Professor, Department of Communication, 1994-1998

University of Minnesota
Founding Manager, Communication Research Computer Lab, Department of Speech Communication, 1991-1993

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

SAMUEL E. JONES, Senior Vice President for Finance and
Administration, effective February 6, 2015

B.A. (1975); M.B.A. (1980), College of William & Mary

College of William & Mary

Vice President for Finance, 2001-2015

Vice President for Management and Budget, 1996-2001

Acting Vice President for Administration and Finance, 1996

Vice President for Planning and Budget, 1993-1996

Associate Provost for Planning and Budget, 1991-1993

Director of Planning and Budget, 1988-1991

Director of Budget, 1987-1988

Virginia Department of Planning and Budget

Senior Budget Analyst, 1984-1987

Budget Analyst, 1981-1984

University of Virginia

University Budget Officer, 1985

Virginia Department of Taxation

Economist, 1980-1981

Economist Trainee, 1979-1980

Research Specialist, 1978-1979

COLLEGE OF WILLIAM AND MARY
APPOINTMENTS TO FILL VACANCIES IN THE
PROFESSIONALS AND 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:

JOHN S. BAHOUTH, JR., Associate Director, Career Advising and Education, Mason School of Business, effective January 10, 2015

B.A., Syracuse University, 1981
M.B.A., University of New Haven, 1989

Noble Environmental Power
Vice President, Human Resources, IT, and Communications, 2008-2015

Hubbell Power Systems, Inc.
Vice President, Human Resources, 2005-2008

The Thomson Corporation
Senior Vice President, Human Resources and Learning, 2002-2004

Alstom Power
Vice President Human Resources and Communications, 1996-2001

Kenetech
Director, Human Resources and Safety, 1993-1996

United Technologies Corporation
Manager, Asset Management, 1985-1992
Manager, Human Resources, 1985-1992

Hilton Hotels
Director of Personnel, 1983-1985

Canadian Pacific, United States, Syracuse China Division
Personnel Administrator, 1981-1983

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

KATHRYN COMPTON, Associate Director for MAcc Career Services,
Mason School of Business, effective January 25, 2015

B.A., Elon University, 2006

College of William & Mary, Mason School of Business
Assistant Director for Accounting Student Services & Alumni
Relations, 2014

College of William & Mary, Career Center
Recruiting Manager/Recruiting Coordinator, 2011-2014

LeClairRyan, a Professional Corp.
Legal Assistant, 2009-2011

VIRGINIA M. DAMRON, Assistant Director, Business Careers,
Accounting and Finance, Student Affairs, effective January 7, 2015

B.A., College of William & Mary, 1994
M.Ed., James Madison University, 1998

Catholic University of America
Assistant Director, Career Services Office, 2008-2014
Career Specialist, Career Services Office, 2006-2008

Airbus North America
Administrative Assistant, Communication Department, 2004-2006

Sparks Personnel Services, Inc.
Staffing Supervisor, 2003-2004

The Teaching Company
Assistant Director of Recruiting, 2001-2003

Allegheny College
Assistant Director of Career Services for Alumni Programming,
Office of Career Services, 1998-2001

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

GEORGIE L. DONOVAN, Associate Dean for Collections and Content
Services, Earl Gregg Swem Library, effective January 20, 2015

B.A., University of Georgia, 1996
M.F.A., University of Texas at El Paso, 2000
M.A., University of Arizona, 2004

Appalachian State University Library
Associate Dean of Libraries, 2012-2014
Coordinator, Bibliographic Services, 2009-2012
Lead Acquisitions Librarian, 2008-2009
Collection Development Librarian for the Humanities, 2004-2009

Appalachian State University
Director, SACSCOC Compliance Certification, 2009-2013

University of Arizona Libraries
Special Assistant to the Dean, 2003-2004

University of Georgia Libraries
Library Assistant II, 1996-1997

Athens-Clarke County Public Library
Library Assistant, 1993-1995

PHILIP D. HEAVILIN, II, Associate Director, Career Advising and
Education, Mason School of Business, effective January 10, 2015

B.S., Western Michigan University, 2002
M.A., Michigan State University, 2007

Michigan State University College of Law
Assistant Director for Recruitment and Administration, Career Services
Office, 2008-2015
Career Services Administrator, 2004-2007

Michigan Public Health Institute
Training Project Manager, 2007-2008
Trainer, 2007

Cole Academy
Teacher, 2002-2004

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

JERRY W. HOLLEMAN, Manager – Tax, Compliance & Risk, Office of Finance, effective December 10, 2014

B.S., University of Virginia, 1973

Independent Tax Consultant, 2014

BDO USA LLP
Senior Tax Manager, 1998-2013

TERESA L. MUNFORD, Project Manager, Finance, effective January 10, 2015

B.A. (1981); M.B.A. (1991), College of William & Mary

College of William & Mary
Associate Vice President for Advancement Initiatives, 2014
Associate Vice President for Development Operations, 2006-2014
Associate Vice President for Development – Fundraising, 2005-2006
Director for Advancement Systems, 1983-1995
Computer Operator, Development Services, 1981-1983

Randolph College
Associate Vice President for Development and Director of the Campaign, 2000-2005

University of Connecticut
Assistant Vice President of Institutional Advancement, 2000

University of Connecticut Foundation
Director of Development, College of Liberal Arts and Sciences, 1995-1999

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

DAVID W. RUDLOFF, College Building Official, effective
February 6, 2015

A.A.S., State University of New York at Alfred, 1982
B.Tech., Rochester Institute of Technology, 1985

College of William & Mary
Director, Code Review, 2006-2014
Project Manager, 2001-2006

Clark Nexsen Consultants
Senior Engineer, 1997-2001

Colonial Williamsburg Foundation
Associate Engineer, 1992-1997

Forrest Coile Associates
Mechanical Engineer, 1985-1992

KIMBERLY RORRER SEPAR, Director of Development, Swem
Library, effective January 5, 2015

B.A., College of William & Mary, 1991
M.A., Virginia Commonwealth University, 1997

Virginia Commonwealth University Libraries
Director of Development and Community Relations, 2001-2014
Assistant to the Director, Tompkins, McCaw Library for the Health
Sciences, 2000-2001

VSA Arts Virginia
Director of Development, 1999-2000

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

The following members of the Instructional Faculty at the College of William and Mary have been recommended for the award of academic tenure by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the following members of the Faculty be awarded academic tenure, effective with the beginning of the 2015-16 academic year:

JONATHAN D. ALLEN, Department of Biology

JEFFREY W. BELLIN, School of Law

ARTISIA V. GREEN, Department of Theatre, Speech and Dance

TARA L. GROVE, School of Law

BRENT Z. KAUP, Department of Sociology

PAUL D. KIEFFABER, Department of Psychology

MATTHIAS LEU, Department of Biology

NEIL L. NORMAN, Department of Anthropology

CHRISTINE M. PETROVITS, School of Business

NICHOLAS S. POPPER, Department of History

AMY A. QUARK, Department of Sociology

JOHN D. RIOFRIO, Department of Modern Languages and Literatures

FRANCESCA SAWAYA, Department of English

JONATHAN R. SCHEERER, Department of Chemistry

Board of Visitors

Resolution 6

February 4-6, 2015

Page 2 of 2

COLLEGE OF WILLIAM AND MARY
AWARD OF ACADEMIC TENURE

ALISON J. SCOTT, Department of Kinesiology and Health Sciences

STEPHEN P. SHEEHI, Department of Modern Languages and Literatures

ANN SHILLINGFORD, School of Education

BONGKEUN SONG, School of Marine Science

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for promotion in academic rank by the appropriate departmental committees and chairs, the appropriate deans, and by the Provost and President.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotions of the following members of the Faculty of the College, effective with the beginning of the 2015-16 academic year:

Assistant Professor to Associate Professor:

JONATHAN D. ALLEN, Department of Biology

ARTISIA V. GREEN, Department of Theatre, Speech and Dance

BRENT Z. KAUP, Department of Sociology

PAUL D. KIEFFABER, Department of Psychology

MATTHIAS LEU, Department of Biology

NEIL L. NORMAN, Department of Anthropology

NICHOLAS S. POPPER, Department of History

AMY A. QUARK, Department of Sociology

JOHN D. RIOFRIO, Department of Modern Languages and Literatures

JONATHAN R. SCHEERER, Department of Chemistry

ALISON J. SCOTT, Department of Kinesiology and Health Sciences

ANN SHILLINGFORD, School of Education

BONGKEUN SONG, School of Marine Science

COLLEGE OF WILLIAM AND MARY
FACULTY PROMOTIONS

Associate Professor to Professor

JEFFREY W. BELLIN, School of Law

TARA L. GROVE, School of Law

FRANCESCA SAWAYA, Department of English

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 2015-16 academic year:

DANIEL A. CRISTOL, Chancellor Professor of Biology

MICHAEL R. DESCHENES, McLeod Tyler Professor of Integrative Health Sciences

CHARLES F. GRESSARD, Chancellor Professor of Education

SUZANNE RAITT, Chancellor Professor of English

JOEL D. SCHWARTZ, Weingartner Professor of Government

COLLEGE OF WILLIAM AND MARY
TERM DISTINGUISHED PROFESSORSHIPS

The following members of the Instructional Faculty of the College of William and Mary have been recommended for term distinguished professorships for associate professors which recognize outstanding mid-career faculty members.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the distinguished professorships for a three-year term for the following members of the Faculty of the College, effective with the 2015-16 academic year:

CATHERINE A. FORESTELL, Class of 1953 Term Distinguished Associate Professor of Psychology

HANNES C. SCHNIEPP, Adina Allen Term Distinguished Associate Professor of Applied Science

MATTHEW J. WAWERSIK, Dorman Family Term Distinguished Associate Professor of Biology

COLLEGE OF WILLIAM AND MARY
POSTHUMOUS AWARD OF EMERITUS STATUS
JOHN F. LAVACH
SCHOOL OF EDUCATION

John F. Lavach joined the faculty of the School of Education in 1967 as an Assistant Professor. He served as a paratrooper with the U.S. Army's 82nd Airborne Division at Fort Bragg before earning his B.A. in biology from Montclair State University in 1961, and then taught high school biology for four years before completing his M.A. in psychology from Fairleigh Dickinson University in 1965 and his Ed.D. in education with minors in natural science and psychology from Duke University in 1967. Aside from a one-year visiting faculty appointment at Colgate University, Professor Lavach devoted his entire academic career to the College of William & Mary. He passed away unexpectedly on August 30, 2012, while still working as a Professor in the School of Education.

Professor Lavach taught psychological foundations courses required in undergraduate and master's programs in Education. For decades, he also taught a course in child development that was a popular elective for students from across campus. In 1970, an editorial in *The Flat Hat* protested the 150-person limit on enrollment because so many more students wanted to take his course. Professor Lavach's classes were fast-paced and entertaining, filled with stories and live demonstrations. Students were so engaged that they only later realized how much they had learned and retained from those courses. Professor Lavach was also a core faculty member in the School Psychology Program where he taught psychoeducational assessment courses and supervised interns in their clinical placements. He was a favorite mentor for students and faculty alike.

Although early in his career Professor Lavach focused on child and adolescent development, later he studied cognitive development and dementia in aging populations. He was proud of his work with the Center for Excellence in Aging and Geriatric Research and continued to publish and present papers on functional assessments of the elderly throughout his career.

During his long tenure at William & Mary, Professor Lavach served on every standing committee within the School of Education and numerous special committees throughout the College. Colleagues appreciated his ability to lead by example, as he was always well prepared, thoughtful and constructive in his contributions. He was especially adept at diffusing conflict through humor and could rouse a laugh in any situation. For many years, Professor Lavach served as a Faculty Marshal at Commencement and Charter Day. Dressed in academic regalia at these formal ceremonies, he carried his own unique mace, a wooden table leg tied with ribbons that he had made to replace the real mace that had been misplaced along the way.

BE IT RESOLVED, That the Board of Visitors expresses its appreciation for the many contributions Professor John F. Lavach made to the College of William & Mary; and approves, with deep gratitude for his forty-five years of devoted service to the university, a posthumous change in status from Professor of Education to Professor of Education, Emeritus.

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to his wife of fifty years, Patricia Wessel Lavach CAS '85, with the Board's condolences and deepest sympathy.

.

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JAYNE W. BARNARD
WILLIAM & MARY LAW SCHOOL

Jayne W. Barnard, James Goold Cutler Professor of Law, joined the Law School faculty in 1985, after a successful career at the Chicago law firm of Jenner & Block, where she was elected to partnership in 1982, and then spent two years as Deputy Corporation Counsel of the City of Chicago. She earned her B.S. in Journalism from the University of Illinois in 1970 and her J.D. from the University of Chicago in 1975.

Professor Barnard has taught thousands of students over the course of her career in some of the Law School's most foundational courses, including Business Associations and Securities Regulation. She has been a much beloved teacher and mentor to many students over the years, encouraging them not only to engage in deep and precise legal analysis but also to consider questions of morality and societal injustice. The Law School recognized her accomplishments when it named her the Herbert V. Kelly, Sr. Professor of Teaching Excellence from 2010 to 2012.

As a scholar, Professor Barnard has written extensively about white-collar crime, securities regulation, corporate finance, and behavioral economics. She is perhaps best well known for her work on the rights of victims of fraud and the legal and psychological problems that confront them. She was an early voice in proposing that individuals harmed by economic crimes should be able to present victim-impact testimony at sentencing hearings. Her work in this regard was instrumental in the passage of the federal Crime Victims' Rights Act of 2004. Her scholarship has been published in some of the nation's top law journals, including the *Southern California Law Review*, the *Boston University Law Review*, the *North Carolina Law Review*, and the *Journal of Corporation Law*.

Professor Barnard has always been someone who could be counted on to provide wise counsel and a steady hand as a leader. At the Law School, she served as Vice Dean from 1993 to 1997, and chaired both the Law School's Self-Study Committee in 2008 and its committee that reviewed and revised the Law School's Legal Skills Program in 2009-10. She has led many other committees at both the Law School and the College.

She has been the faculty advisor for two student law journals: the *Journal of Women and the Law* and the *Business Law Review*. In recent years, she has led the Law School's Women in Leadership initiative, organizing three conferences for women leaders.

Professor Barnard's service and leadership has not been limited to the College of William & Mary. She has long been a champion of civil liberties through her association with the American Civil Liberties Union, with which she has worked for more than three decades and served, from 2010 to 2013, as the president of its Virginia chapter. She also has served as a member of the National Association of Securities Dealers' National Adjudicatory Council and as a member of the Board of Directors of the Financial Industry Regulatory Authority (FINRA) Investor Education Foundation. In 2009, *Virginia Lawyers Weekly* honored her as one of its statewide "Leaders in Law."

Professor Barnard's accomplishments have been widely recognized at the College. She was the recipient of the 2011 Thomas Jefferson Award, awarded to an individual who has demonstrated a deep devotion and outstanding service to the College, as well as a 2010 Plumeri Award for Faculty Excellence. She has also received the John Marshall Award for outstanding service to the Law School.

Colleagues will remember her for her clear vision, her professionalism, and her leadership. Her wisdom in matters of Law School governance and educational policy will be deeply missed.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Jayne W. Barnard; expresses its appreciation to her for the many contributions she has made to the School of Law and the College of William & Mary; and approves, with deep gratitude for her thirty years of devoted service, a change in status from James Goold Cutler Professor of Law to James Goold Cutler Professor of Law, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF NORMAN J. FASHING
DEPARTMENT OF BIOLOGY

Norman Fashing joined the faculty as an assistant professor of Biology in 1973. He was promoted to associate professor in 1979 and to full professor in 1989. Professor Fashing received his B.A. in Biology in 1965 and his M.A. in Biology in 1967, both from California State University at Chico. He earned his Ph.D. in Entomology from the University of Kansas, Lawrence, in 1973.

Professor Fashing has had a long and distinguished career as a biologist and entomologist, specializing in Acarology (the biology of mites and ticks). He traveled both nationally and internationally in pursuit of his research investigations into the biology of mites and their micro-communities. Over the past 42 years at the College he has authored 56 referred papers, ten with undergraduate authors. He has been very active professionally serving on many editorial boards and as a reviewer for several journals and granting agencies. He is a member of three regional, three national, and three international professional societies where he has taken very active leadership roles including holding an array of elected offices (president, secretary, governing boards, etc.). In 2006 he received the "Acarology Research Award" for outstanding contributions to acarological research.

During his many years at the College, Professor Fashing has regularly taught his upper-division General Entomology course, and on occasion courses in biostatistics and animal behavior. He has supervised many students in various entomology research projects, and has been an active mentor to students planning careers in many diverse areas within biology. Professor Fashing has always been the public's go-to person for all manner of questions concerning insects and spiders. Moreover, he has offered his professional services free of charge to many segments of the community. He has presented numerous lectures on insects to community groups, public school children at many grade levels, and has presented workshops on arthropods to public school teachers as well as at Williamsburg Community Hospital. Professor Fashing has become widely known for his very successful non-majors course, "Insects and Society," which has introduced hundreds of non-science majors to the fascinating world of insects and the critical relation between man and insects.

Professor Fashing has served the College on many department and university-wide committees, including the Arts & Science Interdisciplinary Committee where he initiated the environmental science program. His service includes multiple elections to the department Personnel Committee and three elections to the Arts & Sciences Retention, Promotion & Tenure Committee, thereby helping build the very strong faculty that we have today.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Norman J. Fashing; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his forty-two years of devoted service to the university, a change in status from Professor of Biology to Professor of Biology, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF WILLIAM T. GEARY
MASON SCHOOL OF BUSINESS

William T. Geary earned his undergraduate degree in mathematics and Master's degree in accounting from the University of Illinois, Urbana. He earned his Ph.D. in Accounting and Information Systems from the Kellogg School of Management at Northwestern University.

Prior to joining the William & Mary faculty in 1978, Professor Geary was Associate Professor of Accounting at DePaul University, where he served as Director of the Master's in Accounting Program and CPA Review Program. He also was a member of the faculty of the Kellogg School of Management, where he received a teaching excellence award, and was a manager in a public accounting firm.

Professor Geary is an exceptional teacher and advisor. He is the recipient of many awards for teaching excellence having been selected for awards by students in both the undergraduate and MBA Programs, and has received the Alfred N. Page Award for Teaching Excellence on several occasions. Professor Geary was also honored with teaching excellence awards from students in the Executive MBA Program.

Professor Geary has made major contributions to the development, evolution and delivery of the curricula and programs of the Raymond A. Mason School of Business. Twice the recipient of the Daniel C. Lewis Award for Exceptional Service, he has contributed to the management and governance of the School of Business and the College of William & Mary, including serving as Coordinator of the Accounting Program, Director of International Studies in the Undergraduate Business Program, Faculty Sponsor to the Wayne F. Gibbs Accounting Society, and as a member of school and campus committees and task forces. Professor Geary led the Raymond A. Mason School of Business's undergraduate program through transformative periods, serving as Director of the Bachelor of Business Administration Program in the early 1990s and as Assistant Dean for Undergraduate Studies from 2005 until 2012. He served for many years as a Faculty Marshal at Charter Day and Commencement.

Professor Geary led a major review of the undergraduate curriculum that established innovative structures that have endured. The curriculum encourages students to integrate their studies to develop an "individual program of study" (IPS), taking full advantage of the opportunities present within a liberal arts university. The undergraduate program of the Mason School of Business is recognized as one of the world's leading business programs. Students have the flexibility to pursue second majors and minors outside of the business school and concentrations within the BBA

majors program. The IPS includes study abroad and post-baccalaureate goals. Professor Geary has also made important contributions to the development of a global emphasis and establishment of new study abroad opportunities for students in the undergraduate program, and was honored by a major gift from Barry and Ann Sharp intended to promote and support curricular innovation by the faculty in the undergraduate business program. He has made a positive difference in the lives of many students both directly through classroom interaction and indirectly through his leadership efforts.

Professor Geary's work in executive education is focused on healthcare and physician leadership. He has worked with over 4,000 physicians in more than 150 healthcare organizations across the United States, preparing them to be effective and collaborative leaders as their organizations grapple with changes in the healthcare arena. These efforts have helped move the Raymond A. Mason School of Business and the College of William & Mary to the forefront of one of the economy's largest and most dynamic sectors.

Professor Geary's research interests include management control systems, professional ethics, and higher education. In addition to publications in these areas, he has developed cases in cooperation with healthcare organizations for use in both the university classroom and executive education.

As Professor Geary enters a new stage in his career and life, it is remarkable to observe that he continues to demonstrate thought leadership in the finest William & Mary tradition, taking on a central role in the development of the Raymond A. Mason School of Business's burgeoning online MBA Program.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of William T. Geary; expresses its appreciation for his many contributions to the College of William & Mary; and approves with deep gratitude for his thirty-seven years of service, a change in status from Associate Professor of Business to Associate Professor of Business, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF ALAN H. GOLDMAN
DEPARTMENT OF PHILOSOPHY

Alan Goldman received his B.A. from Yale University and Ph.D. from Columbia University. Before becoming the William R. Kenan, Jr. Professor of Humanities and Philosophy at William & Mary in 2002, he taught at the University of Miami for 25 years, including ten as chair of the Philosophy Department. He has held visiting positions at the University of Auckland, University of Michigan, and University of Colorado, as well as an NEH Fellowship in Residence at Princeton.

At William & Mary Professor Goldman has taught courses in aesthetics, philosophy of law, ethics, and epistemology, as well as advanced undergraduate seminars on practical reasoning, rules, and the philosophy of David Hume. He has served the Philosophy Department on hiring committees, the curriculum committee, and tenure and promotion committees. He regularly referees book manuscripts and articles for a variety of academic presses and journals.

Professor Goldman is the author of many books in a variety of areas of philosophy, including *Justice and Reverse Discrimination*, *The Moral Foundations of Professional Ethics*, *Empirical Knowledge*, *Moral Knowledge*, *Aesthetic Value*, *Practical Rules: When We Need Them and When We Don't*, and *Reasons from Within: Desires and Values*. His latest book, *Philosophy and the Novel*, explores ethical themes in such classics as Jane Austen's *Pride and Prejudice*, Mark Twain's *Huckleberry Finn*, John Irving's *The Cider House Rules* and Joseph Conrad's *Nostromo*. Professor Goldman has also written invited chapters on Hume's aesthetics and on the value of music.

A conference dedicated solely to Alan Goldman's work was recently held at the University of Rijeka, Croatia, in December 2014. The William & Mary Philosophy Department plans a conference for Fall 2015 in honor of his long and distinguished academic career.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor Alan Goldman; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his thirteen years of devoted service to the university, a change in status from William R. Kenan, Jr. Professor of Humanities and Professor of Philosophy to William R. Kenan, Jr. Professor of Humanities and Professor of Philosophy, Emeritus.

Board of Visitors

Resolution 14

February 4-6, 2015

Page 2 of 2

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JOHN W. LEE III
WILLIAM & MARY LAW SCHOOL

John W. Lee III, Professor of Law, joined the Law School faculty in 1981, after clerking for the Honorable C. Moxley Featherston on the U.S. Tax Court and a successful career as a partner with the firm of Hirschler, Fleischer, Weinberg, Cox & Allen in Richmond, Virginia. Professor Lee earned his B.A. from the University of North Carolina at Chapel Hill, his LL.B. from the University of Virginia, and his LL.M. from Georgetown.

A specialist in tax law, Professor Lee has endeared himself to generations of students at the Law School. He has taught a wide range of foundational and specialized courses in the field, including Basic Federal Income Taxation, Small Business Tax, Real Estate Taxation, Small Business Planning, Non-Profit Corporations, Corporation Taxation, Advanced Corporate Taxation, Business Planning, and Tax Research Methods. In addition to teaching at the Law School, Professor Lee was a Visiting Eminent Professor at the University of Alabama Law School from 2003 to 2004.

As a scholar, Professor Lee has written about a wide range of topics in the field of taxation, including capital gains, small business taxation, and ERISA. His work on the question of capitalization versus expensing provided the definition of investigatory costs and start-up costs in the legislative history to Section 195 of the federal tax code and helped to shape agency rulemaking on deduction and capitalization of expenditures. His scholarship has been published in some of the leading tax journals in the country, including *Virginia Tax Review*, *Tax Law Review*, and *Tax Notes*, as well as *Virginia Law Review* and *Texas Law Review*. He was a participant in and Advisory Board member of the Law School's Annual Tax Conference for many years and a key faculty member in the Law School's former Master of Law and Taxation program.

Professor Lee never turned down a request to serve on a committee, whether at the Law School or at the College. His service includes positions on the Faculty Assembly and Faculty Hearing Committee. Outside of the College, Professor Lee served for many years on the Planning Committee for the Virginia Tax Conference.

Professor Lee will be remembered by his colleagues for his enthusiasm and devotion to the Law School. He was always eager to engage in intellectual conversation on topics large or small and was passionate about improving the lives of others through policy.

Board of Visitors

Resolution 15

February 4-6, 2015

Page 2 of 2

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JOHN S. MORREALL
DEPARTMENT OF RELIGIOUS STUDIES

Professor John Morreall joined the William & Mary faculty as full professor in 2001, following an already substantial career that included appointments at Northwestern University, Rochester Institute of Technology – where he was tenured and promoted to full professor – and the University of South Florida. He earned his B.A., *summa cum laude*, from St. John Fisher College and his M.A. and Ph.D. in Philosophy from the University of Toronto.

Professor Morreall is a pioneer of Humor Studies and author of seminal works on the intersections of philosophy, religion and humor. His *Taking Laughter Seriously* (1983) is a groundbreaking work on the aesthetics of humor and makes a compelling case for the central role of comedy in human life; the work has been translated into Japanese and Turkish. His *Comedy, Tragedy, and Religion* (1999) explores the overlap between religious thinking and humor, demonstrating that the latter is an intellectual and moral virtue; it received the Choice Outstanding Book Award. His *Comic Relief: A Comprehensive Philosophy of Humor* (2009) develops a theory of humor that displaces earlier, negative assessments and reveals the importance of the “play ethic” across cultures.

All told, Professor Morreall is the author of eight monographs, two edited volumes, and over seventy-five articles and book chapters. In addition to his innovative work on humor, his wide-ranging publications cover topics in linguistics, aesthetics, philosophy of religion, Christian theology, and Religious Studies theory. *The Religion Toolkit* (2011), co-authored with Tamara Sonn, offers a comprehensive introduction to the academic study of religion.

Professor Morreall taught broadly throughout his career. The ten different courses he regularly offered at William & Mary spanned Christian and Jewish theology, ethics, critical thinking, and Religious Studies theory. His “Comedy, Tragedy and Religion” engaged students in his central research pursuit and was a much-loved course.

Professor Morreall has served on a variety of committees in Religious Studies and at the College. He is a founder and past president of the International Society for Humor Studies and serves on the editorial board of *Humor: International Journal of Humor Research*. For the past five years, he has served as the Chair of the Religious Studies Department, culminating a career of service to the college and profession.

Board of Visitors

Resolution 16

February 4-6, 2015

Page 2 of 2

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Professor John S. Morreall; expresses its appreciation to him for the many contributions he has made to the College of William & Mary; and approves, with deep gratitude for his fourteen years of devoted service to the university, a change in status from Professor of Religious Studies to Professor of Religious Studies, Emeritus.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF GLENN D. SHEAN
DEPARTMENT OF PSYCHOLOGY

Glenn D. Shean earned his B.A. degree in 1962 from Louisiana State University in New Orleans, and his M.A. and Ph.D. in 1966 from the University of Arizona. He completed his clinical internship at the Palo Alto, California Veterans Affairs (VA) Hospital. His first and only faculty position was at the College of William & Mary, where he was hired in 1966 as the acting director of the Counseling Center with a joint appointment as an Assistant Professor of Clinical Psychology. He declined the position of permanent director of the Counseling Center, and in 1970 became a full-time faculty member in the Psychology Department. He earned tenure in 1972 and was then promoted to the rank of Professor in 1978. Professor Shean is retiring after 49 years of teaching, conducting research and providing service to the College.

Professor Shean has had an illustrious career as a clinical psychologist. His research has investigated affective and cognitive processes underlying schizophrenia in adults. In particular, he has examined the efficacy of schizophrenia treatment and recovery. Over the course of his career, he has published six books and over 50 peer-reviewed articles in scientific journals. Particularly remarkable is his steady and consistent publication record with 32 published articles since 2000 with two of those published within the past year. He has presented over 100 conference presentations with student co-authors and written numerous grants with collaborators within the department.

Professor Shean has been an important mentor to countless graduate students in the Psychology Department's M.A. program as well as to doctoral students in the Virginia Consortium doctoral program in clinical psychology. He has been instrumental in launching many successful clinical psychologists, some of whom have gone on to careers in academia or clinical practice. For 49 years, Professor Shean has taught a course titled "The Exceptional Child," in which his students volunteer in community settings that serve children at risk for developing psychological or learning difficulties due to their impoverished environments. He has taught upper-level Research in Abnormal Psychology courses as well as graduate courses in psychopathology.

As a practicing clinical psychologist, Professor Shean has been licensed in the Commonwealth since 1971. He had a small private practice and also was a consultant to Eastern State Hospital from 1968-1984 and worked at the Counseling Center as a practicing psychologist from 1966-1977. He has been a consultant to the Social Security Administration since 1982.

Professor Shean has been a pillar in the Psychology Department. He has served on all of the department's committees and often served as chair. His sense of humor, calm and steady demeanor, and wisdom will be sorely missed by his colleagues. He has served the students and the College at a high level of distinction and honor for almost a half century, a truly remarkable and laudable accomplishment.

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

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF KATHLEEN F. SLEVIN
DEPARTMENT OF SOCIOLOGY

Kathleen F. Slevin came to the College in 1986 as Associate Provost for Academic Affairs and joined the faculty in 1990 as Associate Professor and Director of the graduate program in Sociology. She served as Chair of the Sociology Department from 1997-2003 and Vice Provost for Academic Affairs from 2010-2014.

During Professor Slevin's distinguished career as a sociologist of aging and gender, she co-authored several books, including two seminal texts on aging: *Gender, Social Inequalities, and Aging* (2001) and *Age Matters: Re-Aligning Feminist Thinking* (2006). Her work has appeared in sociology's most prestigious journals, including *Social Forces*, *Men and Masculinities*, *Sociological Inquiry*, and the *Journal of Aging Studies*. She has been recognized as a leader in the discipline of sociology, serving as president of the Southern Sociological Society in 2008.

Professor Slevin has been a master teacher and mentor. The outstanding nature of her accomplishments as a professor and faculty leader at the College are evidenced by a number of prestigious awards, including the position of Chancellor Professor, awarded in 2001, the State Council for Higher Education (SCHEV) Outstanding Faculty Award in 2005, William & Mary's Phi Beta Kappa Teaching Award in 2005, the College's Thomas Jefferson Award in 2007, and the College's Thomas Ashley Graves Award for sustained excellence in teaching in 2010.

Professor Slevin served as Sociology's department chair from 1997-2003 during a critical juncture in its history, overseeing an almost complete turnover in the faculty. She guided the department through significant change, helping to design a community of sociologists and a curriculum where new faculty could thrive.

In addition to her academic work, Professor Slevin was also able to find time to serve as chair of the 2006 Inauguration and Investiture Committee, charged with organizing the events of April 7, 2006, on which date Gene Nichol was inaugurated as President of the College and Sandra Day O'Connor became Chancellor.

Professor Slevin's commitment to faculty governance at the College is represented in her serving as chair of 17 critical committees, including the Study Abroad Committee, the Faculty Priorities Committee, two Provost's search committees, and as Vice President of the Faculty Assembly. She profoundly influenced the climate for women and minorities at the College, supporting the Women's Network in her role as Associate Provost for Academic Affairs and twice as the co-coordinator of the network,

presenting sessions for the College's annual Women's Leadership Program, and serving on the President's Campus Committee on Diversity. During her tenure as Vice Provost for Academic Affairs, she instituted and designed a series of workshops for building faculty leaders.

Professor Slevin has been an extraordinarily passionate and engaged teacher, an active scholar recognized for her work on gender and aging, and a critical force in mentoring faculty and fostering leadership at the College.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Kathleen F. Slevin; expresses its appreciation for her many contributions to the College of William & Mary; and approves, with deep gratitude for her 29 years of service, a change in status from Chancellor Professor of Sociology to Chancellor Professor of Sociology, Emerita.

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

COLLEGE OF WILLIAM AND MARY
RETIREMENT OF JAMES E. SMITH
MASON SCHOOL OF BUSINESS

James E. Smith received his undergraduate degree in accounting from Southeastern Louisiana University in 1965, after which he worked in the Houston office of Price Waterhouse, while also completing an MBA with an accounting emphasis from the University of Houston. He then moved from Houston to Tucson, he taught introductory accounting courses at the University of Arizona, where he received his Ph.D. in Accounting in 1972.

During his 45 years as a member of the faculty of the Raymond A. Mason School of Business, he has effectively balanced the roles of teaching, research and publication, and professional service while serving in various leadership positions. He was an Associate Dean for three years and Director of the Accounting Program for 12 years. He was promoted from Assistant Professor to Associate Professor in only three years and from Associate Professor to Professor in an additional three years. He has been the John S. Quinn Distinguished Professor of Accounting since 1984.

Professor Smith has taught more than 5,000 students at William & Mary and has conducted Continuing Education Programs for over 25,000 CPAs in over 40 states. Student and CPA evaluations have consistently ranked his performance as superior.

While his primary area of expertise is taxation, he has taught nearly every course in the undergraduate accounting curriculum and several courses in the graduate curriculum. His teaching has garnered him numerous awards, including the Thomas Ashley Graves Award for Sustained Teaching Excellence; BBA Faculty Excellence Award; Dean's Award for Teaching Excellence; MAcc Faculty Excellence Award; Virginia Society of CPAs Outstanding Educator Award; American Institute of CPAs Outstanding Discussion Leader Award; American Taxation Association/Arthur Andersen Teaching Innovation Award; and *Virginia Business* magazine's Super CPA award.

Professor Smith is known by his students as the "ultimate story teller." He is able to take the subject of taxation, which some might consider dry, and conduct his class in such a manner that his students enjoy attending, even at 8:00 a.m.

Professor Smith has authored or co-authored over 40 publications in academic and professional journals. In addition, he has made a major contribution to tax education in his role as co-author of the South-Western Federal Taxation textbooks, the market leaders in undergraduate tax education. The initial textbook was published in 1984 with new editions being published annually (over 30 editions for each of the four textbooks).

William & Mary students are widely recognized for their success in the Tax Challenge, a tax case competition initially sponsored by Andersen and now sponsored by Deloitte. Over the 18 years of the case completion, teams from 65 to 100 universities have participated each year. William & Mary teams have received First Place 13 times, far more than any other university. This success has resulted in recognition for William & Mary in the academic and practitioner communities and in publications such as *The Wall Street Journal* and has provided over \$300,000 in scholarships. Professor Smith has served as coach for the William & Mary teams since the inception of the Tax Challenge.

Professor Smith has served on and chaired many committees for the Mason School and the College. In addition, he has brought national visibility to the Mason School's Accounting Program through his leadership positions in the American Association of Collegiate Schools of Business (AACSB) and in the Accounting Program Leadership Group (APLG). For AACSB, he served on the Accounting Accreditation Committee and was Vice Chair of Visitation Teams at multiple universities. For APLG, he served on the Board for five years and was elected President.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of James E. Smith; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his forty-five years of service, a change in status from John S. Quinn Professor of Business to John S. Quinn Professor of Business, Emeritus.

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

**THE COLLEGE OF WILLIAM & MARY
APPROVAL OF THE 2015 CAMPUS MASTER PLAN**

Whereas, the College had engaged in master planning with the development of the “Campus Precinct Framework and Design Guidelines” of 2003 (Sasaki), which prescribed architectural and landscape standards applicable to the entire campus; and

Whereas, the College had fulfilled the great majority of recommendations under the last major campus master plan of 1987 (Johnson Johnson & Roy); and

Whereas, the College had reached a point in its campus development for which a new master plan was necessary, in order to structure the continued evolution of the campus, given the recent conclusion of the most extensive campus building campaign since the 1960’s expansion; and

Whereas, the College contracted in 2013 with architectural planning and design consultants Cannon Design/Brailsford & Dunlavey to develop a campus master plan for 2015; and

Whereas, the intent of the current master planning effort was to develop a unifying vision for the main campus, recognizing both the history of the College as well as the modern university the College has become; and

Whereas, the Campus Master Plan for 2015 (“The Plan”) is a living document which is based on guiding principles, in concert with the College’s Strategic Plan and creates a framework for leveraging the College’s greatest physical asset, the campus; and

Whereas, the Plan describes a series of logically developed, sustainable initiatives which emphasize renovation, re-purpose, and replacement of facilities, as well as thoughtful rearrangement of landscape in support of wayfinding and ecology; and

Whereas, the Plan will be used by the College’s administration and senior officials to guide development well into the foreseeable future; and

Whereas, the Plan is incorporated herein by reference and can be found on the William & Mary website;

THEREFORE, BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors hereby endorses and adopts the “2015 Campus Master Plan;” and

BE IT FURTHER RESOLVED, That the Board directs the College administration to oversee implementation and ensure compliance with the Plan; and

BE IT FINALLY RESOLVED, That the Plan can only be changed by vote of the Board of Visitors.

**RESOLUTION TO APPROVE 9C REVENUE FINANCING
BY THE RECTOR AND VISITORS OF
THE COLLEGE OF WILLIAM AND MARY: RENOVATE DORMITORIES**

WHEREAS, there have been passed by the General Assembly of Virginia and signed by the Governor acts entitled “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2014” (the “2014 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2013” (the “2013 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2012” (the “2012 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2011” (the “2011 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2010” (the “2010 Act”), “Commonwealth of Virginia Parking Facilities Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2008” (the “2008 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2007” (the “2007 Act”), and “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006” (the “2006 Act” and, together with the 2007 Act, 2008 Act, 2009 Acts, 2010 Act, 2011 Act, 2012 Act, 2013 Act and the 2014 Act, the “Acts”);

WHEREAS, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the “Treasury Board”) is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the “Commonwealth”) for the purpose of providing funds, together with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses (the “Financing Expenses”), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

WHEREAS, for The College of William and Mary (the “Institution”), such revenue-producing capital projects include Renovate Dormitories, 204-18100, (each individually, a “Project” and, collectively, the “Projects”); and

WHEREAS, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF THE COLLEGE OF WILLIAM AND MARY:

Section 1. The Board of Visitors of the Institution (the “Board”) requests the Treasury Board to sell and issue bonds (the “Bonds”) or bond anticipation notes (“BANs”) in an aggregate principal amount not to exceed \$ 12,330,000 of a total appropriation for \$ 16,000,000, to finance all

February 4 - 6, 2015

Page 2 of 7

or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the "Individual Project Bonds" or "Individual Project Notes" and, collectively, the "Individual Project Borrowing" and for all Projects, the "Project Bonds" or "Project Notes" and, collectively, the "Project Borrowings"). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

Section 2. With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the Dormitory Room Rent Revenue fee ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

Section 3. It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on Part II of the Financial Feasibility Study, attached hereto as Exhibit A, with respect to each Project, the anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

Section 4. The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

Section 5. The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

Section 6. The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

Section 7. The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be "arbitrage bonds" within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the "Code"), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

Section 8. The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

Section 9. The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

February 4 - 6, 2015

Page 4 of 7

Section 10. The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 11. The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 12. The officers of the Institution are authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

Section 13. The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

Section 14. This resolution shall take effect immediately.

The undersigned Secretary of the Board of Visitors of The College of William and Mary does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors of The College of William and Mary duly convened and held on February 6, 2015, at which a quorum was present and voting, and that such resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of _____, this _____ day of _____, 2015.

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

Financial Feasibility Study - Part II Spreadsheet 1 - Cost Components College of William & Mary 2014-16 Renovate Dormitories									
	Debt Service	Principal	Interest	Reserve Fund Payment	Reserve Fund Balance	Total Debt Service	Annual Expenses	Non Recurring Initial Outlays	Total Cost
2014									0
1 2015	1,100,462	580,462	520,000	110,046	110,046	1,210,508	0	0	1,210,508
2 2016	1,100,462	599,327	501,135	110,046	222,293	1,210,508	0		1,210,508
3 2017	1,100,462	618,805	481,657	97,707	320,000	1,198,169	0		1,198,169
4 2018	1,100,462	638,916	461,546	0	320,000	1,100,462	0		1,100,462
5 2019	1,100,462	659,681	440,781	0	320,000	1,100,462	0		1,100,462
6 2020	1,100,462	681,121	419,341	0	320,000	1,100,462	0		1,100,462
7 2021	1,100,462	703,257	397,205	0	320,000	1,100,462	0		1,100,462
8 2022	1,100,462	726,113	374,349	0	320,000	1,100,462	0		1,100,462
9 2023	1,100,462	749,712	350,750	0	320,000	1,100,462	0		1,100,462
10 2024	1,100,462	774,077	326,385	0	320,000	1,100,462	0		1,100,462
11 2025	1,100,462	799,235	301,227	0	320,000	1,100,462	0		1,100,462
12 2026	1,100,462	825,210	275,252	0	320,000	1,100,462	0		1,100,462
13 2027	1,100,462	852,029	248,433	0	320,000	1,100,462	0		1,100,462
14 2028	1,100,462	879,720	220,742	0	320,000	1,100,462	0		1,100,462
15 2029	1,100,462	908,311	192,151	0	320,000	1,100,462	0		1,100,462
16 2030	1,100,462	937,831	162,631	0	320,000	1,100,462	0		1,100,462
17 2031	1,100,462	968,311	132,151	0	320,000	1,100,462	0		1,100,462
18 2032	1,100,462	999,781	100,681	0	320,000	1,100,462	0		1,100,462
19 2033	1,100,462	1,032,274	68,188	0	320,000	1,100,462	0		1,100,462
20 2034	1,100,462	1,065,823	34,639	0	320,000	1,100,462	0		1,100,462
21 2035	0	0	0	0	0	0	0		0
22 2036	0	0	0	0	0	0	0		0
23 2037	0	0	0	0	0	0	0		0
24 2038	0	0	0	0	0	0	0		0
25 2039	0	0	0	0	0	0	0		0
26 2040	0	0	0	0	0	0	0		0
27 2041	0	0	0	0	0	0	0		0
28 2042	0	0	0	0	0	0	0		0
29 2043	0	0	0	0	0	0	0		0
30 2044	0	0	0	0	0	0	0		0
	22,009,243	16,000,000	6,009,243	317,799		22,327,042	0	0	22,327,042
PV @3.25%	16,000,000			298,577		16,298,577	0	0	16,298,577
(1) DEBT INFORMATION					(2) ANNUAL OPERATING EXPENSES				
Borrowing Year			2014		Personal Services		0		
Amount Borrowed			16,000,000		Contractual Services		0		
Borrowing Rate			3.250%		Supplies and Materials		0		
Term (Years)			20		Indirect Cost		0		
Reinvestment Rate			2.00%		Utilities		0		
Reserve Fund Target			320,000		Equipment		0		
					Other		0		
					Total Annual Expenses		0		

February 4 - 6, 2015

Page 7 of 7

Financial Feasibility Study - Part II Spreadsheet 3 - Net Revenues/Coverage College of William & Mary 2014-16 Renovate Dormitories						
	Total Cost	Reserve Fund Payment	Adjusted Total Cost	Total Revenues	Net Revenues	Coverage Percent
2014	0					
2015	1,210,508	110,046	1,100,462	1,213,440	112,978	110.27%
2016	1,210,508	110,046	1,100,462	1,213,440	112,978	110.27%
2017	1,198,169	97,707	1,100,462	1,213,440	112,978	110.27%
2018	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2019	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2020	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2021	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2022	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2023	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2024	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2025	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2026	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2027	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2028	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2029	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2030	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2031	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2032	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2033	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2034	1,100,462	0	1,100,462	1,213,440	112,978	110.27%
2035	0	0	0	0	0	0.00%
2036	0	0	0	0	0	0.00%
2037	0	0	0	0	0	0.00%
2038	0	0	0	0	0	0.00%
2039	0	0	0	0	0	0.00%
2040	0	0	0	0	0	0.00%
2041	0	0	0	0	0	0.00%
2042	0	0	0	0	0	0.00%
2043	0	0	0	0	0	0.00%
2044	0	0	0	0	0	0.00%
	22,327,042	317,799	22,009,243	24,268,800	2,259,557	

**RESOLUTION OF THE BOARD OF VISITORS OF
THE COLLEGE OF WILLIAM AND MARY
DECLARING THE INTENTION TO REIMBURSE
THE COST OF CERTAIN EXPENDITURES FROM 9C PROCEEDS**

WHEREAS, The College of William and Mary (the "Institution") has undertaken the renovation of its Renovate Dormitories (204-18100) (the "Project"); and

WHEREAS, The Institution has made or will make expenditures (the "Expenditures") in connection with the Project; and

WHEREAS, The Institution may determine that the funds advanced and to be advanced to pay Expenditures will be reimbursed to the Institution from the proceeds of one or more obligations to be issued by or on behalf of the Institution (the "Indebtedness").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF THE INSTITUTION:

1. The Board of Visitors of the Institution hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the Institution intends to reimburse itself, in accordance with such Section 1.150-2, with the proceeds of Indebtedness for Expenditures made on, after or within 60 days prior to the date of the adoption of this Resolution with respect to the Project, except that Expenditures made more than 60 days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.
2. The maximum principal amount of Indebtedness expected to be issued for the Project is \$4,300,000.
3. This Resolution shall take effect immediately upon its adoption.

Adopted: _____

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

**REVISIONS TO THE BYLAWS OF
THE BOARD OF VISITORS OF
THE COLLEGE OF WILLIAM AND MARY**

Revisions to Article II, Administration, of the *Bylaws of the Board of Visitors* have been proposed in order to reflect those changes necessitated by the merging of the positions of Vice President for Finance and Vice President for Administration into the newly created position of Senior Vice President for Finance and Administration.

The changes made, shown in redline/highlight format on the following pages, are:

1. Section 1: The President of the College – delete Vice President for Finance and Vice President for Administration and insert Senior Vice President for Finance and Administration (pages 7 and 8).
2. Section 2: Provost – delete Vice President for Finance and Vice President for Administration and insert Senior Vice President for Finance and Administration; delete sentence regarding the Administrative Budget Group (pages 8 and 9).
3. Section 3: Vice President for Finance – delete Vice President for Finance and change title to Senior Vice President for Finance and Administration; add additional language regarding administration responsibilities (pages 9 through 11).
4. Section 4: Vice President for Administration – delete entire section (pages 11 and 12).
5. Sections 5 through 12: Delete all references to Vice President for Finance and Vice President for Administration and insert Senior Vice President for Finance and Administration, re-number the sections as needed (pages 12 through 16).

BE IT RESOLVED, That on the recommendation of the President, the *Bylaws* of the Board of Visitors are hereby amended, effective February 6, 2015, as shown on the following pages.

Article II

Administration

Section 1. THE PRESIDENT OF THE COLLEGE

Under the authority and direction of the Board of Visitors, the President of the College is responsible for the administration and courses of instruction of The College of William and Mary in Virginia. The President shall be the authorized means of communications between the Board of Visitors and faculties, the Board and the students, and the Board and the various officers of instruction and administration employed in the College. The President is accountable to the Board for the administrative, fiscal and program performance of the College. At least annually, at a date set by the Rector of the College, the Board shall conduct an evaluation of the performance of the President for the preceding year. Such evaluation may be held in a closed meeting pursuant to § 2.2-3711.A.1 of the Code of Virginia. Any change to the President's employment contract during any such meeting or any other meeting of the Board shall be made only by a vote of a majority of the Board.

The President shall be assisted by a Provost, **a Senior Vice President for Finance and Administration**, a Vice President for University Advancement, a Vice President for Student Affairs, ~~a Vice President for Finance, a Vice President for Administration~~ and a Vice President for Strategic Initiatives. The President shall establish, with the approval of the Board of Visitors, such faculty positions and other administrative offices that may be needed to carry out the work of the College. The President shall recommend to the Board appointments to all administrative and faculty positions. The President may appoint committees from members of the administrative staff and, upon recommendation of the Faculty Assembly, from members of the faculties of the College as in the President's judgment may be needed.

The President shall represent the College on public occasions and shall confer all properly authorized degrees, with the exception of honorary degrees, which shall be conferred by the Rector of the College or the Rector's duly authorized agent.

The President shall direct the operation of the College, supervise the work of the faculties and staff, and maintain the internal order and discipline of the College, and to this end shall hold all deans and members of the faculties to the faithful and efficient discharge of their duties. The President may exercise the right to preside over any meetings of the faculties.

As the chief administrative officer of the College, the President may attend all meetings of the Board of Visitors or any committee meetings of the Board, except as otherwise designated by the Board, and participate in the discussions of such committees, and submit recommendations on matters falling within the purview of such committees as may be appropriate.

The President, with the appropriate advice of administrative officers and the Faculty Assembly will formulate plans and operating policies and objectives for all phases of operation

of the College and will develop and maintain an organizational plan through which these policies and objectives may be implemented, directed and controlled.

The President shall cause reports of the fiscal and other affairs of the College to be prepared and submitted to the Board of Visitors and to its committees and shall be responsible for planning, implementing, coordinating and evaluating the College's communications, information, community relations and public service programs.

The President shall have the authority to transact business in the name of the College of William and Mary in Virginia, and shall have concurrent authority with the Provost ~~and, the Senior Vice President for Finance and Administration Vice President for Finance, and the Vice President for Administration~~ in the exercise of their delegated authority to transact business in the name of the College. The President shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

It is the duty of the President to bring to the attention of the Rector and the Board of Visitors all matters within the President's knowledge that in the President's opinion are in the interest of the College and require consideration by the Board.

In case of the death or resignation of the President, the Board of Visitors shall designate as promptly as possible an Interim President to serve until a President shall have been elected by the Board and shall have assumed office.

Section 2. PROVOST

The Board of Visitors will, on recommendation of the President of the College, appoint a Provost who shall serve as the senior administrative and chief academic officer of the College under the President. The Provost shall administer the affairs of the College during the temporary absence or disability of the President, except as otherwise directed by the Board.

The Provost, under the direction of the President and in accordance with policies established by the Board of Visitors, has general purview over all educational programs, activities, personnel and policies of the College.

With the advice of the Faculty Assembly, the Provost is responsible jointly with the ~~Senior Vice President for Finance and Administration Vice President for Finance~~ for budgetary planning, and for submitting recommendations to the President regarding allocation of the College's resources and expenditure of its funds. ~~In the discharge of their joint budgetary responsibility, the Provost, the Vice President for Finance and the Vice President for Administration constitute the Administrative Budget Group, chaired by the Provost.~~

The Provost is responsible for working directly with the Deans, and the Faculty Assembly when appropriate, on academic planning, and on curricular, budgetary, personnel, and educational policy matters, for recommendation as appropriate to the President. In accordance with the provisions of the Faculty Handbook and the Code of Virginia and upon

recommendation of the appropriate dean or administrative officer, the Provost shall submit to the President recommendations regarding salaries, appointments, promotions and dismissals of members of the staff and faculties of the College, and the establishment of new positions. Whenever feasible, the administration will provide the Board with relevant information about prospective appointees at least 30 days before the Board is scheduled to act on their appointments.

The Provost shall serve as the accreditation officer of the College. The Provost shall establish, under the direction of the President, and in consultation with the appropriate deans, Vice Presidents, and the Faculty Assembly, priorities regarding the College's needs for new financial resources for educational purposes.

The Provost shall recommend to the President of the College the calendar of the College, the curriculum of the faculties of the College, and the inauguration of new programs, the latter being subject to approval by the Board of Visitors. Such recommendation shall be formulated with due regard to the roles of the respective faculties, the Faculty Assembly, the educational mission of the College in the Virginia system of higher education, and budgetary and administrative feasibility.

Concurrently with the President, the Provost shall have the authority to transact business in the name of The College of William and Mary in Virginia, including any and all contracts for employment, sponsored projects, intellectual property rights, student or faculty exchange agreements, financial aid agreements, articulation agreements, and any other contracts or agreements necessary to carry out and support the operations of the College, with the exception of indebtedness and those particular assignments made to the Senior Vice President for Finance and Administration ~~Vice President for Finance and the Vice President for Administration~~. The Provost shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

Section 3. ~~VICE PRESIDENT FOR FINANCE~~ SENIOR VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Board of Visitors will, on recommendation of the President of the College, appoint a Senior Vice President for Finance and Administration ~~Vice President for Finance~~ of the College. Under the direction of the President and in accordance with policies established by the Board of Visitors, the Senior Vice President for Finance and Administration ~~Vice President for Finance~~ shall administer the business affairs of the College of William and Mary, and shall ~~coordinate College activities~~ interact with governmental entities as necessary. Under the direction of the President, the Senior Vice President is responsible jointly with the Provost for budget planning, and for recommendations to the President regarding university resource allocation and expenditure budgets.

The Senior Vice President for Finance and Administration ~~Vice President for Finance~~ is responsible for providing analysis and recommendations to the President and Provost regarding budget development and execution.

The Senior Vice President for Finance and Administration ~~Vice President for Finance~~ is responsible for all budget development activities including the development of operating and capital budget initiatives to be submitted to the Commonwealth of Virginia and the integration of all budget development activities into the overall planning activities of the College.

The Senior Vice President coordinates and/or conducts studies of College programs to enable evaluation of the effective and efficient use of resources to meet the highest priorities of the university. Evaluation may include consideration of alternative organization structures, delivery systems, or funding sources. The Senior Vice President is responsible for budget execution activities including the allocation of resources available to the College, regardless of source; oversight of expenditures within College programs; and the availability of incremental revenue to meet College needs.

The Senior Vice President for Finance and Administration ~~Vice President for Finance~~ shall be responsible for payrolls, financial contracts, and for annual fiscal reports. It shall be the Senior Vice President's responsibility to assure that private funds under the custody of the Board of Visitors of the College of William and Mary are properly invested with the approval of the President and the Committee on Financial Affairs of the Board of Visitors.

The Senior Vice President for Finance and Administration shall have custody of the College's valuable papers, such as evidence of title and contracts to which the College is a party. The Senior Vice President shall be responsible for the deposit of copies of all deeds and deeds of trust in appropriate files of the College and for the proper recording of all such deeds. The Senior Vice President shall determine that land surveys have been made on all properties of the College to indicate the precise lines of demarcation between the properties of the College of William and Mary and other properties.

The Senior Vice President for Finance and Administration shall be responsible for the effective operation of the plant, the auxiliary enterprises, the general purchasing and supply system, human resources, campus security, and the buildings and grounds of the College. The Senior Vice President shall take appropriate action to ensure that the property and all materials in the College under the Senior Vice President's cognizance are properly safeguarded and in good condition and that appropriate maintenance, safety and security procedures are established and sustained by those who are authorized to utilize the materials and property of the College.

The Senior Vice President for Finance and Administration shall work with the Provost in preparing for submission to the President and the Board of Visitors recommendations on budgetary matters and on the filling of vacancies and the creation of new positions in the finance and administrative area.

All reports prepared by the Senior Vice President for Finance and Administration ~~Vice President for Finance~~ will be submitted to the President and, where appropriate, transmitted by the President to the Board of Visitors.

Concurrently with the President, the ~~Senior Vice President for Finance and Administration~~ ~~Vice President for Finance~~ shall have the authority to transact business in the name of The College of William and Mary in Virginia, including: (1) the transfer, conversion, endorsement, sale, purchase, assignment, conveyance and delivery of any and all shares of stocks, bonds, debentures, notes, and subscriptions warrants, cash or equivalent assets, and evidence of indebtedness; (2) any and all contracts for the purchase of real estate and other property, or other securities or assets now or hereafter owned by the Board of Visitors of The College of William and Mary in Virginia, or bearing any similar designation indicating ownership by the College; (3) agreements setting forth the terms for the acceptance of gifts to the College; ~~(4) any and all contracts for the purchase or rental of professional services, supplies and equipment, including software and hardware; the design and construction of facilities; non-disclosure and confidentiality agreements; real estate and property leases or rental agreements; capital leases; acquisition or conveyance of any other type of property interest, including easements; equipment leases or fixed asset rental agreements; use of College facilities;~~ and ~~(4) (5)~~ any other agreements necessary to carry out and support the operations of the College, with the exception of those particular assignments made to the Provost ~~or the Vice President for Administration~~. The sale of real property requires the approval of the Board of Visitors and the Commonwealth of Virginia. The ~~Senior Vice President for Finance and Administration~~ ~~Vice President for Finance~~ shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

~~Section 4. VICE PRESIDENT FOR ADMINISTRATION~~

~~The Board of Visitors will, on recommendation of the President of the College, appoint a Vice President for Administration of the College. Under the direction of the President and in accordance with policies established by the Board of Visitors, the Vice President for Administration shall provide administrative and support services to the College.~~

~~The Vice President shall have custody of the College's valuable papers, such as evidence of title and contracts to which the College is a party. The Vice President shall be responsible for the deposit of copies of all deeds and deeds of trust in appropriate files of the College and for the proper recording of all such deeds. The Vice President shall determine that land surveys have been made on all properties of the College to indicate the precise lines of demarcation between the properties of the College of William and Mary and other properties.~~

~~The Vice President for Administration shall be responsible for the effective operation of the plant, the auxiliary enterprises, the general purchasing and supply system, human resources, campus security, and the buildings and grounds of the College. The Vice President shall take appropriate action to ensure that the property and all materials in the College under the Vice President's cognizance are properly safeguarded and in good condition and that appropriate maintenance, safety and security procedures are established and sustained by those who are authorized to utilize the materials and property of the College.~~

~~All reports prepared by the Vice President for Administration will be submitted to the President and, where appropriate, transmitted by the President to the Board of Visitors.~~

~~The Vice President for Administration shall work with the Provost and the Vice President for Finance in preparing for submission to the President and the Board of Visitors recommendations on budgetary matters and on the filling of vacancies and the creation of new positions in the administrative area.~~

~~The Vice President for Administration shall have the authority to transact business in the name of The College of William and Mary in Virginia, including any and all contracts for the purchase or rental of professional services, supplies and equipment, including software and hardware; the design and construction of facilities; non-disclosure and confidentiality agreements; real estate and property leases or rental agreements; capital leases; acquisition or conveyance of any other type of property interest, including easements; equipment leases or fixed asset rental agreements; use of College facilities; and any other agreements necessary to carry out and support the operations of the College, with the exception of indebtedness and those particular assignments made to the Provost or Vice President for Finance. The Vice President for Administration shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.~~

Section ~~4.~~ **5.** VICE PRESIDENT FOR STRATEGIC INITIATIVES

On the recommendation of the President of the College, the Board of Visitors will appoint a Vice President for Strategic Initiatives. Under the direction of the President and in accordance with Board Policies, the Vice President for Strategic Initiatives shall develop and manage programs for economic development, for public service and outreach, and for community, government, and general public relations.

The Vice President for Strategic Initiatives shall assist the President and Provost with strategic planning; identify and evaluate alternatives for financial sustainability and continued preeminence in American higher education; assist the William and Mary Real Estate Foundation, especially in its efforts to expand student access to housing as well as retail and entertainment opportunities near campus; link College programs with the private sector for their mutual benefit; develop and coordinate economic development projects to leverage William and Mary's capabilities to support the region; communicate College benefits to the region to the State Council for Higher Education in Virginia and to the public; lead and coordinate William and Mary's support of state, regional and local economic development organizations; and provide leadership and oversight of the Offices of Economic Development, Government Relations, University Relations, and Creative Services.

The Vice President for Strategic Initiatives shall work with the Provost and **Senior Vice President for Finance and Administration** ~~Vice President for Finance~~ in preparing for submission to the President and the Board of Visitors recommendations on budgetary matters and on the filling of vacancies and the creation of new positions in the Offices of Economic Development, Government Relations, University Relations, and Creative Services.

| Section ~~5.6~~ VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

The Board of Visitors will, on recommendation of the President of the College, appoint a Vice President for University Advancement. A primary responsibility of the Vice President for University Advancement is to plan, implement, coordinate, and evaluate all programs and special events by which the university's voluntary private financial support -- both for current operations and capital purposes, including endowment -- will be sustained and increased. In addition, the Vice President will oversee all operations associated with university marketing, alumni engagement activities, and the relationship with the William & Mary Alumni Association. In accordance with policies and procedures established by the Board of Visitors, the Vice President shall organize and manage a comprehensive advancement program to ensure lifelong engagement with all alumni and constituents, and to seek and/or coordinate gifts and grants from alumni, parents, other individuals, corporations, foundations and other organizations.

Under the direction of the President and in accordance with the policies of the Board of Visitors, the Vice President shall coordinate the efforts of the several volunteer groups that conduct outreach and engagement activities as well as those that seek contributions in the name of or in support of the university, resolving any differences which may arise regarding the scheduling of fundraising initiatives and the potential sources of funds upon which each will concentrate.

The Vice President for University Advancement shall maintain and/or coordinate information on gifts and grants to the College and its affiliates and supporting organizations for both current operations and capital purposes of the College, from all sources including endowments, in conjunction with other appropriate offices. The Vice President shall prepare and submit reports on the status of all the engagement, university marketing, and fundraising activities of the university and its affiliated and supporting organizations when such information is requested by the Board of Visitors or the President or when it might otherwise be timely.

The Vice President for University Advancement shall, while reporting directly to the President, work with the Provost and the Senior Vice President for Finance and Administration ~~Vice President for Finance~~ on all budgetary matters and the filling of vacancies and establishing of new positions in the Office of University Advancement, for recommendation to the President and to the Board of Visitors.

| Section ~~6.7~~ VICE PRESIDENT FOR STUDENT AFFAIRS

The Board of Visitors, on recommendation of the President of the College, will appoint a Vice President for Student Affairs, who shall, under the direction of the President, and in accordance with policies of the Board of Visitors, administer and coordinate the student life policies of the College and programs and activities bearing on student affairs, student development, student health services, counseling, and social and recreational programs and functions. The Vice President shall provide a program of academic support services; serve as

liaison for student organizations; encourage meaningful extracurricular activities; maintain good order and discipline among students; and promote student well-being.

The Vice President for Student Affairs shall report to the President, but shall be responsible for coordinating responsibilities with the Provost to ensure a close working relationship between academic and student affairs. The Vice President for Student Affairs shall work with the Provost and the Senior Vice President for Finance and Administration ~~Vice President for Finance~~ in preparing recommendations for the Board and the President on all budgetary matters and on the filling of vacancies and establishment of new positions in student affairs.

The Vice President for Student Affairs shall work cooperatively with the Senior Vice President for Finance and Administration ~~Vice Presidents for Finance and Administration~~ to ensure the quality of all physical facilities utilized in support of student life programs, including the student residences, the Campus and University Centers, the Student Health Center, the Counseling Center and intramural and recreational sports facilities. The Vice President shall be responsible for the administration of the scheduling policies of the College, with the exception of the scheduling of academic facilities for instructional and research programs, and shall supervise the maintenance of the College calendar of events. The Vice President for Student Affairs shall be responsible for the proper administration of funds allocated in support of student activities.

Section 7 ~~8~~. DIRECTOR OF THE VIRGINIA INSTITUTE OF MARINE SCIENCE

The Board of Visitors will, on recommendation of the President of the College, appoint a Director of the Virginia Institute of Marine Science.

The Director, under the direction of the President, has general purview of and administrative responsibility for the affairs of the Institute, except that the Director shall work directly with the Provost and the Senior Vice President for Finance and Administration ~~Vice President for Finance~~ on all financial and budgetary matters for recommendation as appropriate to the President.

Section 8 ~~9~~. PRESIDENT OF RICHARD BLAND COLLEGE

The President of Richard Bland College of the College of William and Mary shall have the same authority and responsibility for Richard Bland College as the President of the College does in Article II, Section 1, with the exception of the designation of assisting offices, and shall be directly responsible to the Board of Visitors. At least annually, at a date set by the Rector of the College, the Board shall conduct an evaluation of the performance of the President for the preceding year. Such evaluation may be held in a closed meeting pursuant to § 2.2-3711.A.1 of the Code of Virginia. Any change to the President's employment contract during any such meeting or any other meeting of the Board shall be made only by a vote of a majority of the Board.

The President of Richard Bland College, while remaining responsible for the overall administration of the College, shall be assisted in the performance of duties by a chief academic officer, a chief financial officer, or such other senior administrators as the President deems necessary or appropriate. The President shall set forth the authority and responsibilities of such offices, subject to the approval of the Board of Visitors.

The President shall have the authority to further delegate such authority as delegated to the President; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

| Section **9** ~~10~~. INTERNAL AUDITOR

The Board of Visitors shall, on recommendation of the President of the College and the President of Richard Bland College, appoint a Director of Internal Audit.

The Director of Internal Audit shall report directly to the Committee on Audit and Compliance and shall be responsible to the Committee for the administration and operation in the Office of Internal Audit and for the formation of an annual Audit Plan. The budget for and authorization of positions in the Office of Internal Audit shall be reviewed and approved by the Committee on Audit and Compliance.

The Director of Internal Audit shall consult with the President of the College and the President of Richard Bland College in the administration and operation of the Office of Internal Audit.

The Director of Internal Audit shall be evaluated annually by the Committee on Audit and Compliance during the Board's annual meeting for recommendation to the full Board.

| Section **10** ~~11~~. BUILDING OFFICIAL

The Board of Visitors shall, on recommendation of the President of the College, appoint a Building Official.

The Building Official is authorized to determine the suitability for occupancy of, and to issue certifications for building occupancy for, all capital projects undertaken at the institution and who, prior to issuing any such certification, shall ensure that the Virginia Uniform Statewide Building Code requirements are met for that capital project and that such project has been inspected by the Fire Marshal or authorized designee.

The Building Official shall report directly and exclusively to the Board of Visitors through the Committee on Administration, Buildings and Grounds and shall be certified by the Virginia Department of Housing and Community Development to perform this function.

| Section ~~11.42~~ POLICIES AND REGULATIONS

Policies for the governance of the College of William and Mary and Richard Bland College as made from time to time by the Board of Visitors shall be binding on the appropriate college communities and shall be published and distributed within the College and Richard Bland College by appropriate means. In addition, the President of the College or the President of Richard Bland College may adopt such rules and regulations as they may deem appropriate to the proper administration of their Colleges, provided they are not inconsistent with the policies of the Board of Visitors or the requirements of law. To this end the President of the College or Richard Bland College may define offenses against the discipline or good order of the College or Richard Bland College, prescribe penalties for the commission of the same, and establish procedures for determining guilt and penalty. They may similarly, with due regard to the Board of Visitors' policy on tenure rights and responsibilities and requirements of law, prescribe the conditions and procedures for dismissing, suspending, demoting, or reprimanding members of the faculty and staff.

It is intended that the President of the College and the President of Richard Bland College, in the exercise of the aforementioned rule-making authority, shall hold students, faculty and staff to those standards of personal conduct, competency and attendance to duty as are appropriate, in their judgment, to the welfare of the College and Richard Bland College and the attainment of their educational objectives, limited only by the requirements of law and directives of the Board of Visitors. No rule or regulation adopted by the President of the College or of Richard Bland College shall be deemed contrary to the policies of the Board of Visitors unless so determined by the Board itself after the promulgation of such rule or regulation.

COLLEGE OF WILLIAM AND MARY
CORPORATE RESOLUTION TO TRANSACT BUSINESS AND CONFIRM
AUTHORIZED BUSINESS AGENTS FOR THE COLLEGE OF WILLIAM AND MARY

On February 6, 2015, the Board of Visitors of The College of William and Mary in Virginia met and passed revisions to the *Bylaws* to clarify the power of certain officers of the College to transact business in the name of the College.

Article II, Section 3. of the revised *Bylaws* states:

Concurrently with the President, the Senior Vice President for Finance and Administration shall have the authority to transact business in the name of The College of William and Mary in Virginia, including: (1) the transfer, conversion, endorsement, sale, purchase, assignment, conveyance and delivery of any and all shares of stocks, bonds, debentures, notes, and subscriptions warrants, cash or equivalent assets, and evidence of indebtedness; (2) any and all contracts for the purchase of real estate and other property, or other securities or assets now or hereafter owned by the Board of Visitors of The College of William and Mary in Virginia, or bearing any similar designation indicating ownership by the College; (3) agreements setting forth the terms for the acceptance of gifts to the College; (4) any and all contracts for the purchase or rental of professional services, supplies and equipment, including software and hardware; the design and construction of facilities; non-disclosure and confidentiality agreements; real estate and property leases or rental agreements; capital leases; acquisition or conveyance of any other type of property interest, including easements; equipment leases or fixed asset rental agreements; use of College facilities; and (5) any other agreements necessary to carry out and support the operations of the College, with the exception of those particular assignments made to the Provost. The sale of real property requires the approval of the Board of Visitors and the Commonwealth of Virginia. The Senior Vice President for Finance and Administration shall have the authority to further delegate such authority; such delegation must be consistent with applicable law and regulations, and subject to guidelines for the exercise thereof.

BE IT RESOLVED, That the following statement of certification will accompany this resolution, requiring signature by the Secretary of the Board of Visitors attesting to its validity and correctness:

I, _____, Secretary of the Board of Visitors of The College of William and Mary in Virginia, do hereby certify that the foregoing is a true and correct copy of the Resolution approved by the Board of Visitors of said College at a duly constituted meeting held in the City of Williamsburg, Virginia, on the 6th day of February, 2015, at which a quorum was present and acting throughout, and that said resolution appears in the minutes of said meeting, and that the same has not been rescinded or modified and is now in full force and effect. I further certify that said organization is duly organized and existing, and has the power to take the action called for by the foregoing resolution. I further certify that W. Taylor Reveley III is President and Samuel E. Jones is Senior Vice President for Finance and Administration of The College of William and Mary in Virginia.

Given under my hand and official seal of The College of William and Mary in Virginia on the _____ day of _____.

_____, Secretary

**BOARD OF VISITORS RESOLUTION TO HONOR
ANNA B. MARTIN
VICE PRESIDENT FOR ADMINISTRATION**

Anna B. Martin joined the College of William & Mary in 2001 as the Vice President for Administration. The former Executive Director of Operations in the Office of the Under-secretary of the Smithsonian Institution, Ms. Martin earned her undergraduate degree from Lake Forest College in Lake Forest, Illinois, and a master's degree in adult and continuing education from Virginia Tech. Before joining the Smithsonian in 1990, she worked as special assistant to the general manager of the Washington Metropolitan Area Transit Authority, and worked in various public relations positions for the American Society for Training and Development, Institute of Electrical and Electronic Engineers, the U.S. Rail Association and the U.S. Department of Transportation.

As the Vice President for Administration, Ms. Martin has provided leadership, planning and coordination to the College's administrative operations to develop and maintain support for the College's mission and goals. As a member of the President's senior staff, she participated in College-wide strategic planning and worked with the Provost and Vice President for Finance to develop the College budget. She had direct oversight of the Offices of Auxiliary Services, William & Mary Police, Facilities Management, Human Resources and Procurement. In all of her roles, Ms. Martin's firm and steady hand pushed for progress, and she has been a steadfast advocate for William & Mary's staff, an ally of the faculty in its teaching and research efforts, and a highly valued colleague.

In 2009, under her leadership, William & Mary rolled out a new University Human Resources System geared to give employees – and the university – greater flexibility with benefits, compensation and training. Vice President Martin also served as chair of the W&M Emergency Management Team and has led a number of other efforts for the university such as risk management, threat assessment and energy management.

And, of course, there is campus construction. Over the past 12 years, Ms. Martin has overseen the addition or renovation of 1.3 million square feet of newly constructed or renovated space at a cost of approximately \$600 million.

Indeed, her most visible work has been in the areas of managing campus construction projects and her leadership in campus safety and security on the Emergency Management Team. As chair, she supervised a transformation in terms

February 6, 2015

Page 2 of 2

of emergency response planning, training and use of technology such as the university's mass notification system.

During her fourteen years as Vice President, Ms. Martin kept a multitude of trains running on time and with a full head of steam. Those who risked derailing their progress usually heard directly from the Vice President for Administration.

THEREFORE, BE IT RESOLVED, That the Board of Visitors recognizes and commends Anna B. Martin for her service and expresses its appreciation to her for the many contributions she has made to The College of William and Mary in Virginia and the Office of Administration; and

BE IT FURTHER RESOLVED, That upon recommendation of the President, and in recognition of Ms. Martin's service to William & Mary, the Board of Visitors of the College of William and Mary hereby renames the Emergency Operations Center the "Anna B. Martin Emergency Operations Center;" and

BE IT FINALLY RESOLVED, That this resolution be included in the minutes of the Board and a copy of the same be delivered to Ms. Martin with best wishes from a grateful College.

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

2015

February 4-6 (Charter Day February 6)

April 22-24 (Commencement weekend May 15-17)

September 16-18

November 18-20

FEBRUARY 2015