

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

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COMMITTEE MEETINGS

*Board Rooms - Blow Memorial Hall*

April 19 – 21, 2017

## **SCHEDULE**

Board of Visitors Committee Meetings  
The College of William and Mary

April 19-21, 2017

Blow Memorial Hall - College of William and Mary

### **WEDNESDAY, APRIL 19:**

#### **COMMONWEALTH AUDITORIUM**

10:00-11:30 a.m. Search Committee discussion with staff

#### **BOARD CONFERENCE ROOM – INVESTMENTS SUBCOMMITTEE**

12:00-1:30 p.m. Investments Subcommittee James A. Hixon, Chair  
(Mr. Jones) Lynn M. Dillon, Vice Chair  
S. Douglas Bunch  
Christopher M. Little  
H. Thomas Watkins III

A. Approval of Minutes - February 8, 2017  
B. Investment Portfolio Evaluation Overview  
    1. Enclosure E (*see separate booklet*)  
C. Review of Asset Allocation Proposal  
D. Closed Session (if necessary)

#### **COMMONWEALTH AUDITORIUM**

2:15-3:45 p.m. Search Committee discussion with faculty

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

4:00-5:15 p.m. Richard Bland College Committee John E. Littel, Chair  
(President Sydow) Sue H. Gerdelman, Vice Chair  
Warren W. Buck III  
Lynn M Dillon  
William H. Payne II  
Lisa E. Roday  
Karen Kennedy Schultz  
Brian P. Woolfolk  
D. Jill Mitten, faculty representative  
David J. Snyder IV, student representative

**WEDNESDAY, APRIL 19:**

Richard Bland College Committee (continued):

- A. Approval of Minutes
  - 1. February 8, 2017
  - 2. March 27, 2017
- B. General Reports
- C. Action Material
  - 1. **Resolution 1**, page 14
  - 2. **Resolution 2**, page 15
  - 3. **Resolution 3**, page 16
  - 4. **Resolution 4**, page 17
  - 5. **Resolution 5**, page 18
  - 6. **Resolution 6**, page 19
  - 7. **Resolution 7**, pages 20-76
  - 8. **Resolution 8** (*under separate cover*)
  - 7. **Resolution 9** (*under separate cover*)
- D. Informational Material
  - 1. Enclosure A, pages 79-99
  - 2. Enclosure B, page 100
  - 3. Enclosure C, pages 101-103
  - 4. Enclosure D, page 104
- E. Closed Session (if necessary)

**BOARD CONFERENCE OFFICE - EXECUTIVE COMMITTEE**

5:15-6:30 p.m.

Executive Committee  
(Mr. Fox)

Todd A. Stottlemeyer, Chair  
H. Thomas Watkins III, Vice Chair  
Sue H. Gerdelman, Secretary

Lynn M. Dillon  
Thomas R. Frantz  
Lisa E. Roday  
John Charles Thomas

- A. Approval of Minutes – February 8, 2017
- B. Discussion topics
- C. Closed Session (if necessary)

**PLUMERI HOUSE**

6:45-8:00 p.m.      Board Dinner

**INTEGRATED SCIENCE CENTER III – ROOM 1221**

8:15-9:45 p.m.      Search Committee discussion with students

**THURSDAY, APRIL 20:**

**BOARD DINING ROOM**

7:15 a.m.                      Breakfast available

**BOARD CONFERENCE ROOM – COMMITTEE ON NOMINATIONS**

7:45-8:30 a.m.              Committee on Nominations                      Lynn M. Dillon, Chair

John E. Littel  
William H. Payne II

- A. Introductory remarks
- B. Closed Session (if necessary)

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

8:30-9:45 a.m.              Committee on Audit and Compliance                      John Charles Thomas, Chair  
(Mr. Erdahl)                      Christopher M. Little, Vice Chair

William H. Payne II  
DeRonda M. Short  
Brian P. Woolfolk

- A. Approval of Minutes - February 9, 2017
- B. Report from Chief Compliance Officer
- C. Report from Director of Internal Audit
- D. Closed Session (if necessary)

**BLOW HALL ROOM 201- COMMITTEE ON ACADEMIC AFFAIRS**

8:45-9:45 a.m.              Committee on Academic Affairs                      Lynn M. Dillon, Chair  
(Provost Halleran)                      Karen Kennedy Schultz, Vice Chair

Warren W. Buck III  
S. Douglas Bunch  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Eric D. Chason, faculty representative

- A. Approval of Minutes – February 9, 2017
- B. Report from Provost
- C. Report from Faculty Liaison Committee Chair
- D. Closed Session (if necessary)
- E. Action Materials
  - 1. **Resolution 10**, pages 109-110
  - 2. **Resolution 11**, pages 111-117
  - 3. **Resolution 12**, page 118



**THURSDAY, APRIL 20:**

**Committee on Academic Affairs (continued):**

4. **Resolution 13**, page 119
5. **Resolution 14** (*under separate cover*)
6. **Resolution 15**, page 121
7. **Resolution 16**, pages 122-123
8. **Resolution 17**, pages 124-125

**BOARD ROOM – COMMITTEE ON UNIVERSITY ADVANCEMENT**

10:00-10:45 a.m. Committee on University Advancement Sue H. Gerdelman, Chair  
(Mr. Lambert) Christopher M. Little, Vice Chair

- A. Approval of Minutes
  1. November 17, 2016
  2. February 2, 2017 – Washington DC Regional Campaign Committee
  3. February 11, 2017 – Campaign Steering Committee
- B. University Advancement Report
- C. Closed Session (if necessary)

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

10:45-11:30 a.m. Committee on Administration, Buildings and Grounds William H. Payne II, Chair  
(Mr. Jones) John Charles Thomas, Vice Chair

- Warren W. Buck III  
James A. Hixon  
Anne Leigh Kerr  
Karen Kennedy Schultz  
DeRonda M. Short  
Christopher J. Abelt, faculty representative
- A. Approval of Minutes – February 9, 2017
  - B. Report from Building Official
    1. Enclosure F, page 128
  - C. Report from Virginia Institute of Marine Science Dean/Director
    1. Enclosure G, pages 129-132
    2. **Resolution 18**, pages 133-137
  - D. Report from Senior Vice President for Finance and Administration
    1. Enclosure H, pages 138-145
    2. **Resolution 19**, pages 146-151
    3. **Resolution 20**, pages 152-153
    4. **Resolution 21**, page 154
    5. **Resolution 22**, pages 155-162x
  - E. Closed Session (if necessary)



**FRIDAY, APRIL 21:**

**BOARD DINING ROOM**

7:30 a.m.                      Breakfast available

**BOARD ROOM – COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES**

8:00-9:00 a.m.            Committee on Strategic Initiatives                      Thomas R. Frantz, Chair  
   and New Ventures                      H. Thomas Watkins III, Vice Chair  
   (Mr. Broaddus)

- A. Introductory Remarks
- B. Update on Regional Activity
- C. Strategic Planning Dashboard
  - 1. Enclosure J, pages 168-172
- D. Closed Session (if necessary)

**BOARD ROOM – COMMITTEE ON FINANCIAL AFFAIRS**

9:00-10:00 a.m.            Committee on Financial Affairs                      H. Thomas Watkins III, Chair  
   (Mr. Jones)                      James A. Hixon, Vice Chair  
   S. Douglas Bunch  
   Lynn M. Dillon  
   Thomas R. Frantz  
   Anne Leigh Kerr  
   John E. Littel  
   Christopher M. Little  
   Brian P. Woolfolk  
   Catherine A. Forestell, faculty representative

- A. Approval of Minutes – February 10, 2017
- B. Report from Senior Vice President for Finance and Administration and Chief Financial Officer
  - 1. **Resolution 23**, pages 174-176
  - 2. Enclosure K, pages 177-180
  - 3. Enclosure L, page 181
  - 4. Enclosure M, page 182
  - 5. Enclosure N, pages 183-190
  - 6. Enclosure O, pages 191-195
  - 7. **Resolution 24**, pages 196-204
  - 8. Enclosure P, pages 205-214
- C. Report from Virginia Institute of Marine Science Dean/Director
  - 1. **Resolution 25**, pages 215-217
  - 2. Enclosure Q, page 218
- D. Investments Subcommittee report
- E. Closed Session (if necessary)

Board of Visitors  
SCHEDULE  
April 19-21, 2017

**FRIDAY, APRIL 21:**

10:00 a.m.            Recess Committees

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

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

**BOARD DINING ROOM:**

12 Noon              Lunch available

**BOARD ROOM:**

1:00 p.m.            Presidential Search Committee meeting

**FRIDAY AND SATURDAY, APRIL 21-22:**

Higher Education and Social Mobility Conference – Matoaka Woods Room, School of Education

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

April 19-21, 2017  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, page 14	Appointment to Fill Vacancy in the Professionals and Professional Faculty
Resolution 2, page 15	Faculty Promotions
Resolution 3, page 16	Award of Academic Tenure
Resolution 4, page 17	Retirement of LeAnn S. Binger Division of Language and Humanities
Resolution 5, page 18	Retirement of Timothy J. Evans Division of Language and Humanities
Resolution 6, page 19	Retirement of Linda Eanes Jefferson Division of Language and Humanities
Resolution 7, pages 20-76	Richard Bland College Faculty Handbook
Resolution 8	Approval of FY 2017-2018 Tuition and Fees ( <b><i>under separate cover</i></b> )
Resolution 9	Approval of 2017-2018 Proposed Operating Budget ( <b><i>under separate cover</i></b> )
Enclosure A, pages 79-99	April RBC-19 Progress Report
Enclosure B, page 100	2016-2017 Operating Budget Update
Enclosure C, pages 101-103	Report from Faculty Representative
Enclosure D, page 104	Report from Student Representative

COLLEGE OF WILLIAM AND MARY

Resolution 10, pages 109-110	Appointments to Fill Vacancies in the Executive Faculty
Resolution 11, pages 111-117	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 12, page 118	Designated Professorships
Resolution 13, page 119	Faculty Leaves of Absence
Resolution 14	Faculty Promotions ( <i><b>under separate cover</b></i> )
Resolution 15, page 121	Award of Academic Tenure
Resolution 16, pages 122-123	Retirement of Hector H. Guerrero Raymond A. Mason School of Business
Resolution 17, pages 124-125	Resolution to Modify the Faculty Handbook with Regard to Non-Tenure-Eligible Faculty
Resolution 18, pages 133-137	Virginia Institute of Marine Science 2018-2024 Six-Year Capital Plan
Resolution 19, pages 146-151	College of William and Mary 2018-2024 Six-Year Capital Plan
Resolution 20, pages 152-153	Resolution to Approve Revised Scope and Budget: Alumni Center
Resolution 21, page 154	Resolution to Approve the Naming of Richmond Hall
Resolution 22, pages 155-162	Revisions to the Staff Assembly Bylaws
Resolution 23, pages 176-176	College of William and Mary FY 2017-18 Operating Budget Proposal
Resolution 24, pages 194-204	FY 2017-18 Tuition and Fee Structure for Full- and Part-Time Students
Resolution 25, pages 215-217	Virginia Institute of Marine Science FY 2017-18 Operating Budget

Board of Visitors  
AGENDA ITEMS  
April 19-21, 2017

Enclosure E	Investment Update for Periods Ending March 31, 2017 ( <b><i>see separate booklet</i></b> )
Enclosure F, page 128	Report from College Building Official
Enclosure G, pages 129-132	Virginia Institute of Marine Science Capital Outlay Projects Progress Report
Enclosure H, pages 138-145	College of William and Mary Capital Outlay Projects Progress Report
Enclosure I, pages 164-165	WCWM-FM Annual Report 2016-2017
Enclosure J, pages 168-172	Strategic Planning Dashboard
Enclosure K, pages 177-180	FY 2017-18 Operating Budget Detail for Educational and General Programs
Enclosure L, page 181	FY 2017-18 Operating Budget Detail for Sponsored Programs
Enclosure M, page 182	FY 2017-18 Operating Budget Detail for Student Financial Assistance
Enclosure N, pages 183-190	FY 2017-18 Operating Budget Detail for Board of Visitors Private Funds
Enclosure O, pages 191-195	FY 2017-18 Operating Budget Detail for Auxiliary Enterprises
Enclosure P, pages 205-214	College of William and Mary 2016-17 Operating Budget Summary
Enclosure Q, page 218	Virginia Institute of Marine Science 2016-17 Operating Budget Summary

INVESTMENTS SUBCOMMITTEE  
of the  
COMMITTEE ON FINANCIAL AFFAIRS  
April 19, 2017  
12:00 – 1:30 p.m.  
Board Conference Room - Blow Memorial Hall

James A. Hixon, Chair  
Lynn M. Dillon, Vice Chair

- I. Opening Remarks - Mr. Hixon
- II. Approval of Minutes – February 8, 2017
- III. Investment Portfolio Evaluation Overview - Joseph W. Montgomery, The Optimal Service Group of Wells Fargo Advisors
  - A. Investment Update for Periods Ending March 31, 2017  
Enclosure E. (*see separate booklet*)
  - B. Review of Asset Allocation Proposal
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn



INVESTMENTS SUBCOMMITTEE  
MINUTES – FEBRUARY 8, 2017

**MINUTES**  
**Investments Subcommittee**  
**February 8, 2017**  
**Board Conference Room – Blow Memorial Hall**

Attendees: James A. Hixon, Chair; Lynn M. Dillon, Vice Chair; S. Douglas Bunch; Christopher M. Little; and H. Thomas Watkins III. Optimal Service Group Attendees: James Johnson; Bryce Lee; Joseph Montgomery, Robin Wilcox; and T.C. Wilson. Others in attendance: Samuel E. Jones

Investments subcommittee chair James Hixon convened the meeting at 3:00 p.m. and asked T.C. Wilson, with the Optimal Service Group, to provide the report on the Board's investment portfolio. Mr. Wilson began with an executive summary of the Board endowment and an outline of the agenda for the meeting. Bryce Lee highlighted the portfolio's performance, noting the 50 basis points of outperformance for the month of January and the 180 basis points of outperformance for fiscal year-to-date. The Subcommittee reviewed the factors and managers driving this outperformance.

Mr. Wilson then presented the asset allocation study that the Optimal Service Group had conducted for the Investments Subcommittee. He explained the process and how each recommended allocation is produced. Finally, Mr. Wilson presented a chart with five allocations in side by side comparison to the current asset allocation.

After discussion, the Subcommittee asked that the consultant come back to them with a final asset allocation recommendation.

Lastly, Robin Wilcox presented the manager search for the Green Fund and recommended a \$35,000 allocation to the TIAA Social Choice Bond fund. This allocation would be funded by reducing the current allocation to the AGG ETF.

Mr. Hixon moved that the Investments Subcommittee of the Board of Visitors Committee on Financial Affairs convene in Closed Session to discuss investment matters relating to the investment of public funds, as provided for in Section 2.2-3711.A.6., of the Code of Virginia. Motion was seconded by Ms. Dillon and approved by voice vote. The observers were asked to leave the room and the Subcommittee sent into closed session at 3:45 p.m.

The Subcommittee reconvened in open session at 3:50 p.m. Mr. Hixon reviewed the topic discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Little and approved by roll call vote of the Subcommittee members conducted by Samuel Jones. (Certification **Resolution** is appended).

Mr. Hixon moved to accept the recommendation for a change in the Green Fund. Motion was seconded by Mr. Watkins and approved by voice vote.

There being no further business, the Subcommittee adjourned at 3:50 p.m.

Investments Subcommittee of the  
Committee on Financial Affairs

**Resolution IS-1**

February 8, 2017

**CERTIFICATION OF CLOSED SESSION**

WHEREAS, the Board of Visitors' Investments Subcommittee of the Committee on Financial 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 Subcommittee that such closed session was conducted in conformity with Virginia law;


NOW, THEREFORE, BE IT RESOLVED, That the Investments Subcommittee of the Committee on Financial 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 Investments Subcommittee.

**VOTE**

AYES: 5

NAYS: 0

**ABSENT DURING CLOSED SESSION:**

  
James A. Hixon  
Chair  
Investments Subcommittee of the  
Committee on Financial Affairs



## Investment Portfolio Evaluation For Periods Ending March 31, 2017:



WILLIAM & MARY

CHARTERED 1693

Board of Visitors Endowment

### Contents

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

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Index Name	Fiscal					
	Mar	YTD	1 year	3 years	5 years	10 years
Dow Jones Industrial Average	(0.6)	17.5	19.9	10.6	12.2	8.1
S&P 500	0.1	14.4	17.2	10.4	13.3	7.5
Russell 1000	0.1	14.5	17.4	10.0	13.3	7.6
Russell 1000 Value	(1.0)	14.0	19.2	8.7	13.1	5.9
Russell 1000 Growth	1.2	15.1	15.8	11.3	13.3	9.1
Russell Midcap	(0.2)	13.4	17.0	8.5	13.1	7.9
Russell Midcap Value	(0.7)	14.4	19.8	8.9	14.1	7.5
Russell Midcap Growth	0.6	12.3	14.1	7.9	12.0	8.1
Russell 2000	0.1	21.6	26.2	7.2	12.4	7.1
Russell 2000 Value	(0.9)	24.0	29.4	7.6	12.5	6.1
Russell 2000 Growth	1.2	19.2	23.0	6.7	12.1	8.1
Russell 3000	0.1	15.0	18.1	9.8	13.2	7.5
MSCI EAFE Index	2.9	13.6	12.3	1.0	6.3	1.5
MSCI World Index	1.1	14.1	15.4	6.1	10.0	4.8
MSCI World Ex. US Index	2.7	13.4	12.5	0.8	5.9	1.6
MSCI EM (EMERGING MARKETS)	2.6	16.7	17.7	1.6	1.2	3.1
MSCI FM (FRONTIER MARKETS)	2.6	12.6	13.4	(1.2)	6.3	(0.2)
MSCI ACWI	1.3	14.3	15.7	5.7	9.0	4.6
MSCI ACWI ex USA	2.6	14.2	13.7	1.0	4.8	1.8
Barclays U.S. Aggregate	(0.1)	(1.7)	0.4	2.7	2.3	4.3
Barclays U.S. Government/ Credit	(0.1)	(2.1)	0.5	2.7	2.5	4.3
Barclays Intermediate U.S. Government/ Credit	0.1	(1.1)	0.4	2.0	1.9	3.8
Barclays Municipal Bond	0.2	(2.4)	0.2	3.6	3.2	4.3
BofA Merrill Lynch Convertible Securities	0.9	16.4	21.1	6.3	10.3	7.3
BofA Merrill Lynch High Yield Master	(0.2)	10.4	16.8	4.6	6.8	7.3
Citigroup World Government Bond Index	0.2	(6.8)	(3.7)	(1.2)	(0.6)	3.0
JPM EMBI Global Diversified	0.4	3.7	8.9	6.2	5.8	7.0
Citigroup 3-month T-bill	0.0	0.3	0.3	0.2	0.1	0.6
FTSE Nareit All REITs	(1.4)	(1.0)	6.3	10.5	10.5	4.8
HFRI Fund of Funds Composite Index	0.1	5.3	5.9	1.7	3.2	1.2
CS Tremont Managed Futures Index	0.0	(7.9)	(9.9)	4.8	1.0	3.3
Dow UBS Commodity Index	(2.7)	(3.6)	8.7	(13.9)	(9.5)	(6.2)

## 1Q17 Commentary

Global stocks rallied amid strong corporate earnings growth and improving economic data in the United States, Europe and Japan. Several key market indexes hit a series of new highs, fueled by expectations that newly elected U.S. President Donald Trump would deliver business-friendly policies, including tax cuts and regulatory reductions. Economically sensitive stocks led markets higher, highlighted by a 12% gain in the information technology sector. Health care stocks rose sharply as U.S. lawmakers failed to repeal the Affordable Care Act, reducing uncertainty surrounding the legislative overhaul. Japan's economy grew at an annualized 1.2% rate in the fourth quarter. Although the pace was slower than previous quarters and initial forecasts, it was the first time gross domestic product rose in all four quarters of a calendar year since 2005. British Prime Minister Theresa May triggered Article 50 of the Lisbon Treaty on March 29, signaling that the U.K. will move forward with Brexit negotiations and seek to end its membership in the EU by March 2019. Meanwhile, campaign rhetoric picked up in France ahead of federal elections in April and May as some antiestablishment candidates gained support in the polls.

U.S. stocks reached new highs during the quarter as growth expectations gathered momentum and business confidence surged. The equity market gains were mainly by larger companies; small-cap stocks rose 2%. Economically sensitive stocks outpaced more defensive shares on the prospect of stronger economic growth and improved overall sentiment. In particular, information technology companies posted strong returns, yielding a 13% return for the quarter. European stocks rallied amid signs of an improving outlook for the global economy. Overall, the MSCI Europe Index advanced 6% and the euro gained 1% against the U.S. dollar. Japanese equities were essentially flat as generally positive economic data and an improved global outlook offset political uncertainty overseas. Currency markets fluctuated, though, and the yen rose 5%. Strong gains elsewhere in the region, particularly Hong Kong, lifted the MSCI Pacific Index to a 3% gain. Emerging markets stocks rallied to post their best quarterly increase in five years. Reassuring economic data from China, higher prices for industrial metals and a weaker U.S. dollar all contributed to gains. The MSCI Emerging Markets Investable Markets Index surged 12% to its highest level since June 2015.

Bonds rose as demand remained strong despite the headwind of rising rates. In March, the Fed hiked rates for the second time in as many quarters. Short-term yields rose while longer term yields fell slightly across the Treasury curve. Persistent U.S. economic strength kept investors generally comfortable with credit. High-yield bonds outpaced other major fixed income sectors. Investment-grade credit spreads tightened 5 basis points to 118 basis points. Municipal bonds were another bright spot, rising 1.6%. Treasury Inflation-Protected Securities also rose 1.3%, nearly double Treasuries' gain. European government bond prices slipped amid speculation that the improving eurozone economy may prompt the European Central Bank to tighten monetary policy later this year. Euro-zone inflation reached the ECB's 2% target level in February, fueling market fears of a rate rise as the central bank comes under pressure to end its controversial bond-buying program and negative interest rate policy.

Data Sources: Zephyr StyleAdvisor & Barclay's Capital \*All returns longer than one year are annualized

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# Executive Summary

## Total Fund Performance Through March 31, 2017

% of Account	\$ Value		1q17	FYTD	One Year	Three Years <sup>1</sup>	Five Years <sup>1</sup>	Seven Years <sup>1</sup>	Ten Years <sup>1</sup>	Changes (1/1/03)	Incept (Mgr)	Incept Bench
100%	\$ 80,080,777	<b>Total BOV Account</b>	4.5	9.5	12.1	3.8	6.7	7.3	4.7	7.7	7.0	6.9
		<b>Target Benchmark<sup>2</sup></b>	4.2	8.0	10.2	5.0	7.3	8.2	4.9	7.8		
		<b>Policy Benchmark<sup>3</sup></b>	4.3	6.6	9.1	5.6	7.6	8.4	5.0	7.5		
8.3%	\$ 6,647,312	<b>Blackrock: Large Cap Value</b>	4.5	19.5	21.2	8.8	12.5	12.0	--	--	6.1	6.8
		Russell 1000 Value	3.3	14.0	19.2	8.7	13.1	13.0	--	--		
7.4%	\$ 5,963,304	<b>Goldman Sachs</b>	11.0	13.4	11.0	5.4	--	--	--	--	8.5	12.8
		S&P 500	6.1	14.4	17.2	10.4	--	--	--	--		
6.3%	\$ 5,011,608	<b>iShares Russell Mid-Cap Growth ETF</b>	6.8	12.1	--	--	--	--	--	--	13.9	14.1
		Russell MidCap Growth	6.9	12.3	--	--	--	--	--	--		
7.1%	\$ 5,663,053	<b>Artisan Mid Cap Value</b>	2.8	14.8	18.5	4.2	9.8	--	--	--	15.6	19.5
		Russell MidCap Value	3.8	14.4	19.8	8.9	14.1	--	--	--		
7.8%	\$ 6,237,284	<b>Dreyfus Small Cap Index</b>	0.8	19.9	--	--	--	--	--	--	16.4	15.0
		Russell 2000	2.5	21.6	--	--	--	--	--	10.9		
7.0%	\$ 5,645,533	<b>Dodge &amp; Cox International</b>	9.3	24.5	23.0	0.7	--	--	--	--	8.3	7.2
7.4%	\$ 5,890,597	<b>MFS International</b>	7.3	6.7	9.0	--	--	--	--	--	7.5	1.9
		MSCI EAFE	7.4	13.6	12.2	1.0	--	--	--	--		
6.0%	\$ 4,794,137	<b>Oppenheimer Developing Markets</b>	11.0	14.6	--	--	--	--	--	14.3	15.8	16.9
		MSCI EM (Emerging Markets)	11.5	16.7	--	--	--	--	--	11.7		
12.0%	\$ 9,592,272	<b>Pioneer Strategic Income</b>	1.8	4.3	7.7	3.5	4.5	--	--	--	5.8	3.6
11.7%	\$ 9,340,543	<b>Dodge &amp; Cox Income Fund</b>	1.2	1.7	4.4	--	--	--	--	--	3.2	2.7
		Barclays U.S. Aggregate	0.8	(1.7)	0.4	2.7	2.3	3.4	4.3	--		
0.0%	\$ -	<b>*GMO: Global Fixed Inc*</b>	--	--	--	--	--	--	--	--	--	--
		Citigroup World Govt Bond Index	1.6	(6.8)	(3.7)	(1.2)	(0.6)	1.0	3.0	3.8		
5.0%	\$ 4,015,422	<b>GMO: Emerging Mkt Fixed Inc</b>	5.7	7.4	15.4	7.1	7.9	11.0	8.6	12.1	13.5	9.7
		JPM EMBI Global Diversified	3.9	3.7	8.9	6.2	5.8	7.2	7.0	8.8		
8.1%	\$ 6,477,133	<b>Combined Alternatives (1 mo lag)</b>	2.9	3.1	4.1	0.8	1.9	--	--	--	1.8	2.7
		HFRI FOFs Index (1 mo lag)	1.5	1.5	(1.8)	2.5	2.4	--	--	--		

1 Annualized

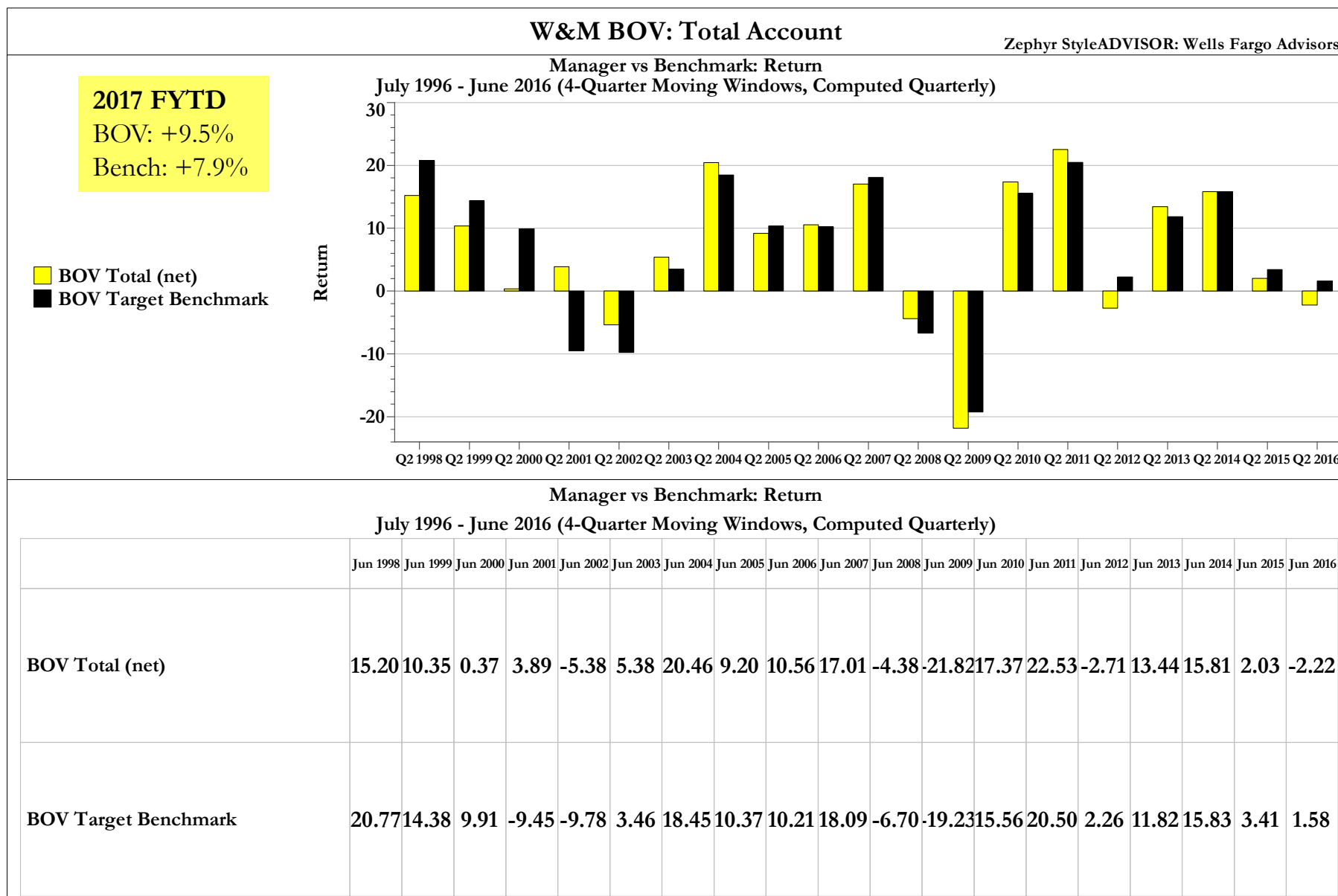
2 From 11/1/09, 25% S&P 500, 12% Russ Midcap, 7% Russ 2000, 9% MSCI EAFE, 2% MSCI Emerging Mkts Free, 30% Barclays US Aggregate, 5% Citi World Government Bond, 5% JPM EMBI Global Diversified, 5% HFRI Index; From 1/1/03, 40% S&P 500, 12.5% Russ Midcap, 7.5% Russ 2000, 10% MSCI EAFE, 4% MSCI Emerging Mkts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

3 From 3/1/12, 44% Russell 3000, 35% Barclays US Aggregate, 11% MSCI World ex US, 10% HFRI; From 1/1/10, 44% Russell 3000, 40% Barclays US Aggregate, 11% MSCI World ex US, 5% HFRI; From 1/1/96 60% Russell 3000, 25% Barclays US Aggregate, 15% MSCI World Ex US

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

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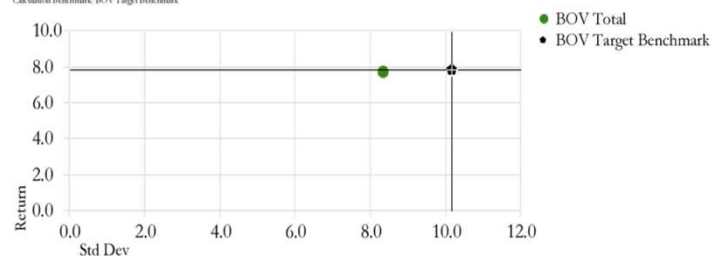
Performance is net of investment management fees





## Since Changes

**Risk-Reward**  
Time Period: 1/1/2003 to 3/31/2017  
Calculation Benchmark: BOV Target Benchmark

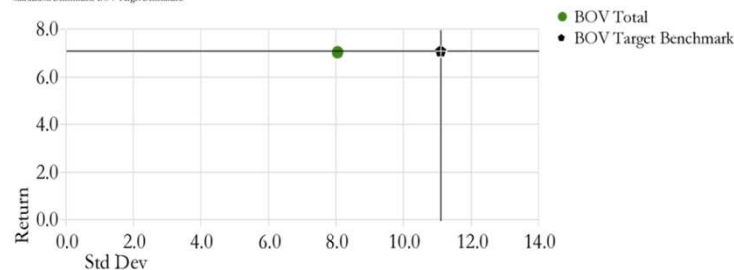


	Return	Std Dev	Alpha	Beta	R2	Sharpe Ratio (arith)	Number of Observations
BOV Total	7.73	8.35	2.57	0.58	50.37	0.77	171.00
BOV Target Benchmark	7.84	10.16	0.00	1.00	100.00	0.65	171.00

Source: Morningstar Direct

## Since Inception

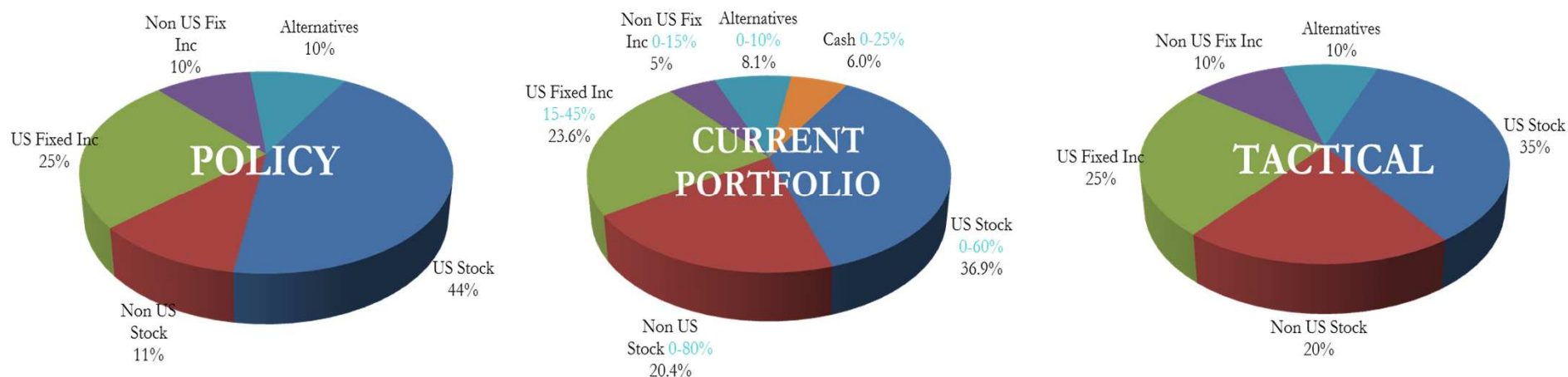
**Risk-Reward**  
Time Period: 7/1/1996 to 3/31/2017  
Calculation Benchmark: BOV Target Benchmark



	Return	Std Dev	Alpha	Beta	R2	Sharpe Ratio (arith)	Number of Observations
BOV Total	7.03	8.04	2.37	0.48	43.87	0.59	249.00
BOV Target Benchmark	7.09	11.12	0.00	1.00	100.00	0.43	249.00

Source: Morningstar Direct

\* 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 Large Growth	0	0	5,963,304	0	0	0	5,963,304
Blackrock Large Value	0	0	6,647,312	0	0	0	6,647,312
Dodge & Cox International	0	0	0	5,645,533	0	0	5,645,533
Grantham, Mayo Int'l and EMD	0	4,015,422	0	0	0	0	4,015,422
Artisan Midcap Value	0	0	5,663,053	0	0	0	5,663,053
MFS International Value	0	0	0	5,890,597	0	0	5,890,597
Dreyfus Small Cap	0	0	6,237,284	0	0	0	6,237,284
Oppenheimer Developing Mkts	0	0	0	4,794,137	0	0	4,794,137
iShares Russell Mid Growth ETF	0	0	5,011,608	0	0	0	5,011,608
Pioneer Strategic Income	9,592,272	0	0	0	0	0	9,592,272
Dodge & Cox Income Fund	9,340,543	0	0	0	0	0	9,340,543
Cash & Equivalents	0	0	0	0	0	4,802,578	4,802,578
Combined Alternatives	0	0	0	0	6,477,133	0	6,477,133
<b>Total BOV Account</b>	<b>18,932,816</b>	<b>4,015,422</b>	<b>29,522,560</b>	<b>16,330,267</b>	<b>6,477,133</b>	<b>4,802,578</b>	<b>80,080,777</b>
<b>% of Total Fund</b>	<b>23.6%</b>	<b>5.0%</b>	<b>36.9%</b>	<b>20.4%</b>	<b>8.1%</b>	<b>6.0%</b>	

\* Values (except "Alternatives") are reflected at market as reported by SunTrust; Alternatives are reported by Wells Fargo Advisors; beginning and ending market values include accrued income on fixed income assets only.

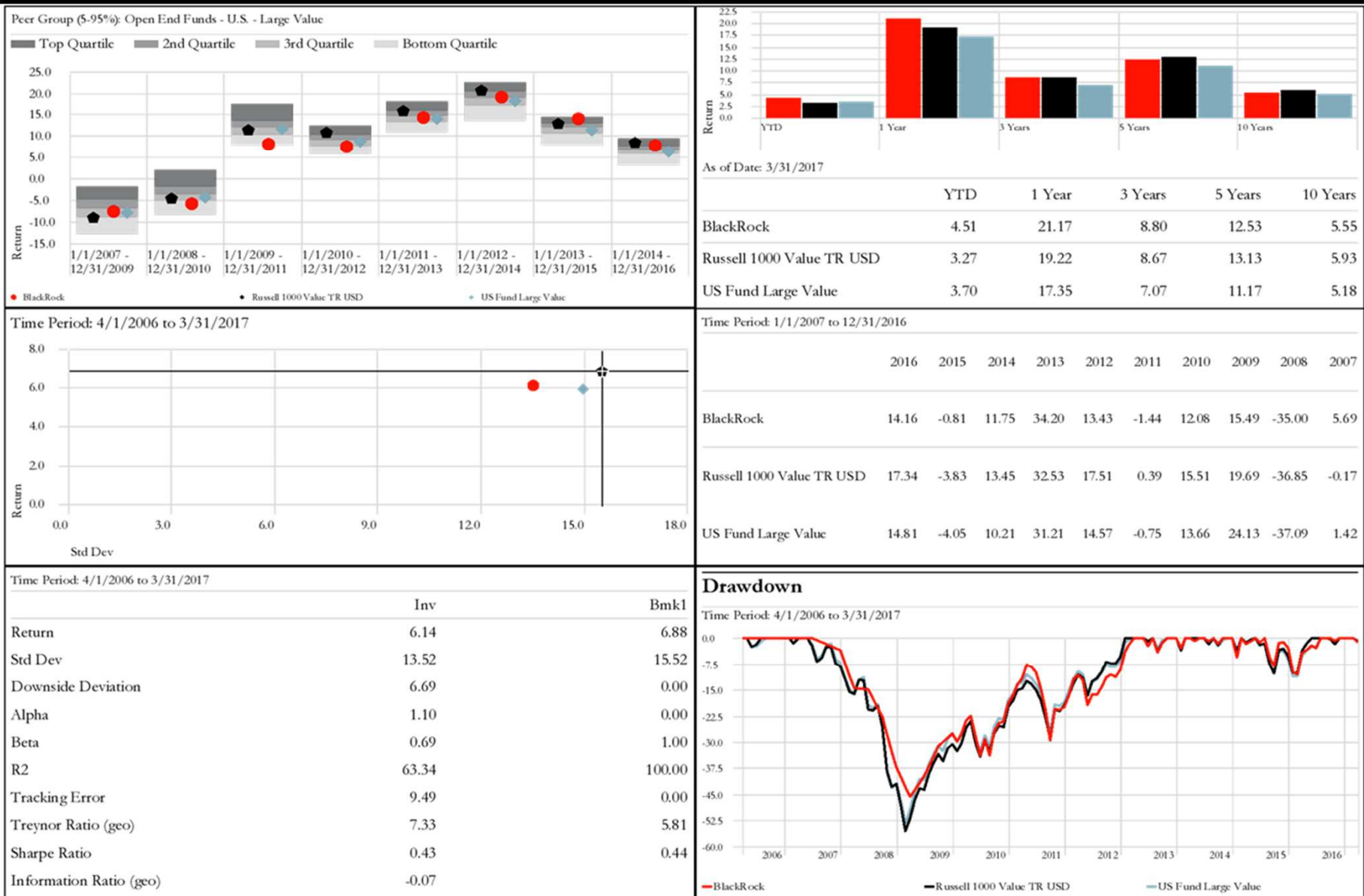
*July 1, 2016 – March 31, 2017*

	<b>William &amp; Mary BOV Endowment</b>
<b>6/30/16 Market Value</b>	<b>74,602,228</b>
Net Additions/Withdrawals	(1,456,890)
Expenses	<u>(88,117)</u>
<i>Net Cash Flow</i>	<i>(1,545,007)</i>
Net Income	1,405,564
Net Realized Gain/(Loss)	413,666
Change Unrealized Gain/(Loss)	<u>5,204,326</u>
<i>Total Investment Gain/(Loss)</i>	<i>7,023,556</i>
<b>3/31/17 Market Value</b>	<b>80,080,777</b>

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

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

Periods Ending March 31, 2017 - Performance

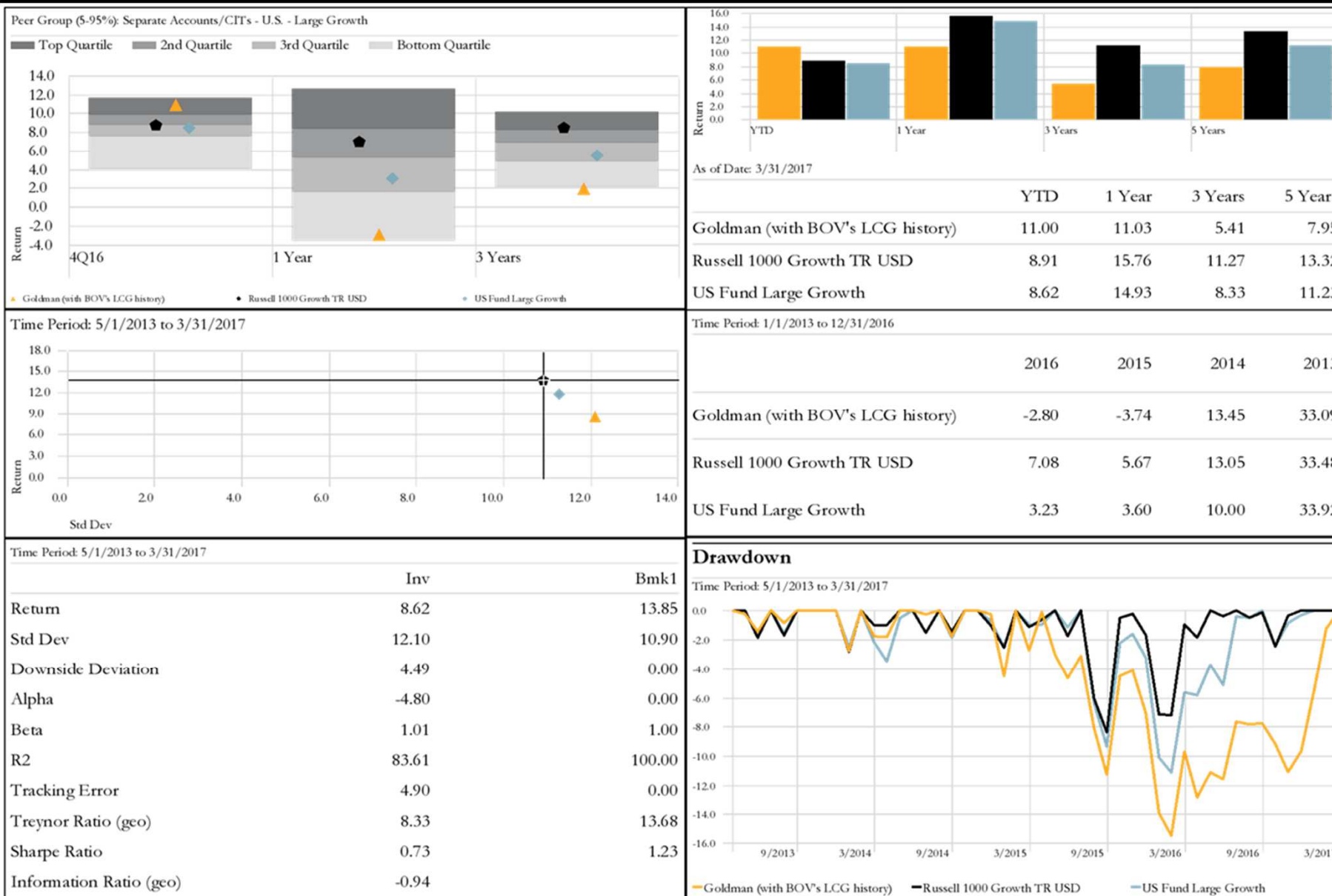


Source: Morningstar Direct

\* 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 Growth)

Periods Ending March 31, 2017 - Performance



Source: Morningstar Direct

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Characteristic	Blackrock	Goldman	Combined BOV Large-	S&P 500	Over/(Under) Weight
Median Cap (\$MM)	34,050	66,480	49,385	19,870	29,515
Avg Cap (\$MM)	118,390	190,630	152,551	151,400	1,151
Yield (%)	2.19	1.10	1.67	2.02	(0.35)
P/E Ratio	18.35	27.49	22.67	23.73	(1.06)
Price / Book	2.45	7.36	4.77	4.42	0.35
# of Stocks	84	21	105	505	(400)

**Blackrock**

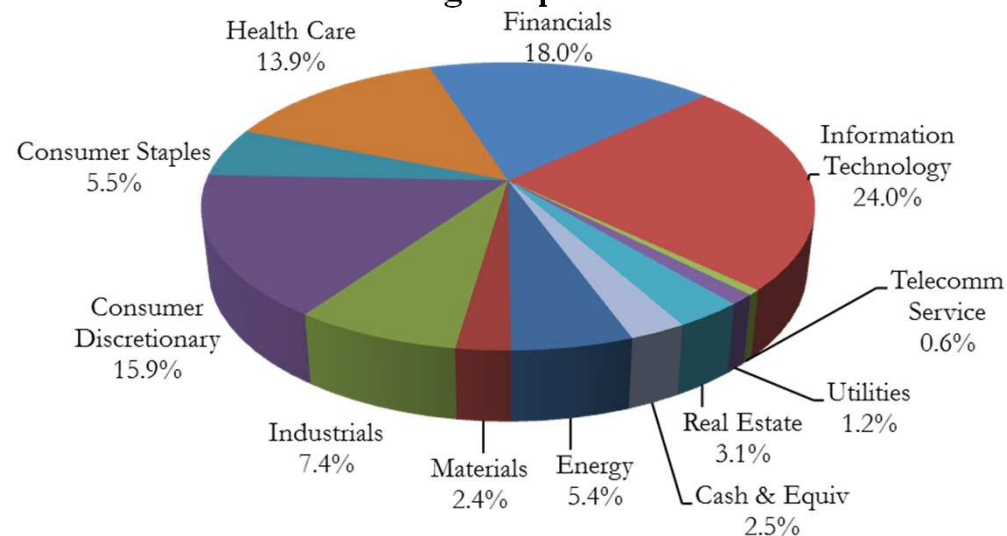
Top Ten Equity Holdings	% of Portfolio
JPMorgan Chase	5.7
Bank of America	4.6
US Bancorp	3.6
Cisco Systems	3.5
Chevron	3.0
Dow Chemical	3.0
Comcast 'A'	2.8
Goldman Sachs	2.7
Carnival	2.6
Suntrust Banks	2.5

**Goldman**

Top Ten Equity Holdings	% of Portfolio
Apple Inc.	10.6
Alphabet, Inc.	6.6
Mastercard, Inc.	6.5
Intercontinental Exchange, Inc.	6.1
Costco Wholesale	6.1
Facebook	5.9
Northern Trust	5.5
Amazon.com, Inc.	5.5
Nike 'B'	5.4
Comcast 'A'	5.3

Data Source: Goldman, Blackrock, InvestorForce

**Combined BOV Large-Cap Sector Distribution**



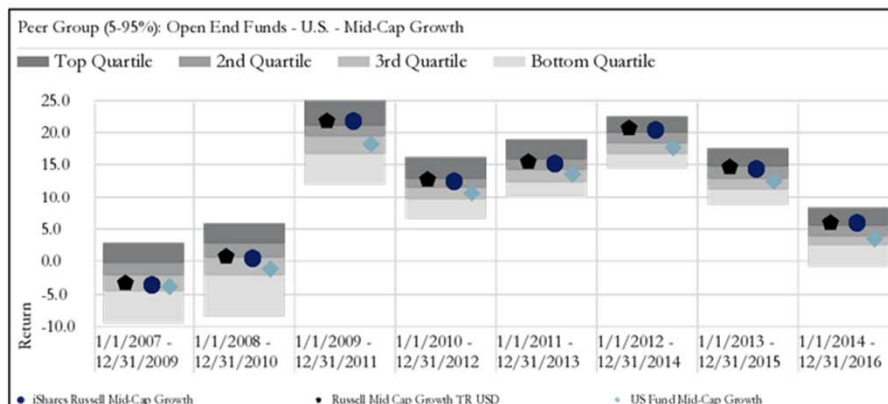
	Blackrock Weight	Goldman Weight	Combined BOV Large-	*S&P 500 Weight	Over / (Under)
Energy	10.3%	0.0%	5.4%	6.6%	-1.2%
Materials	4.6%	0.0%	2.4%	2.9%	-0.5%
Industrials	7.6%	7.2%	7.4%	10.1%	-2.7%
Consumer Discretionary	11.7%	20.6%	15.9%	12.1%	3.8%
Consumer Staples	5.0%	6.1%	5.5%	9.4%	-3.9%
Health Care	14.6%	13.2%	13.9%	14.1%	-0.2%
Financials	23.7%	11.6%	18.0%	14.8%	3.2%
Information Technology	15.2%	33.9%	24.0%	21.5%	2.5%
Telecomm Service	1.1%	0.0%	0.6%	2.4%	-1.8%
Utilities	2.2%	0.0%	1.2%	3.2%	-2.0%
Real Estate	0.0%	6.5%	3.1%	2.9%	0.2%
Cash & Equiv	4.00%	0.90%	2.5%	0.0	2.5%

\*S&P 500 weights as of 2/28/17

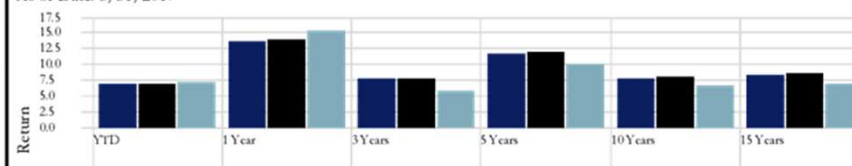
Data Source: Goldman, Blackrock, InvestorForce



## Equity Sector (Mid Cap Growth)



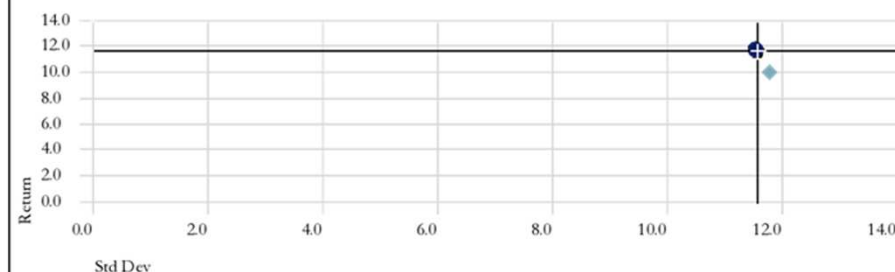
As of Date: 3/31/2017



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
iShares Russell Mid-Cap Growth	6.84	13.85	7.68	11.74	7.92	8.35
Russell Mid Cap Growth TR USD	6.89	14.07	7.88	11.95	8.13	8.57
US Fund Mid-Cap Growth	7.29	15.51	5.80	9.97	6.58	6.82

Time Period: 4/1/2012 to 3/31/2017



Time Period: 1/1/2003 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
iShares Russell Mid-Cap Growth	7.15	-0.39	11.68	35.44	15.62	-1.82	26.10	45.95	-44.40	11.19	10.44	11.82	15.15	42.38
Russell Mid Cap Growth TR USD	7.33	-0.20	11.90	35.74	15.81	-1.65	26.38	46.29	-44.32	11.43	10.66	12.10	15.48	42.71
US Fund Mid-Cap Growth	6.03	-0.95	7.00	34.93	14.07	-3.96	24.61	39.11	-43.77	15.09	9.00	9.84	13.23	35.96

Time Period: 4/1/2012 to 3/31/2017

Display Benchmark 1: Russell Mid Cap Growth TR USD

	Inv	Bmk1
Return	11.74	11.95
Std Dev	11.54	11.56
Downside Deviation	0.06	0.00
Alpha	-0.17	0.00
Beta	1.00	1.00
R2	100.00	100.00
Tracking Error	0.03	0.00
Treynor Ratio (geo)	11.60	11.80
Sharpe Ratio	1.01	1.03
Information Ratio (geo)	-5.53	

Portfolio Date: 3/31/2017



	%
Basic Materials	3.6
Consumer Cyclical	23.3
Financial Services	6.4
Real Estate	4.9
Consumer Defensive	9.2
Healthcare	14.6
Communication Services	0.4
Energy	1.3
Industrials	18.6
Technology	17.6
<b>Total</b>	<b>100.0</b>

Portfolio Date: 4/5/2017

	Portfolio Weighting %
NVIDIA Corp	1.79
Equinix Inc	1.06
Intuitive Surgical Inc	1.01
Electronic Arts Inc	0.90
Fiserv Inc	0.90
Ross Stores Inc	0.86
Illumina Inc	0.86
O'Reilly Automotive Inc	0.85
Zoetis Inc	0.84
Incyte Corp	0.79

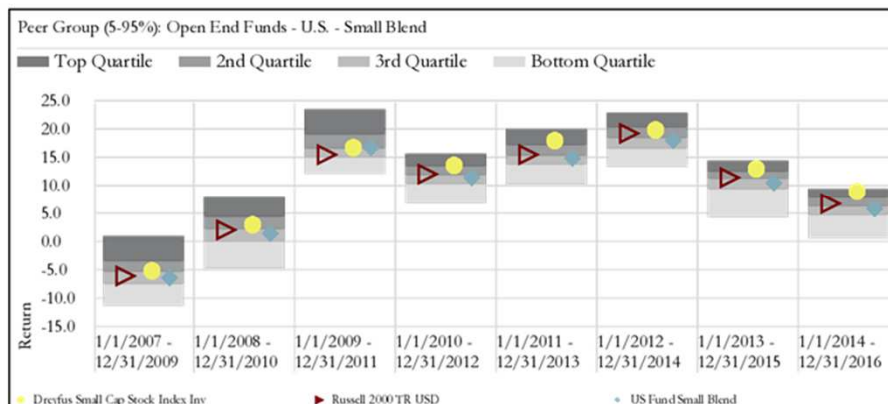
Ticker	IWP
Inception Date	7/17/2001
Morningstar Rating Overall	★★★★
Fund Size	7,168,369,328
Annual Report Net Expense Ratio	0.25
Management Fee	0.25
Average Market Cap (mil)	11,824.50



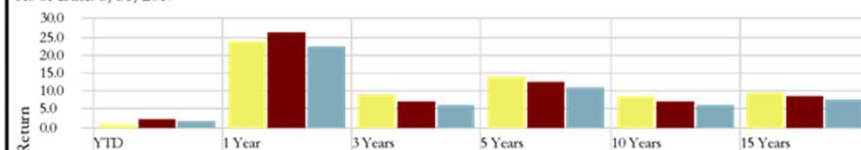
## Equity Sector (Mid Cap Value)



## Equity Sector (Small Cap)



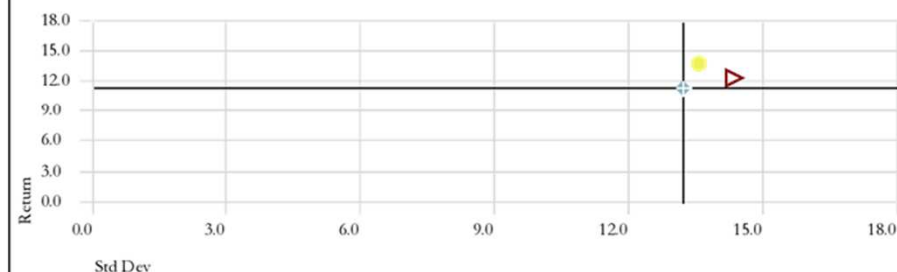
As of Date: 3/31/2017



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dreyfus Small Cap Stock Index Inv	0.83	23.71	8.99	13.78	8.53	9.44
Russell 2000 TR USD	2.47	26.22	7.22	12.35	7.12	8.38
US Fund Small Blend	1.76	22.11	5.94	11.24	6.28	7.84

Time Period: 4/1/2012 to 3/31/2017



Time Period: 1/1/2003 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
Dreyfus Small Cap Stock Index Inv	25.84	-2.24	5.41	40.76	16.02	0.82	26.05	25.22	-30.77	-0.62	14.69	7.31	22.21	37.74
Russell 2000 TR USD	21.31	-4.41	4.89	38.82	16.35	-4.18	26.85	27.17	-33.79	-1.57	18.37	4.55	18.33	47.25
US Fund Small Blend	20.78	-5.38	3.79	37.39	15.46	-4.07	25.61	31.80	-36.56	-1.10	15.03	6.75	18.94	43.41

Time Period: 4/1/2012 to 3/31/2017

Display Benchmark 2: Russell 2000 TR USD

	Inv	Bmk2
Return	13.78	12.35
Std Dev	13.58	14.36
Downside Deviation	1.30	0.06
Alpha	2.36	0.38
Beta	0.94	1.00
R2	97.19	99.99
Tracking Error	2.46	0.12
Treynor Ratio (geo)	14.56	12.16
Sharpe Ratio	1.01	0.88
Information Ratio (geo)	0.68	3.48

Portfolio Date: 2/28/2017

	%
Basic Materials	8.2
Consumer Cyclical	13.9
Financial Services	18.2
Real Estate	6.5
Consumer Defensive	3.0
Healthcare	10.8
Utilities	2.6
Communication Services	1.0
Energy	2.6
Industrials	17.2
Technology	16.0
<b>Total</b>	<b>100.0</b>

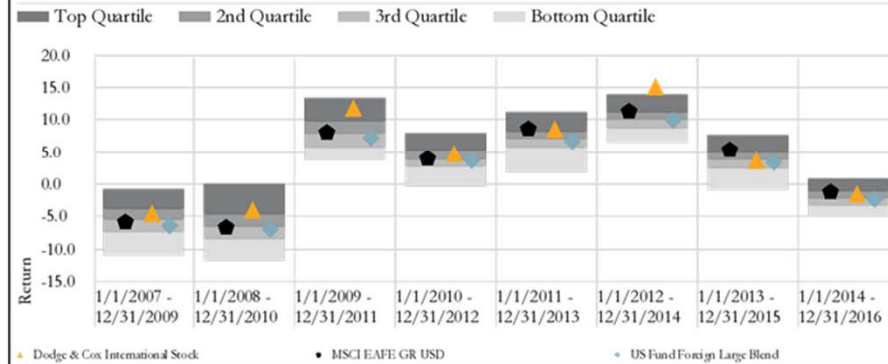
Portfolio Date: 2/28/2017

	Portfolio Weighting %
Russell 2000 Index Mini TIC Mar17	0.97
Take-Two Interactive Software Inc	0.75
Coherent Inc	0.57
Masimo Corp	0.56
Texas Capital Bancshares Inc	0.56
Wintrust Financial Corp	0.49
PDC Energy Inc	0.49
Home BancShares Inc	0.48
US Silica Holdings Inc	0.47
United Bankshares Inc	0.47

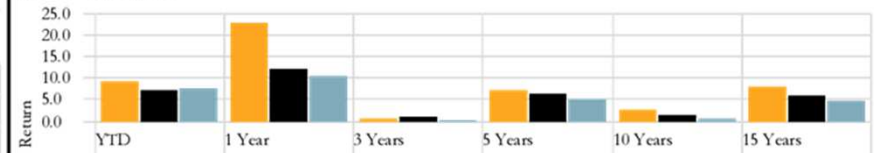
Ticker	DISSX
Inception Date	6/30/1997
Morningstar Rating Overall	★★★★
Fund Size	2,312,117,010
Annual Report Net Expense Ratio	0.50
Management Fee	0.25
Average Market Cap (mil)	1,624.24

## Equity Sector (International Developed)

Peer Group (5-95%): Open End Funds - U.S. - Foreign Large Blend



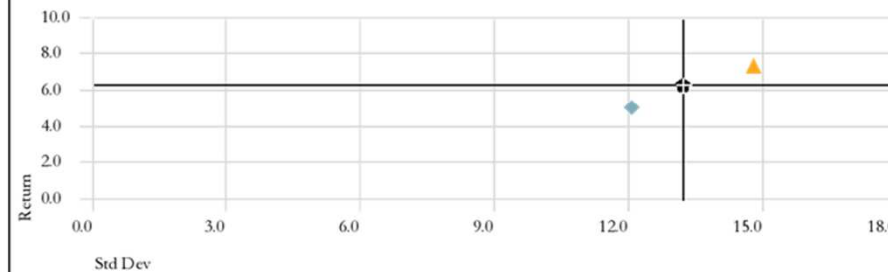
As of Date: 3/31/2017



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Dodge & Cox International Stock	9.32	22.97	0.72	7.32	2.52	8.09
MSCI EAFE GR USD	7.39	12.25	0.96	6.32	1.53	6.21
US Fund Foreign Large Blend	7.76	10.62	0.36	5.01	0.79	4.97

Time Period: 4/1/2012 to 3/31/2017



Time Period: 1/1/2003 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
Dodge & Cox International Stock	8.26	-11.35	0.08	26.31	21.03	-15.97	13.69	47.46	-46.69	11.71	28.01	16.75	32.46	49.42
MSCI EAFE GR USD	1.51	-0.39	-4.48	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17
US Fund Foreign Large Blend	0.79	-1.59	-4.98	19.44	18.29	-13.97	10.24	31.24	-43.99	12.71	24.77	14.72	17.39	33.58

Time Period: 4/1/2012 to 3/31/2017

Display Benchmark 1: MSCI EAFE GR USD

	Inv	Bmk1
Return	7.32	6.32
Std Dev	14.80	13.20
Downside Deviation	3.11	0.00
Alpha	0.76	0.00
Beta	1.06	1.00
R2	89.32	100.00
Tracking Error	4.90	0.00
Treynor Ratio (geo)	6.77	6.17
Sharpe Ratio	0.54	0.52
Information Ratio (geo)	0.19	

Portfolio Date: 12/31/2016

	%
Brazil	4.7
France	10.3
Germany	4.1
India	3.5
Japan	13.3
South Africa	5.4
South Korea	5.0
Switzerland	11.3
United Kingdom	14.7
United States	9.5
Other	18.3
<b>Total</b>	<b>100.0</b>

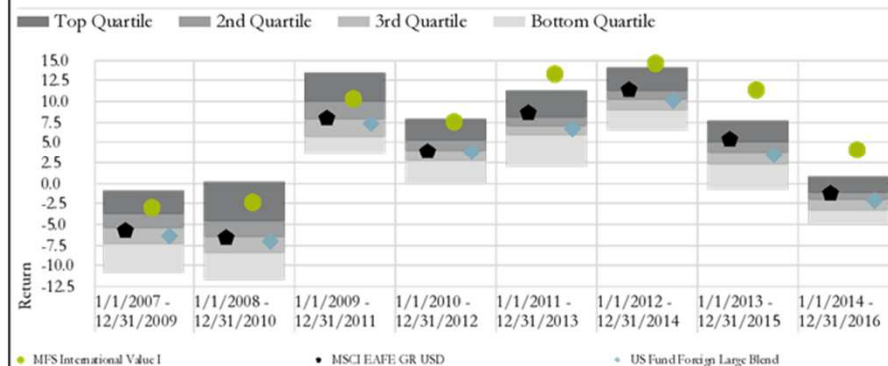
Portfolio Date: 12/31/2016

	Portfolio Weighting %
Samsung Electronics Co Ltd	4.47
Sanofi SA	3.68
Naspers Ltd Class N	3.39
Schlumberger Ltd	3.16
Barclays PLC	2.89
Bnp Paribas Sa	2.88
Schneider Electric SE	2.58
ICICI Bank Ltd	2.52
Itau Unibanco Holding SA	2.45
Standard Chartered PLC	2.33

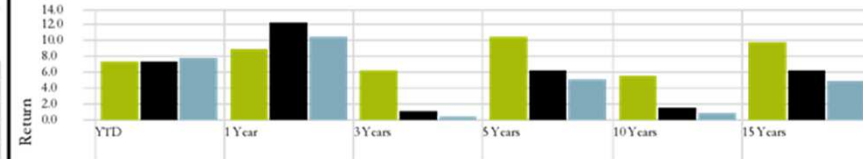
Ticker	DODFX
Inception Date	5/1/2001
Morningstar Rating Overall	★★★★
Fund Size	57,070,805,447
Annual Report Net Expense Ratio	0.64
Management Fee	0.60
Average Market Cap (mil)	39,891.15

## Equity Sector (International Developed)

Peer Group (5-95%): Open End Funds - U.S. - Foreign Large Blend



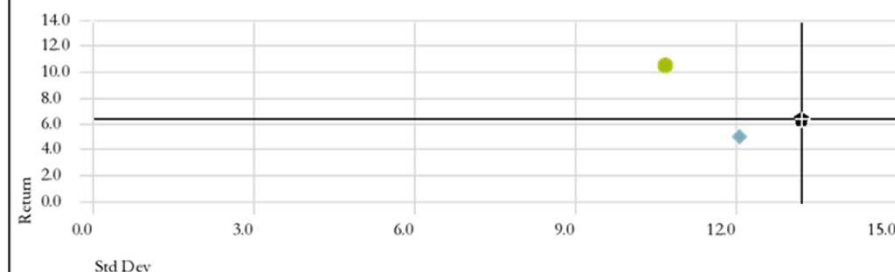
As of Date: 3/31/2017



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
MFS International Value I	7.31	8.96	6.26	10.51	5.60	9.78
MSCI EAFE GR USD	7.39	12.25	0.96	6.32	1.53	6.21
US Fund Foreign Large Blend	7.76	10.62	0.36	5.01	0.79	4.97

Time Period: 4/1/2012 to 3/31/2017



Time Period: 1/1/2003 to 12/31/2016

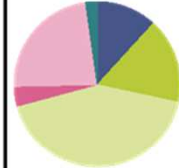
	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
MFS International Value I	4.18	6.77	1.52	27.66	16.10	-1.69	9.42	24.94	-31.67	7.54	28.52	14.63	27.46	32.75
MSCI EAFE GR USD	1.51	-0.39	-4.48	23.29	17.90	-11.73	8.21	32.46	-43.06	11.63	26.86	14.02	20.70	39.17
US Fund Foreign Large Blend	0.79	-1.59	-4.98	19.44	18.29	-13.97	10.24	31.24	-43.99	12.71	24.77	14.72	17.39	33.58

Time Period: 4/1/2012 to 3/31/2017

Display Benchmark 1: MSCI EAFE GR USD

	Inv	Bmk1
Return	10.51	6.32
Std Dev	10.67	13.20
Downside Deviation	2.84	0.00
Alpha	5.38	0.00
Beta	0.74	1.00
R2	83.48	100.00
Tracking Error	5.54	0.00
Treynor Ratio (geo)	14.02	6.17
Sharpe Ratio	0.98	0.52
Information Ratio (geo)	0.71	

Portfolio Date: 6/30/2016



	%
North America	11.8
United Kingdom	16.6
Europe dev	42.4
Australasia	3.8
Japan	23.1
Asia dev	2.3
<b>Total</b>	<b>100.0</b>

Portfolio Date: 2/28/2017

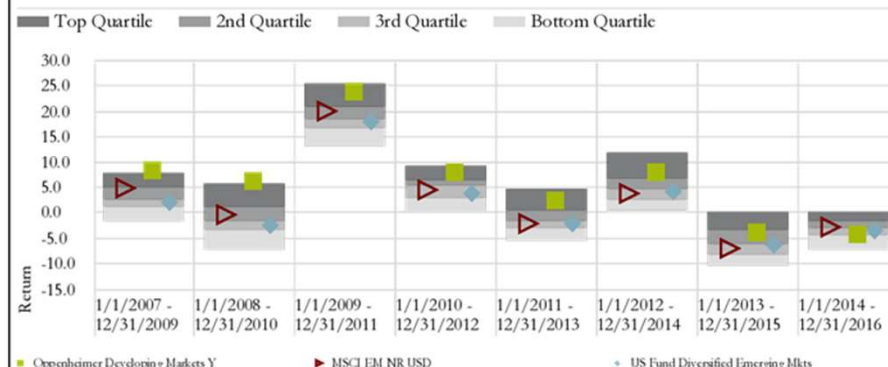
	Portfolio Weighting %
Nestle SA	4.33
Reckitt Benckiser Group PLC	3.51
Danone SA	2.98
Compass Group PLC	2.57
Colgate-Palmolive Co	2.48
Henkel AG & Co KGaA Pfd Shs - Non-voting	2.43
Taiwan Semiconductor Manufacturing Co Ltd ADR	2.27
Brambles Ltd	2.27
Kao Corp	2.05
Pernod Ricard SA	2.01

Ticker	MINIX
Inception Date	1/2/1997
Morningstar Rating Overall	★★★★★
Fund Size	25,042,445,105
Annual Report Net Expense Ratio	0.76
Management Fee	0.63
Average Market Cap (mil)	20,620.76

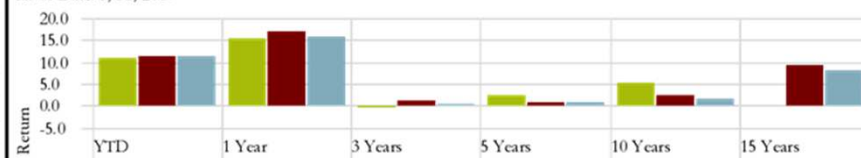


## Equity Sector (Emerging Markets)

Peer Group (5-95%): Open End Funds - U.S. - Diversified Emerging Mkts



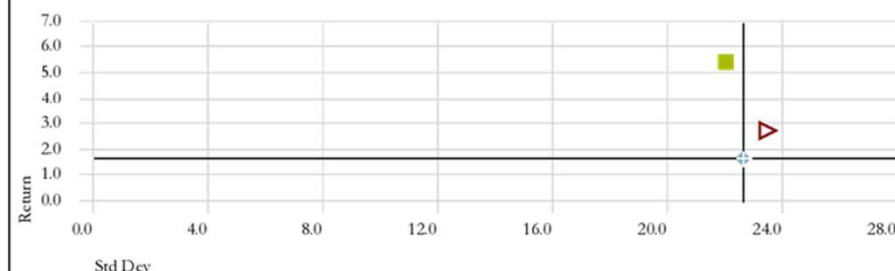
As of Date: 3/31/2017



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Oppenheimer Developing Markets Y	11.04	15.46	-0.14	2.34	5.39	
MSCI EM NR USD	11.45	17.22	1.18	0.81	2.72	9.51
US Fund Diversified Emerging Mkts	11.57	16.11	0.57	0.82	1.67	8.44

Time Period: 4/1/2007 to 3/31/2017



Time Period: 1/1/2003 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
Oppenheimer Developing Markets Y	7.17	-13.84	-4.55	8.68	21.29	-17.85	27.39	82.10	-47.84	34.30	25.70			
MSCI EM NR USD	11.19	-14.92	-2.19	-2.60	18.22	-18.42	18.88	78.51	-53.33	39.42	32.14	34.00	25.55	55.82
US Fund Diversified Emerging Mkts	8.47	-13.79	-3.01	-0.14	18.15	-19.86	19.26	73.81	-54.44	36.68	32.06	31.54	23.54	55.19

Time Period: 4/1/2012 to 3/31/2017

Display Benchmark 2: MSCI EM NR USD

	Inv	Bmk2
Return	2.34	0.81
Std Dev	14.66	15.33
Downside Deviation	11.70	12.80
Alpha	-3.74	-4.25
Beta	0.57	0.50
R2	31.44	21.78
Tracking Error	13.58	15.33
Treynor Ratio (geo)	3.82	1.33
Sharpe Ratio	0.22	0.12
Information Ratio (geo)	-0.63	-0.65

Portfolio Date: 2/28/2017

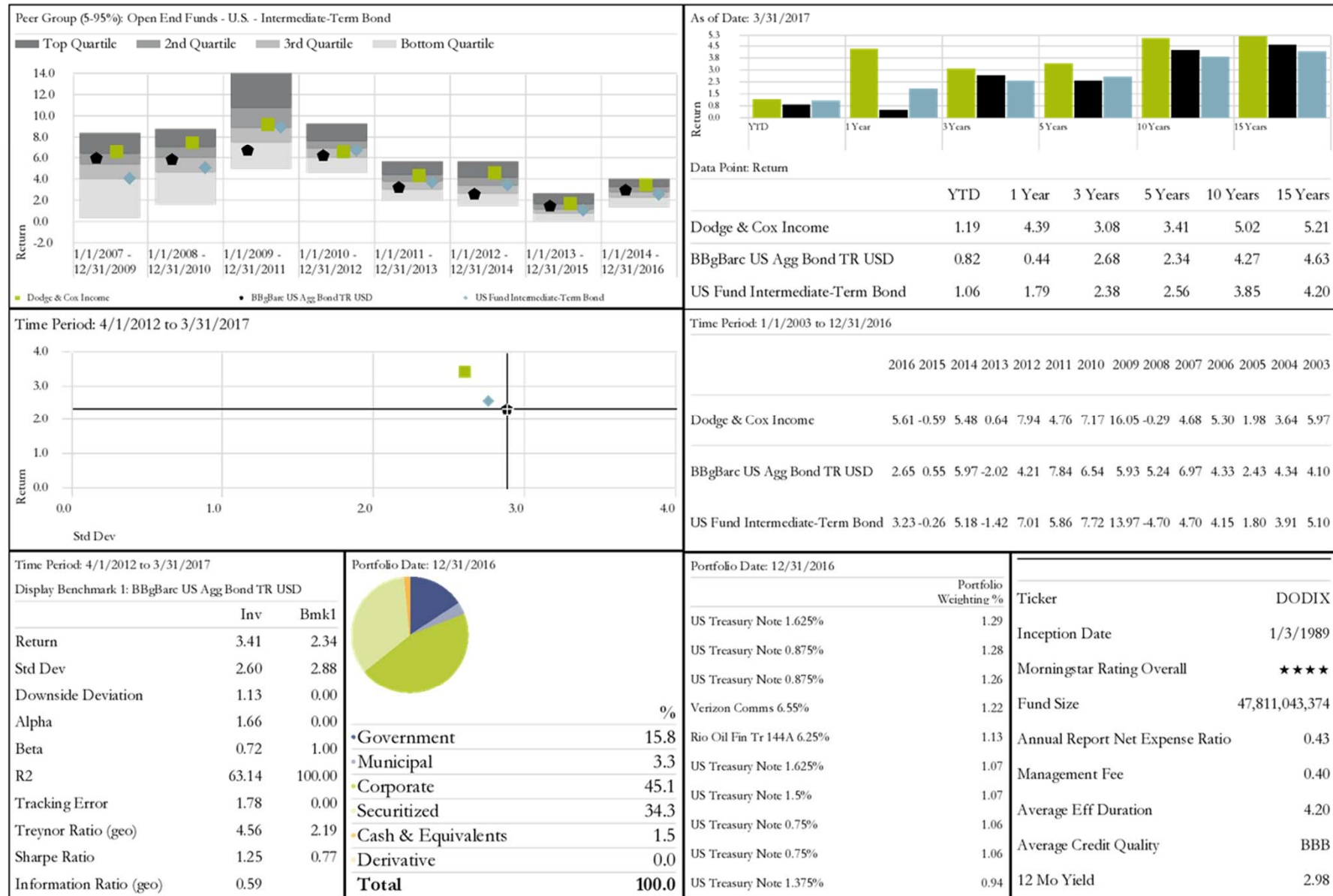
	%
Basic Materials	3.6
Consumer Cyclical	24.5
Financial Services	22.2
Real Estate	2.7
Consumer Defensive	13.4
Healthcare	5.3
Utilities	0.0
Communication Services	0.0
Energy	3.5
Industrials	4.9
Technology	19.8
<b>Total</b>	<b>100.0</b>

Portfolio Date: 2/28/2017

	Portfolio Weighting %
Alibaba Group Holding Ltd ADR	5.79
Tencent Holdings Ltd	4.96
Taiwan Semiconductor Manufacturing Co Ltd	4.89
Housing Development Finance Corp Ltd	4.55
NOVATEK JSC GDR	3.26
Magnit PJSC	2.96
Oppenheimer Institutional Govt MM E	2.93
Infosys Ltd	2.72
Master China Series 1	2.61
AIA Group Ltd	2.32

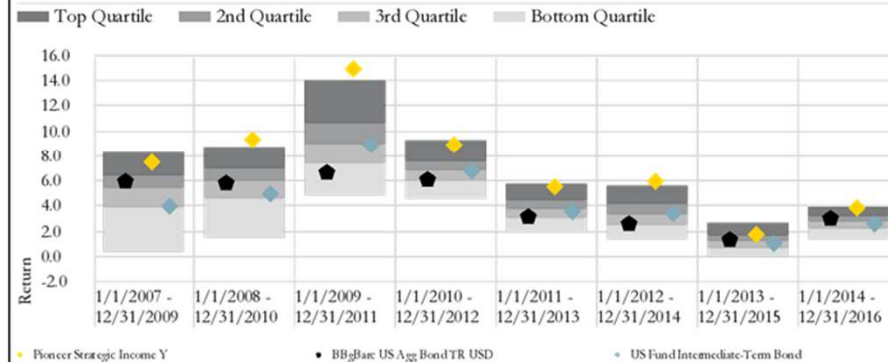
Ticker	DISSX
Inception Date	6/30/1997
Morningstar Rating Overall	★★★★
Fund Size	2,312,117,010
Annual Report Net Expense Ratio	0.50
Management Fee	0.25
Average Market Cap (mil)	1,624.24

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

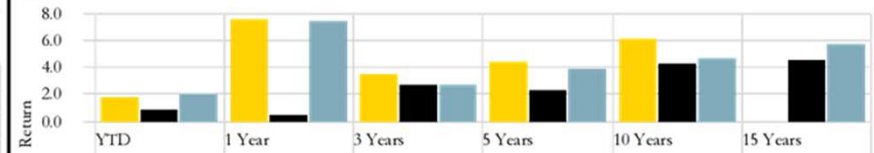


## Fixed Income Sector (US Bonds)

Peer Group (5-95%): Open End Funds - U.S. - Intermediate-Term Bond



As of Date: 3/31/2017



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
Pioneer Strategic Income Y	1.77	7.66	3.51	4.45	6.22	
BBgBarc US Agg Bond TR USD	0.82	0.44	2.68	2.34	4.27	4.63
US Fund Intermediate-Term Bond	1.06	1.79	2.38	2.56	3.85	4.20

Time Period: 4/1/2012 to 3/31/2017



Time Period: 1/1/2003 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
Pioneer Strategic Income Y	7.97	-1.15	4.92	1.80	11.49	3.54	11.97	31.06	-10.87	6.33	6.68	2.81		
BBgBarc US Agg Bond TR USD	2.65	0.55	5.97	-2.02	4.21	7.84	6.54	5.93	5.24	6.97	4.33	2.43	4.34	4.10
US Fund Intermediate-Term Bond	3.23	-0.26	5.18	-1.42	7.01	5.86	7.72	13.97	-4.70	4.70	4.15	1.80	3.91	5.10

Time Period: 4/1/2012 to 3/31/2017

Display Benchmark 1: BBgBarc US Agg Bond TR USD

	Inv	Bmk1
Return	4.45	2.34
Std Dev	3.10	2.88
Downside Deviation	1.81	0.00
Alpha	2.98	0.00
Beta	0.58	1.00
R2	29.44	100.00
Tracking Error	2.87	0.00
Treynor Ratio (geo)	7.39	2.19
Sharpe Ratio	1.38	0.77
Information Ratio (geo)	0.72	

Portfolio Date: 2/28/2017



	%
• Government	8.9
• Municipal	2.7
• Corporate	46.2
• Securitized	37.5
• Cash & Equivalents	4.7
• Derivative	0.0
<b>Total</b>	<b>100.0</b>

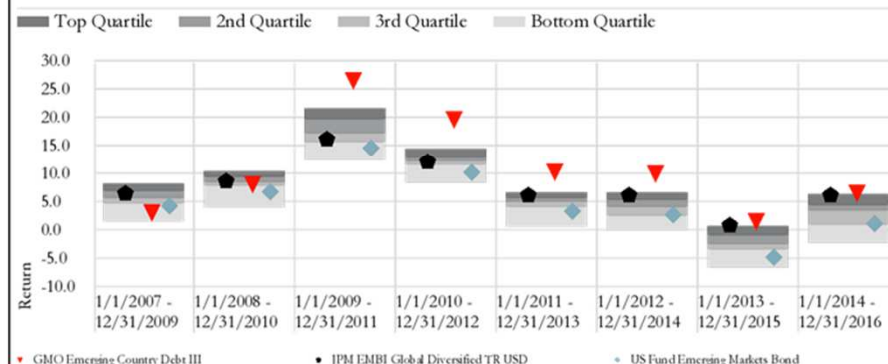
Portfolio Date: 2/28/2017

	Portfolio Weighting %
US Treasury Bond	2.01
US Treasury Bond	1.12
Intl Bk Recon&Dv 3.5%	0.70
Wells Fargo & Co, San Francisco Ca Pfd	0.66
New Zealand(Govt) 4.5%	0.65
FNMA 5%	0.56
Zero% 30nov21	0.55
Bbva Bancomer S A Inst De Banc 144A 6.5%	0.44
FNMA 5%	0.43
Credit Suisse Grp Fdg Guernsey 3.8%	0.42

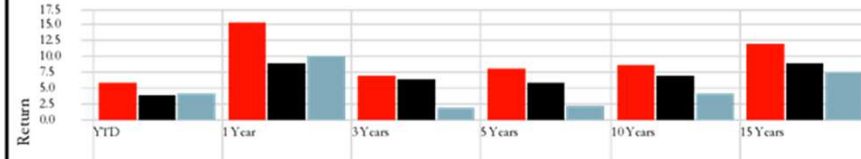
Ticker	STRYX
Inception Date	9/9/2004
Morningstar Rating Overall	★★★★
Fund Size	5,957,729,559
Annual Report Net Expense Ratio	0.73
Management Fee	0.56
Average Eff Duration	4.13
Average Credit Quality	BB
12 Mo Yield	3.66

## Fixed Income Sector (EM Debt)

Peer Group (5-95%): Open End Funds - U.S. - Emerging Markets Bond



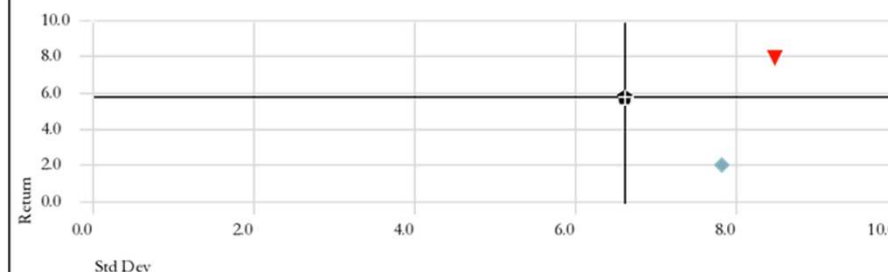
As of Date: 3/31/2017



Data Point: Return

	YTD	1 Year	3 Years	5 Years	10 Years	15 Years
GMO Emerging Country Debt III	5.68	15.40	7.05	7.93	8.61	12.12
JPM EMBI Global Diversified TR USD	3.87	8.92	6.23	5.83	7.03	8.94
US Fund Emerging Markets Bond	4.25	10.05	1.97	2.03	4.15	7.37

Time Period: 4/1/2012 to 3/31/2017



Time Period: 1/1/2003 to 12/31/2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
GMO Emerging Country Debt III	13.86	0.02	5.98	-1.18	26.73	7.50	25.64	50.17	-33.25	9.19	14.81	15.77	19.00	36.39
JPM EMBI Global Diversified TR USD	10.15	1.18	7.43	-5.25	17.44	7.35	12.24	29.82	-12.03	6.16	9.86	10.25	11.62	22.21
US Fund Emerging Markets Bond	10.51	-5.99	-0.80	-7.27	17.95	1.98	12.34	32.43	-17.64	5.36	10.99	11.50	12.31	30.83

Time Period: 4/1/2012 to 3/31/2017

Display Benchmark 1: JPM EMBI Global Diversified TR USD

	Inv	Bmk1
Return	7.93	5.83
Std Dev	8.48	6.62
Downside Deviation	2.00	0.00
Alpha	0.92	0.00
Beta	1.21	1.00
R2	89.14	100.00
Tracking Error	3.12	0.00
Treynor Ratio (geo)	6.44	5.68
Sharpe Ratio	0.93	0.87
Information Ratio (geo)	0.64	

Portfolio Date: 11/30/2016

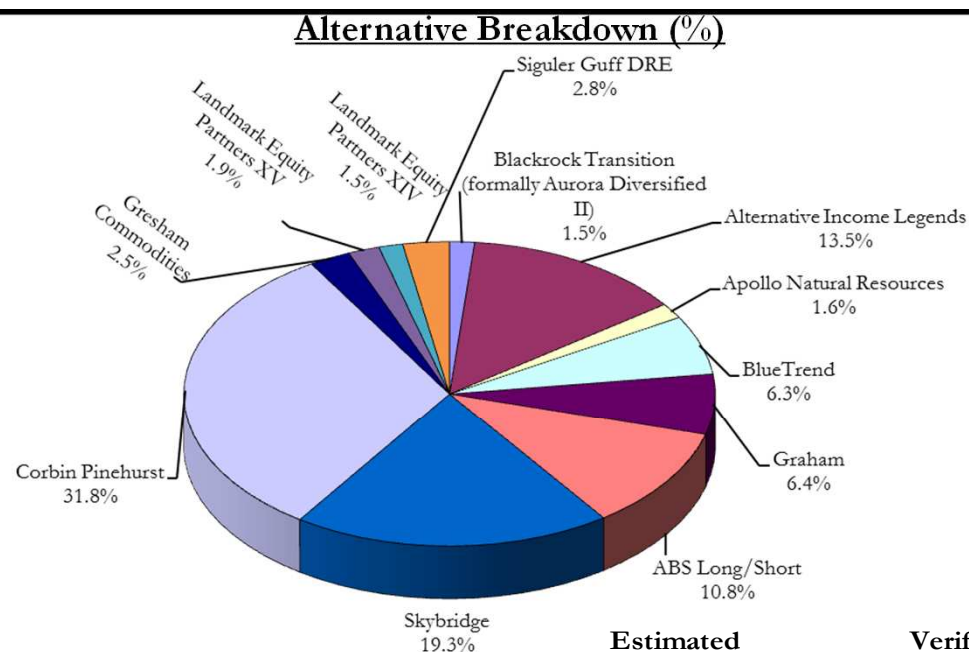
	%
Argentina	18.8
Colombia	0.7
Indonesia	10.4
Mexico	1.0
Peru	5.4
Philippines	4.2
Turkey	17.7
United States	21.6
Venezuela	4.6
Other Countries	14.8
Other	0.8
<b>Total</b>	<b>100.0</b>

Portfolio Date: 11/30/2016

	Portfolio Weighting %
United Mexican States, 5.75%	4.13
U.S. Treasury Note, 0.75%	4.01
Argentina(Rep Of) 2.26%	2.39
GMO US Treasury	2.27
Electricidad De Caracas Finance Bv, Reg S, 8.50%	2.12
Republic Of Turkey 6%	1.94
U.S. Treasury Inflation Indexed Note, 0.13%	1.88
Republic Of Turkey 6.75%	1.75
Venezuela Government International Bond, Reg S, 9.00%	1.70
Russian Foreign Bond, Reg S, 5.88%	1.70

Ticker	GMCDX
Inception Date	4/19/1994
Morningstar Rating Overall	★★★★★
Fund Size	4,007,489,600
Annual Report Net Expense Ratio	0.54
Management Fee	0.35
Average Eff Duration	
Average Credit Quality	
12 Mo Yield	6.75





<u>Manager</u>	<u>% of Account</u>	<u>Estimated Statment Value</u>	<u>Verified Values</u>	<u>Verified As Of</u>
Blackrock Transition (formally Aurora Diversified II)	1.5%	\$97,723	\$97,962	2/28/2017
Alternative Income Legends	13.5%	\$874,038	\$870,642	1/31/2017
Apollo Natural Resources	1.6%	\$104,649	\$79,835	12/31/2017
BlueTrend	6.3%	\$406,210	\$406,210	2/28/2017
Graham	6.4%	\$416,600	\$416,600	2/28/2017
ABS Long/Short	10.8%	\$702,491	\$702,570	2/28/2017
Skybridge	19.3%	\$1,253,153	\$1,242,023	1/31/2017
Corbin Pinehurst	31.8%	\$2,058,147	\$2,047,268	1/31/2017
Gresham Commodities	2.5%	\$162,731	\$162,731	2/28/2017
Landmark Equity Partners XV	1.9%	\$123,409	\$86,130	9/30/2016
Landmark Equity Partners XIV	1.5%	\$94,505	\$93,127	9/30/2016
Siguler Guff DRE	2.8%	<u>\$183,476</u>	<u>\$177,863</u>	9/30/2016
<b>Total</b>	<b>100.0%</b>	<b>\$6,477,133</b>	<b>\$6,382,961</b>	

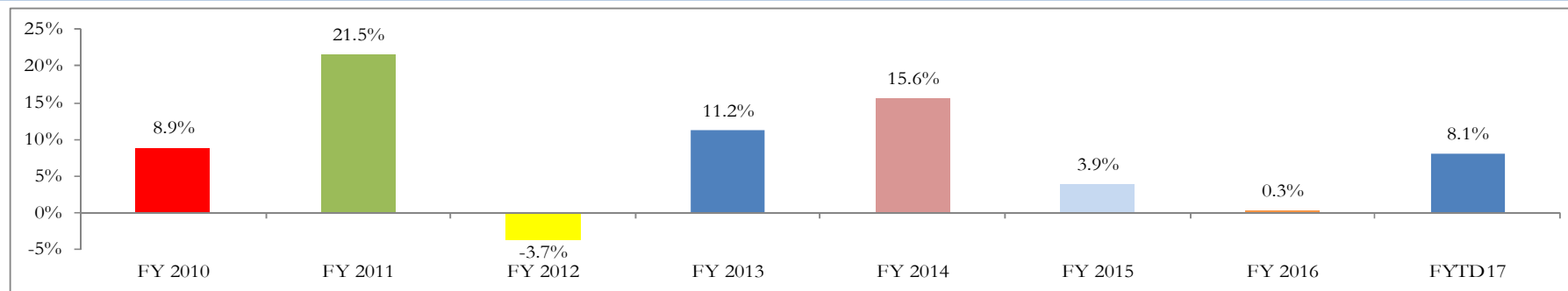
Data Source: Wells Fargo Advisors

% of Account	\$ Value		1q17	FYTD	One Year	Three Years*	Five Years*	Incept (Mgr)*	Incept Bench*
100%	\$ 6,477,133	<i>Combined Alternatives (1 mo lag)</i>	2.9	3.1	4.1	0.8	1.9	1.8	2.7
		<i>HFRI FoF Index (1 mo lag)</i>	2.7	4.6	6.4	1.5	3.2		
		<u>Lower Volatility</u>							
2%	\$ 97,723	<b>Blackrock Transition (formerly Aurora)</b>	2.3	5.3	6.1	0.5	2.5	1.6	2.2
		<i>HFRI Conservative Index</i>	1.2	3.5	4.7	1.4	3.1		
		<u>Diversified</u>							
32%	\$ 2,058,147	<b>Corbin Pinehurst</b>	2.6	6.9	11.2	2.2	4.7	4.8	2.7
13%	\$ 874,038	<b>Alternative Income Legends</b>	2.4	8.5	11.1	--	--	0.1	1.7
19%	\$ 1,253,153	<b>SkyBridge</b>	3.2	6.0	6.7	--	--	(1.5)	1.3
		<i>HFRI Fund of Funds</i>	2.7	4.6	6.4	1.5	3.2		
		<u>Hedged Equity</u>							
11%	\$ 702,491	<b>ABS Global L/S (K2 prior to 12/12)</b>	3.6	5.2	7.3	1.9	5.6	4.2	4.7
		<i>HFRI Equity Hedge</i>	4.5	9.4	15.1	2.8	4.8		
		<u>Managed Futures</u>							
6%	\$ 406,210	<b>BlueTrend</b>	0.9	(9.2)	(18.4)	0.6	(3.0)	(2.2)	
6%	\$ 416,600	<b>Graham</b>	(0.3)	3.3	(4.4)	6.3	2.0	0.0	
		<i>CS Tremont Managed Futures Index</i>	0.0	0.0	(12.5)	4.2	0.4		
		<u>Commodities</u>							
3%	\$ 162,731	<b>Gresham Commodities</b>	2.2	2.6	14.7	(14.1)	--	(8.7)	(9.9)
2%	\$ 104,649	<b>Apollo Natural Resources</b>	34.6	33.3	--	--	--		
		<i>Bloomberg Commodity</i>	(2.3)	(3.6)	8.7	(13.9)			
		<u>Private Equity</u>							
1%	\$ 94,505	<b>Landmark Equity Partners XIV</b>						6.1	
2%	\$ 123,409	<b>Landmark Equity Partners XV</b>						10.5	
3%	\$ 183,476	<b>Singular Guff DRE</b>						9.9	
All returns are on a one-month lag. Performance greater than 1 year is annualized.									

Data Source: Wells Fargo Advisors

Performance for  
College of William and Mary Green Fund

Rates of Return



Performance Inception Date:

January 23, 2009

Since Inception ROR: 9.14%

Fiscal Year-To-Date 2017 ROR: 8.10%

Beginning Market Value (July 1, 2016): \$ 424,392

Quarter

Contributions

Withdrawals

3Q16

4Q16

1Q17

\$ 20,000

\$ 20,000

Total Net Flows FYTD \$ 40,000

Invested Capital FYTD \$ 464,392

Appreciation/Depreciation \$ 33,613

Ending Market Value (March 31, 2017) \$ 498,005

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

Returns greater than one year are annualized.

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

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

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**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.

RICHARD BLAND COLLEGE COMMITTEE

April 19, 2017

4:00 – 5:15 PM

Board Room – Blow Memorial Hall

John E. Littel, Chair

Sue H. Gerdeman, Vice Chair

- I. Introductory Remarks – Mr. Littel
- II. Approval of Minutes
  - A. February 8, 2017
  - B. March 27, 2017 - Called Meeting
- III. General Reports
  - A. Report from President and Administration - Debbie L. Sydow
  - B. Report from Faculty Representative - Jill Mitten
  - C. Student Spotlight - Student Representative David Snyder
- IV. Action Material
  - A. Appointments to Fill Vacancy in the  
Professionals and Professional Faculty Resolution 1
  - B. Faculty Promotion Resolution 2
  - C. Award of Academic Tenure Resolution 3
  - D. Retirement of LeAnn S. Binger  
Division of Language & Humanities Resolution 4
  - E. Retirement of Timothy J. Evans  
Division of Language & Humanities Resolution 5
  - F. Retirement of Linda Eanes Jefferson  
Division of Language & Humanities Resolution 6
  - G. Richard Bland College Faculty Handbook Resolution 7
  - H. Approval of FY 2017-2018 Tuition and Fees Resolution 8
  - I. Approval of 2017-2018 Operating Budget Proposal Resolution 9

RICHARD BLAND COLLEGE COMMITTEE  
April 19, 2017

V. Informational Material

A. April RBC-19 Progress Report

Enclosure   A  

B. 2016-2017 Operating Budget Update

Enclosure   B  

C. Report from Faculty Representative

Enclosure   C  

D. Report from Student Representative

Enclosure   D  

VI. Closed Session (if necessary)

VII. Discussion

VIII. Adjourn

RICHARD BLAND COLLEGE COMMITTEE  
MINUTES – FEBRUARY 8, 2017

CALLED MEETING  
MINUTES – MARCH 27, 2017



**MINUTES**  
**Richard Bland College Committee**  
**February 8, 2017**  
**Board Room – Blow Memorial Hall**

Attendees: John E. Littel, Chair; Sue H. Gerdelman, Vice Chair, Warren W. Buck III, William H. Payne II, Lisa E. Roday, Karen Kennedy Schultz and Brian P. Woolfolk; faculty representative D. Jill Mitten, and student representative David J. Snyder IV. Others present: President Debbie L. Sydow, Tiffany Birdsong, Henry R. Broadus, Celia Brockway, Kent B. Erdahl, J. Tyler Hart, Michael J. Fox, James R. Golden, Penelope G. Howard, Aimee Joyaux, Eric Kondzielawa, Kenneth LaTessa, Vern L. Lindquist, Deborah A. Love, Matt Smith, Cynthia H. Norwood, Joanne Williams, Brian W. Whitson, Sandra J. Wilms and Janice L. Zeman.

Chair John Littel called the Committee to order and offered brief opening remarks.

President Debbie Sydow thanked Mr. Littel and Ms. Gerdelman for their visits to campus since the last meeting, and for attending the Campus Forum on January 26 to launch the SACSCOC Reaffirmation of Accreditation initiative. The President reported on ongoing customer service efforts underway, the employee health and fitness initiative, the Statesman men's basketball team's #1 regional ranking and RBC's proposed budget amendment in the General Assembly.

Following a brief discussion and recognizing that a quorum was present, Mr. Littel asked for a motion to approve the minutes of the meeting of November 17, 2016. Motion was made by Mr. Buck, seconded by Mr. Payne, and approved by voice vote of the Committee.

Dean of Finance and Administration Penny Howard provided an update on the 2016-17 operating budget, as detailed in Enclosures B and C, budget development for FY 2018, and discussed the state mandates that have resulted in a budget shortfall. A brief discussion ensued.

Dean of Enrollment Services Tyler Hart provided an enrollment report update, detailed in Enclosure B, focusing on several strategic partnerships (including the Virginia Science, Technology, and Applied Mathematics Academy) and reviewed spring registration metrics, noting an increase in the number of first generation students. A brief discussion ensued.

Dean of Faculty and Academic Effectiveness Vern Lindquist provided an update on the upcoming SACSCOC reaffirmation in 2019 with a brief overview of the timeline for the next two years, detailed in Enclosure A, and compliance standards to be met. Assistant Professor of Mathematics Matt Smith and Associate Dean of Academic Support & Learning Resources Aimee Joyaux were introduced as the co-chairs of the reaffirmation leadership team. A brief discussion ensued.

Chief Information, Strategy and Innovation Officer Kenneth LaTessa provided an update on the housing management system and the student records document management system, detailed in Enclosure B. A brief discussion ensued.

Director of Communications Joanne Williams provided a brief marketing report, detailed in Enclosure B, and presented the new television and social media campaign targeting both parents and students. A brief discussion ensued.

Richard Bland College Committee  
MINUTES  
Page 2

Faculty representative Jill Mitten discussed her report, detailed in Enclosure D. She provided an update on the faculty governance review, which has been completed and forwarded to the Dean for his review and submission of his recommendations to the President. Professor Mitten noted the Faculty Handbook review continues on schedule for a vote by the Faculty Assembly in March. A brief discussion ensued.

Professor Mitten introduced Professor of Music Celia Brockway, who discussed an innovative use of technology in her classroom. A brief discussion ensued.

Student representative David Snyder discussed his report, detailed in Enclosure E, and outlined student activities undertaken during the fall semester. He thanked the Board on behalf of the student panelists for giving them the opportunity to speak with them in November. Mr. Snyder noted the basketball team was undefeated at home and commented on the students lobbying efforts at the General Assembly on January 31. A brief discussion ensued.

Following President Sydow's review, Mr. Littel asked for a motion to approve **Resolution 1**, Appointment to Fill Vacancy in the Professionals and Professional Faculty. Motion was made by Ms. Roday, seconded by Ms. Schultz and approved by voice vote.

Mr. Littel moved that the Richard Bland College Committee convene first in Closed Session to discuss specific personnel matters and for briefings by legal counsel or staff members pertaining to specific legal matters, and then 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. and 7., of the Code of Virginia. Motion was seconded by Ms. Roday. The observers were asked to leave the room and the Committee went into Closed Session at 3:05 p.m.

The Committee reconvened in open session at 3:55 p.m. Mr. Littel reviewed the topics discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Buck 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 3:56 p.m.

February 8, 2017

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:

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

**MINUTES**  
**Called Meeting: Richard Bland College Committee**  
**March 27, 2017**  
**Social Sciences, Humanities and English Building – Richard Bland College**

Attendees: John E. Littel, Chair; Sue H. Gerdelman,, Vice Chair; Lynn M. Dillon; William H. Payne II, and Lisa E. Roday; faculty representative D. Jill Mitten, student representative David J. Snyder IV.

Others present: President Debbie L. Sydow, Lashrecse Aird, Henry B. Broaddus, Kent B. Erdahl, Michael J. Fox, James R. Golden, J. Tyler Hart, Penelope G. Howard, Kenneth LaTessa, Vern L. Lindquist, Deborah A. Love, Cynthia H. Norwood, Sandra J. Wilms, and other Richard Bland staff members.

Chair John Littel announced that although Warren Buck was unable to attend the meeting he wished to listen to the meeting by phone. In compliance with Freedom of Information regulations, Mr. Littel advised that Mr. Buck would listen to the meeting but could not participate in any of the discussions, and the phone connection was established.

Mr. Littel called the meeting to order at 10:00 a.m., welcomed the members of the Committee, and briefly reviewed the purpose of the meeting, noting it was intended to be a work session to continue the discussions from the February meeting regarding emerging opportunities to more fully deliver on the mission of Richard Bland College through integration with William and Mary.

In his opening remarks, Mr. Littel recognized the RBC basketball team on making it to the Final Four at the NJCAA National Championship, and he thanked the Faculty Assembly for their efforts in updating the Faculty Handbook.

In her opening remarks, President Debbie Sydow welcomed the Committee members and William & Mary administrators to campus and, as background to the discussion, provided a brief overview of the development and history of Richard Bland College from 1961 to 2012. The President then introduced the PowerPoint presentation, which focused on recent progress in achieving strategic goals and the vision for the future of the College, which set the context for the general discussion.

Chief Information, Strategy and Innovation Officer Kenneth LaTessa led a discussion that included Dean of Finance and Administration Penny Howard, Dean of Faculty Vern Lindquist and Dean of Enrollment Services Tyler Hart reporting on progress toward achieving the priority goals of the strategic plan (RBC-19) and presented long-range goals and changes necessary to achieve those goals.

Mr. Littel asked for a brief update on SACS progress. Reaffirmation Committee Co-chairs Aimee Joyaux and Matt Smith noted that the committees and task forces were up and running and robust conversations were underway about the QEP. Faculty Assembly Chair Tiffany Birdsong reported that the Faculty Handbook will be presented to the Committee at the April meeting. A brief discussion ensued.

CALLED MEETING:  
Richard Bland College Committee  
MINUTES  
Page 2

Following a short break, Mr. Littel moved that the Richard Bland College Committee convene in Closed Session to discuss specific personnel matters and for briefings by legal counsel or staff members pertaining to specific legal matters, as provided for in Section 2.2-3711.A.1. and 7., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Committee went into Closed Session at 11:30 a.m.

The Committee reconvened in open session at 1:00 p.m. Mr. Littel reviewed the topics discussed during closed session, and then moved adoption of the **Resolution** certifying the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Ms. Roday 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 Richard Bland College Committee adjourned at 1:00 p.m.

March 27, 2017

CERTIFICATION OF CLOSED SESSION

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

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

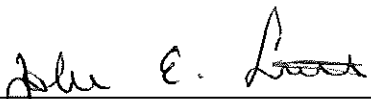
NOW, THEREFORE, BE IT RESOLVED, That the Richard Bland College Committee, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session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

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:

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

**RICHARD BLAND COLLEGE  
APPOINTMENT TO FILL VACANCY IN THE  
PROFESSIONALS AND PROFESSIONAL FACULTY**

Vacancies in the Professionals and Professional Faculty of Richard Bland College of the College of William and Mary have resulted because of a retirement, a vacancy, or a newly created position.

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

**LISA JOHNSON**, Director of Financial Aid, effective April 10, 2017:

MS, Educational Leadership, VA State University, 2012  
BS, Business Administration, Strayer University, 2006

Virginia State University:

Associate Director of Financial Aid, December 2011 – April 2017  
Work Study Coordinator, April 2004 – December 2011  
Administrative Assistant, October 2001 – October 2003

Richmond Public Schools:

Office Assistant, October 2003 – April 2004

VA Department of General Services:

Office Assistant, May 2000 – April 2001

**RICHARD BLAND COLLEGE  
FACULTY PROMOTIONS**

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotion of the following faculty members, effective with the beginning of the 2017-2018 academic year.

MATTHEW SMITH, from Assistant to Associate Professor of Mathematics

JENNIFER MORRISON, from Instructor to Assistant Professor of Sociology



**RICHARD BLAND COLLEGE  
AWARD OF ACADEMIC TENURE**

The following member of the instructional faculty of Richard Bland College has been recommended for the award of academic tenure by the Peer Review Committee and the Chief Academic Officer.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the award of tenure for the following faculty member, effective with the beginning of the 2017-2018 academic year.

**MATTHEW SMITH**, Associate Professor of Mathematics

**RICHARD BLAND COLLEGE  
RETIREMENT OF LEANN S. BINGER  
DIVISION OF LANGUAGE & HUMANITIES**

Dr. LeAnn S. Binger joined the faculty of Richard Bland College in 1976 as an adjunct Instructor of Psychology. She became a full-time faculty member in 1980 and was promoted to Assistant Professor in 1983 and Associate Professor in 1987. In 1993, she was promoted to Professor and was granted tenure in 1988. Dr. Binger served as Director of Institutional Advancement from January, 2007 until June, 2010. She was Provost and Dean of Faculty from July, 2010 through June, 2012; she was Director of Advancement from July 2012 through June 2013; she resumed her instructional duties as Professor of Psychology in July 2013.

Dr. Binger obtained her Ed.D. in Higher Education from the College of William & Mary in 1986. She earned her Master's degree in Psychology in 1977 from Virginia State College; and her Bachelor's degree in Psychology and Sociology from Westhampton College of the University of Richmond in 1974.

Dr. Binger was a Mental Health Worker at Central State Hospital; she designed and implemented behavioral programs and instructed hospital employees on these techniques as well as provided therapy and counseling. In addition to her full time positions at Richard Bland College, Dr. Binger continued teaching as an adjunct instructor.

Dr. Binger has participated in many Richard Bland College activities. She served as faculty representative to The College of William & Mary's Board of Visitors; she was a board member for the Friends of the Richard Bland College Library, a participant in Leadership Southside, and a campus leader for international travel.

Dr. Binger served on the Local Human Rights Committee at Southside Training Center and the Petersburg Regional Local Human Rights Committee as well as on the Service Boards of Hiram Davis Hospital and District 19 Community Service Board. She was appointed by Governor Mark Warner to serve on the Board of Trustees for the Virginia Museum of Natural History until 2008, then served as secretary to the Board.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of LeAnn S. Binger on July 1, 2017 and expresses its appreciation to her for the many contributions she has made to Richard Bland College, and approves with deep gratitude for her thirty-seven years of devoted service to the College, a change in status from Professor of Psychology to Professor of Psychology, 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 LeAnn S. Binger with best wishes for continuing and creative work in the years ahead.

**RICHARD BLAND COLLEGE  
RETIREMENT OF TIMOTHY J. EVANS  
DIVISION OF LANGUAGE & HUMANITIES**

Dr. Timothy J. Evans joined the faculty at Richard Bland College in 1979 as Assistant Professor of English; he was promoted to Associate Professor in 1984 and was granted academic tenure in 1985. In 1990, he was promoted to Professor of English.

Dr. Evans obtained his Ph.D. from the University of South Carolina in 1978, majoring in British and American Literature; he earned his Master's degree in English in 1974 from Wake Forest University; and his Bachelor's degree in English from the University of Richmond in 1972.

Dr. Evans was an English Instructor during his employment with Ohio State University. He held positions as a Graduate Teaching Assistant and as a Writing Laboratory staff member and tutor at the University of South Carolina. He was an English Instructor at Midlands Technical College and Staff Member for the Conference for Teachers of Composition.

Dr. Evans participated in an array of Richard Bland College activities and served on numerous campus committees both as a member and as a chair.

Dr. Evans published in his field and held memberships in various professional organizations, continuing his professional development and activities by attending numerous professional meetings, conferences and workshops; he has been a contributing bibliographer, text and manuscript consultant, executive committee representative, association chair, board member, regional judge, a Governor's School Fellow and served on the VCCS-SCHEV Task Force on Remedial Education. He authored and submitted a report to the Center for Developmental Education which resulted in Richard Bland College, the only college in Virginia selected, being cited in the National Directory of Exemplary Developmental Programs.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Timothy J. Evans on July 1, 2017 and expresses its appreciation to him for the many contributions he has made to Richard Bland College, and approves with deep gratitude for his thirty-eight years of devoted service to the College, a change in status from Professor of English to Professor of English, 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 Timothy J. Evans with best wishes for continuing and creative work in the years ahead.

**RICHARD BLAND COLLEGE  
RETIREMENT OF LINDA EANES JEFFERSON  
DIVISION OF LANGUAGE & HUMANITIES**

Dr. Linda Eanes Jefferson joined the faculty at Richard Bland College in 1989 as Instructor of English; she was promoted to Assistant Professor in 1991; she was promoted to Associate Professor in August, 2000 and was granted tenure in August, 1996.

Dr. Jefferson obtained her Ph.D. in Adult Learning/Human Development from Virginia Polytechnic Institute and State University in 2015. She completed post-graduate courses from Northeastern University, 1995, and from the Medical College of Virginia, 1988. She earned her Master's degree in English in 1985 from Longwood University; and her Bachelor's degree (Summa Cum Laude) in English from Longwood University in 1982, with minors in Psychology and Speech.

Dr. Jefferson was a Career Planning and Placement Officer at Longwood University, where she established the Longwood Alumni Extern Program. She was an English Instructor at Old Dominion University and a Fulbright Exchange Professor in Rabat, Morocco. She was a Training Specialist for Staff Development at Piedmont Geriatric Hospital; an Adjunct Instructor at Southside Community College and Adjunct Lecturer at Saint Paul's College. She was a Lecturer at the Institute of Public Administration, Riyadh, Saudi Arabia, during a one-year sabbatical from Richard Bland College.

Dr. Jefferson participated in an array of Richard Bland College activities during her long career and served on many campus committees and sub-committees, including SACs and SCHEV committees and sub-committees, the Richard Bland College Foundation, as a member, chair and co-chair. She represented Richard Bland College at civic events and has provided years of public service to local churches, schools and other organizations.

Dr. Jefferson has continued her professional development and activities by attending professional meetings, conferences and summits; she authored, co-authored and published papers, publications and research in her field and held memberships in various professional organizations. She has received numerous Honors and Awards – Kappa Delta Pi, Lambda Iota Tau, Phi Kappa Phi, NAACP, National Dean's List, and Who's Who Among America's Teachers.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Linda Eanes Jefferson on June 1, 2017, expresses its appreciation to her for the many contributions she has made to Richard Bland College, and approves with deep gratitude for her twenty-seven years of devoted service to the College, a change in status from Associate Professor of English to Associate Professor of English, Emerita.

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

**RICHARD BLAND COLLEGE**

**RICHARD BLAND COLLEGE FACULTY HANDBOOK**

WHEREAS, the Faculty Affairs Committee has reviewed and submitted recommendations to the Faculty Assembly regarding revisions to the Faculty Handbook; and

WHEREAS, the Faculty Assembly has unanimously approved these revisions and recommended approval to the Dean of Faculty; and

WHEREAS, the Dean of Faculty and President, in consultation with College Counsel, have reviewed and revised the Faculty Handbook with an emphasis on compliance and alignment with other College policy documents;

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William and Mary approves the revisions to the *Richard Bland College Faculty Handbook*, as detailed in the following pages, effective immediately.

BE IT FURTHER RESOLVED, That the policies contained in the Richard Bland College Faculty Handbook supersede and replace all previous Richard Bland College Faculty Handbooks, and to the extent there is a conflict between the policies in the Richard Bland College Faculty Handbook and other, non-superseded policies, the terms of the Richard Bland College Faculty Handbook control when they do not conflict with the Richard Bland College Policy Manual; and

BE IT FINALLY RESOLVED, That the Board delegates to the President of Richard Bland College the authority to interpret, amend, supplement, and redact the Richard Bland College Faculty Handbook, and to further delegate this authority as appropriate.

## FOREWORD

Welcome to Richard Bland College. As a faculty member, you are an integral part of the Richard Bland College (“College”) commitment to quality instruction and education.

The Richard Bland College *Faculty Handbook* provides many of the policies, information concerning the policies, and related administrative matters associated with the role of a faculty member. (The College *Policy Manual* provides policies that apply to all College employees, including faculty, and other campus-wide policies may be found on the College website, [rbc.edu](http://rbc.edu).) Any questions concerning the administrative policies of the College may be directed to the Dean of Faculty or the President. Concerns and questions related to course content and instructional needs may be directed to the appropriate Academic Division Chair and/or the Office of the Dean of Faculty. It shall be the responsibility of the Office of the Dean of Faculty to maintain the *Handbook* and provide to the President any recommended changes from the appropriate administrative units or the faculty.

This *Faculty Handbook* and the *Richard Bland College Catalog* are provided for your information and preparation for serving as a member of the Richard Bland College faculty.

## **RICHARD BLAND COLLEGE FACULTY HANDBOOK**

### **I. APPLICABILITY**

This document is applicable to all faculty members at Richard Bland College. These educators are known, for the purposes of this document, as “teaching faculty.”

### **II. STATEMENT OF FACULTY RIGHTS AND RESPONSIBILITIES**

Faculty are responsible for all aspects relating to the educational programs of the College, making recommendations to the Dean of Faculty. Duties of the faculty include, but are not limited to making recommendations to College administration concerning:

- A. Reviewing and revising the mission, goals, and policies of the College;
- B. Developing and maintaining an educational program of high quality;
- C. Delivering educational content to achieve established student learning outcomes. Faculty are expected to regularly assess student-learning outcomes against established departmental goals, and to adjust curricular content and instructional methodologies to ensure focused and success-oriented results, while maintaining academic rigor;
- D. Recommending and maintaining admission standards;
- E. Recommending and maintaining curricula;
- F. Awarding grades for students in their classes;
- G. Recommending policy, including standards, requirements, and procedures for awarding degrees and certifications granted by the College;
- H. Certifying all degree candidates to the Registrar;
- I. Recommending to the administration procedures for maintaining and improving faculty competence through programs of academic and sabbatical leave, in-service instruction, and attendance at professional meetings;
- J. Recommending professional standards and criteria in such areas as faculty retention, promotion, and tenure;
- K. Recommending and maintaining policies, including determining prerequisites for courses and degrees, policies governing transfer credit, academic probation, admissions, and withdrawals, and
- L. Participating in shared governance.

Cross-institutional responsibilities include, but are not limited to:

- A. Budgeting;
- B. Academic advising;
- C. Promoting institutional effectiveness;

- D. Providing input, where appropriate, to building and grounds;
- E. Assisting with student recruitment;
- F. Representing the faculty to the Board of Visitors, and
- G. Reporting to agencies such as SACS and SCHEV.

### III. AGENCIES OF FACULTY SELF-GOVERNANCE

#### A. Academic Departments

Each department is an administrative unit composed of related academic disciplines structured to facilitate coordination of faculty efforts and to promote interdisciplinary activity. Academic disciplines at Richard Bland College are grouped under three departments: Natural Science and Mathematics, Language and Humanities, and Social and Behavioral Sciences.

Composition of the groupings is as follows:

1. Natural Science & Mathematics: Biology, Chemistry, Computer Science, Health, Physical Education, Physics, and Mathematics;
2. Language and Humanities: Composition, Foreign Languages, Geography, Government, Literature, Philosophy, Religion, Speech, and Theater; and
3. Social and Behavioral Sciences: Art, Business, Economics, History, Logistics, Music, Project Management, Psychology, and Sociology.

The composition of academic departments periodically will be assessed and adjusted in support of the College mission and goals.

Current job descriptions for department chairs are available on the College website. On or before April 15 of each year, all full-time faculty from the respective departments are eligible to vote for a candidate for recommendation to the Dean of Faculty and President, who then make the appointment.

Department chairs are subject to annual review by the Dean of Faculty and President, and serve two (2)-year terms, and no more than two (2) terms consecutively. They teach a reduced load of classes while serving the College, as determined by the Dean of Faculty.

#### B. The Faculty Assembly

##### 1. Purpose and Scope

The purpose of the Faculty Assembly is to advise the Dean of Faculty and the President on matters affecting the welfare of the College, and to ensure effective faculty participation in College governance.

- a. The Faculty Assembly will achieve this purpose by facilitating communication and collaboration between faculty and



administration, and by promoting the welfare of students, faculty, and members of the College community in general. This includes, but is not limited to, studying issues, and recommending policies to the administration. It involves participating in the development of educational, curricular, research, and service components of the work of the College.

- b. The Faculty Assembly shall have access to the agendas of the Board of Visitors that pertain to Richard Bland College, strategic planning for Richard Bland College, and reports of all college-wide committees.

## 2. Membership

- a. The membership shall consist of regular (voting) members.
- b. Regular members shall be all full-time Richard Bland College faculty, with the addition of one (1) elected adjunct-faculty member from each of the three (3) academic departments.

## 3. Structure

- a. The chair of the Faculty Assembly shall, as a rule, preside at Faculty Assembly meetings, although this role may on occasion be taken by the College President, or in the case of illness or incapacitation of the chair, by the vice-chair. The agendas for Faculty Assembly meetings will be prepared by the chair of the Faculty Assembly, with the aid of the vice-chair and Faculty Assembly secretary, and with input from the membership.

The chair and vice-chair will be elected by a vote of all full-time teaching faculty during the last Faculty Assembly meeting of the academic year in even-numbered years. All full-time faculty members are eligible to serve as chair or vice-chair. The chair and vice-chair will serve for terms of two (2) years, with the possibility of one (1) consecutive re-election. The administrative assistant from the Office of the Dean of Faculty will serve as secretary for the Faculty Assembly;

- b. As a general rule, the Faculty Assembly will meet once a month. Meetings are open to the entire College community. Adjunct faculty are encouraged to participate, and are represented in decision-making upon electing a representative to vote on their behalf. Their contributions to discussion are always welcome.

Meetings shall be guided by the protocol established in *Robert's Rules of Order, Newly Revised*. They shall be recorded by the Faculty Assembly secretary, with recordings archived and maintained by him/her.

- c. Preparation of minutes and agendas for meetings will be the responsibility of the chair of the Faculty Assembly, in conjunction with the Faculty Assembly secretary. Agendas for a meeting will be presented at least five (5) business days in advance of that meeting, whenever possible, and minutes will be disseminated no later than five (5) business days following it. Both will be distributed to the College community by email. A record of agendas and corrected minutes will be maintained by the secretary.

C. The Academic Council

Department chairs, along with associate dean(s) and the Dean of Faculty, comprise the Academic Council. The Academic Council meets regularly to ensure the business of academic departments (curriculum, instruction, and assessment) moves forward, and that lines of communication remain open and transparent. Members of the Academic Council will also serve on the President's Council.

D. Faculty Committees and College Committees

The following are standing and *ad hoc* committees of Richard Bland College, including their membership, duties, and reporting line. Each committee receives reports on the status of its action items from the appropriate member of the President's Council so as to ensure clear lines of communication and effective implementation. Committees receive charges at the beginning of each academic year from the appropriate President's Council member, and will report their activities and progress regularly to that member, to the Faculty Assembly, to the College community, and to the President. Committees may also initiate new business or take up matters brought to their attention by department chairs, faculty, staff, or administrators.

Committee chairs, unless otherwise specified, will be elected by the appropriate committee's members for a term of one (1) year (subsequent terms of service may not exceed three [3] consecutive years) at the first committee meeting of the academic year. Meetings shall be guided by the protocol established in *Robert's Rules of Order, Newly Revised*. Agendas for all meetings should be distributed to faculty five (5) business days prior to the meeting. Minutes of committee meetings shall be distributed to members of the faculty via email within five (5) business days following the meeting. Minutes shall be subsequently archived and maintained by the Administrative Assistant to the Dean of Faculty.

1. Standing and *Ad Hoc* Faculty Committees [Members to be Chosen at the Beginning of Fall Semester]

a. Peer Review Committee

(1) Purpose and Scope

This committee is convened to evaluate faculty involved in the pre-tenure process, multi-year contract review, or who are applying for tenure or promotion.

(2) Membership

At least one faculty member shall be elected from each academic department, for a minimum complement of three (3) members serving at one time, with, ideally, greater representation from departments with faculty members undergoing evaluation. Committee members will be selected in March, for service in the upcoming academic year. The committee will be chaired by a department chair from a department in which no faculty members will be up for evaluation, promotion, or tenure. If all departments have candidates under review, then the Dean of Faculty will appoint a chair. The committee reports to the Dean of Faculty.

b. Instructional Programs/Curriculum Committee (IPCC)

(1) Purpose and Scope

- (a) To research degree requirements of area colleges and universities, as well as national curriculum trends;
- (b) To review, propose, and consider recommendations to modify, add to, or delete components of degree requirements and curricula in support of the College's Strategic Plan;
- (c) To interface with members of academic disciplines before recommending policy changes, policies, or programs to the Faculty Assembly and the Dean of Faculty; and
- (d) To review and recommend to the Faculty Assembly and the Dean of Faculty modifications, deletions,

and/or additions to policies, programs, and/or  
course descriptions.

(2) Membership

One (1) faculty member shall be elected from each academic department for a total of three (3), and a fourth member shall be elected at-large from the teaching faculty, ensuring a complement of four (4) members representing teaching faculty. Furthermore, one (1) student may be appointed by the Student Assembly as a non-voting member, along with a sixth member appointed by College administration from the Registrar's Office, Enrollment Services, or the library. Members serve for a two (2)-year period, and may not serve more than two (2) consecutive terms. This body reports to the Faculty Assembly through its chair or an appointed designee, and to the Dean of Faculty.

c. Faculty Affairs Committee (FAC)

(1) Purpose and Scope

- (a) To study faculty concerns with regard to welfare in areas such as salary, fringe benefits, and working conditions;
- (b) To propose programs and policies for faculty development in areas such as in-service activities, continuing education, promotion, and tenure;
- (c) To review, propose, and consider recommendations made to the Faculty Assembly and the Dean of Faculty concerning modifications of, additions to, or deletions from the *Faculty Handbook* to support the College's Strategic Plan, and
- (d) To advise the College concerning faculty recruitment.

(2) Membership

One (1) faculty member shall be elected from each academic department for a total of three (3), and a fourth member shall be elected at-large from the teaching faculty, ensuring a complement of four (4) members representing

teaching faculty. Furthermore, a fifth member may be appointed by College administration from Finance, Enrollment Services, or Human Resources. Members serve for a two (2)-year period, and may not serve more than two (2) consecutive terms. This body reports to the Faculty Assembly through its chair or an appointed designee, and to the Dean of Faculty.

d. Academic Standards and Appeals Committee (ASC)

(1) Purpose and Scope

- (a) To develop recommendations consistent with the College's Strategic Plan concerning admissions standards and policies, and the Honors Program;
- (b) To develop recommendations and review academic standards and policies, including those involving dual-enrollment, online/distance, and remedial education, to ensure they align with the College Mission of providing a rigorous quality education;
- (c) To review and determine the academic status of students in cases not clearly covered by established standards;
- (d) To designate representatives to serve on an academic appeals team each semester;
- (e) To hear and decide, subject to right of appeal, pleas concerning individual exceptions and/or appeals in areas such as admissions, academic status, adjustment of academic records, and/or waiver of degree requirements;
- (f) To review overall campus academic assessments; and
- (g) To certify degree candidates to the Registrar.

(2) Membership

One (1) faculty member shall be elected from each academic department for a total of three (3), and a fourth member shall be elected at-large from the teaching faculty,

ensuring a complement of four (4) members representing teaching faculty. Furthermore, one (1) student may be appointed by the Student Assembly as a non-voting member, along with a sixth member appointed by College administration from the Registrar's Office or Athletics. Members serve for a two (2)-year period, and may not serve more than two (2) consecutive terms. This body reports to the Faculty Assembly through its chair or an appointed designee, and to the Dean of Faculty.

e. College Faculty Appeals and Grievance Committee (CFAGC)

(1) Purpose and Scope

- (a) To investigate a grievance, and
- (b) To recommend to the Dean of Faculty (or President, as dictated by the nature of the filing) a recommended resolution.

(2) Membership

Five (5) active and five (5) back-up members as designated in the grievance section below.

f. *Ad Hoc* Committees

Faculty members can be assigned or volunteer to serve on *ad hoc* committees as they are created. These committees report to the Faculty Assembly or to the administrator convening the committee.

2. College Committees

a. Student Experience and Success Committee (SESC)

(1) Purpose and Scope

- (a) To receive regular financial budget information from the Student Assembly;
- (b) To support and monitor priorities established in the Strategic Plan, as well as progress relative to:
  - i. Goals established in the SEM plan;

- ii. Goals established in the Residential and Student Life Plan;
  - iii. Goals established for the One-Stop Enrollment Center;
  - iv. Goals established for student retention and success; and
  - v. Goals established for student development.
- (c) To monitor College policies for alignment with a positive student experience;
  - (d) To monitor and support compliance with all pertinent SACSCOC standards, including but not limited to, sections 1.1, 2.5, 2.9, 2.10, 3.3, 3.9, 4.1, 4.5, 4.6, 4.7, and 4.9;
  - (e) To review proposals for new (or modifications to existing) student enrollment and development initiatives of cross-institutional significance, and to provide recommendations to the President's Council based on needs data, pertinent input from stakeholders, cost-benefit analysis, and the College's strategic goals;
  - (f) To review analysis of persistence and attrition data with a view to proposing modifications to admissions and enrollment criteria, policies, and student-development services;
  - (g) To review annual summary data regarding judicial and student complaints, and to develop recommendations for continuous improvement;
  - (h) To review annual summary assessment data regarding student advisement participation, processes, outcomes, and student satisfaction, and to recommend amendments to practices and procedures with a view to ensuring continuous improvement; and
  - (i) To facilitate dissemination of innovative approaches and best practices related to strategic enrollment

management, delivery modes, student development,  
and student life.

(2) Membership

The committee will be comprised of thirteen (13) members, including representatives from the Office of Residence Life; Student Success; Athletics; Financial Aid; the Registrar's Office; the Business Office; Communications; and Admissions. One (1) faculty member shall be elected from each academic department for a total of three (3), and two (2) student representatives will also serve. The committee will be co-chaired by the Dean of Enrollment Services and the Associate Dean of Residential and Student Life. The committee reports to the President's Council through the Dean of Enrollment Services or the Associate Dean of Residential and Student Life.

b. Operations and Finance Committee (OFC)

(1) Purpose and Scope

- (a) To facilitate review of budget proposals in support of the College's Strategic Plan;
- (b) To review non-academic grant proposals;
- (c) To inform the development of a transparent College budget;
- (d) To communicate with stakeholders regarding financial issues; and
- (e) To monitor compliance with pertinent SACSCOC standards.

(2) Membership

The committee will be comprised of one (1) faculty member elected from each academic department for a total of three (3), in addition to representatives from Enrollment Services, Finance, and Facilities. The committee reports to the President's Council through the College Chief Financial Officer (CFO).

c. Institutional Effectiveness (IE)



(1) Purpose and Scope

- (a) To link institutional assessment efforts to College-wide strategic planning;
- (b) To create a strong feedback loop between research and assessment data on the one hand, and the planning, development, and modification of existing programs and academic support services on the other. This arrangement is intended to facilitate innovation and the achievement of standards of excellence in programs and services;
- (c) To advance a collaborative, integrated approach to institutional planning and assessment that maximizes communication and transparency among College constituents;
- (d) To serve as a recommending body to the President's Council regarding institutional planning and assessment practices;
- (e) To monitor and support compliance with all pertinent SACSCOC Standards, including but not limited to, sections 1.1, 2.4, 2.5, 2.6, 2.7, 2.8, 2.12, 3.1, 3.3, 3.4, 3.5, 3.8, 3.12, 3.13, 3.14, 4.2, 4.3, 4.4, 4.8, and 4.9;
- (f) To facilitate dissemination of innovative approaches and best practices to members of the College community;
- (g) To inform development of an institution-wide, evidence-based institutional effectiveness plan, and assess existing planning and practices at the College related to academics, student services, and administrative functions. The goal is integrated, meaningful, and sustained improvement;
- (h) To inform the President's Council of progress toward achieving the College's Mission and goals as defined in the Strategic Plan through systematic review and monitoring of academic departments, administrative departments, programs, and student outcomes-assessment plans and activities;

- (i) To recommend emendations to the institution's Strategic Plan; and
  - (j) To communicate results of institutional-effectiveness efforts to appropriate on-campus and external stakeholders with a view to promoting accountability and transparency.
- (2) Membership

The committee will be comprised of one (1) faculty member from each academic department for a total of three (3), three (3) administrative members selected by the President, one (1) staff representative selected by the President, and one (1) student representative recommended by the Student Assembly. It will be co-chaired by the Dean of Faculty and the Chief Information, Strategy, and Innovation Officer. The committee reports to the President's Council.

#### **IV. ACADEMIC FREEDOM AND PROFESSIONAL ETHICS**

Academic freedom is the freedom to discuss in the classroom matters deemed relevant to the business of a given class. It should be recalled that intellectual inquiry, which sometimes results in disagreements or controversy, is essential both to the pursuit of knowledge, and to production of valuable work.

Additionally, faculty members are entitled to their political rights, and to all the prerogatives of United States citizens.

However, faculty members should endeavor not to introduce into classroom teaching controversial material without bearing on material relating to their courses and/or disciplines, or unrelated to fostering intellectual awareness and/or critical thinking in their students. They should recall they belong to a learned profession associated with exercise of reasoned and reasonable discourse, and expression of informed opinion. Therefore, they should at all times strive to be accurate in their representations, and to show respect for the opinions of others.

Academic freedom allows faculty members to pursue research and scholarship, and/or to engage in creative expression without obtrusive interference or fear of institutional censure, insofar as these activities do not impinge on the rights and well-being of others (*e.g.*, slander and libel, potentially harmful experimentation with human subjects, anything else that could physically or emotionally harm a student or other person). Faculty members may speak, write, or create works of art without institutional reprisal, retaliation, or constraint, as long as they do not represent themselves as speaking for or representing their institution.

However, faculty members must perform their academic duties as a professional priority, given that Richard Bland College is primarily a teaching college. They also are required to comply with federal and state laws and regulations, and applicable federal, state, and College policies.

Academic freedom in higher education helps ensure that colleges and universities serve the public good. This process best thrives where the search for truth, furthered by the exposition and ongoing assessment of ideas, is actively encouraged.

Richard Bland College generally endorses the Principles on Academic Freedom and Tenure adopted jointly in 1940 and reinterpreted in 1970 by the Association of American Colleges and the American Association of University Professors (AAUP).

## **V. INTELLECTUAL PROPERTY RIGHTS**

The policy outlined below applies to all teaching faculty.

“Intellectual property” here means property which is patented or copyrighted, or which may theoretically and reasonably become either of these. College employees retain all rights over intellectual property which they develop outside the scope of their employment and without substantial reliance on College facilities and resources. College faculty retain all rights relating to publication, preparation of derivative works, distribution, and classroom use of works which they have prepared on their own time and initiative, including papers published in scholarly journals or books, theses, and dissertations—provided the College does not possess rights of ownership by virtue of the exception described two paragraphs below.

Ownership of materials remains the same whether publication format is print or electronic.

The exception mentioned above is when such materials are developed by a faculty member as a special, stipulated part of a particular contractual obligation to the College, and the production of which may therefore be considered to fall under the faculty member’s “assigned duties” (*e.g.*, preparation of a list of course transfer equivalencies at other Virginia institutions of classes taught at Richard Bland College). It does not include materials developed by a professor or professors in performance of teaching duties, unless such material has been made over to the College by contractual prearrangement between professor(s) and institution.

## **VI. POLICIES AND CONTRACTUAL MATTERS AFFECTING TEACHING FACULTY**

### **A. Appointment Categories**

The minimum requirements for any faculty appointment are almost invariably a master’s degree and a minimum of eighteen graduate hours in the area of instruction. In exceptional cases, equivalencies may be determined on the basis of unusual circumstances at the discretion of the Dean of Faculty with concurrence from the President. Such arrangements will be delineated in writing at the time of the faculty member’s hiring, and documentation relating to the arrangement will be maintained in the faculty member’s professional file on deposit with the College, as well as by the Dean of Faculty’s office.

Teaching faculty, whose original employment by the College is certified by the Board of Visitors, receive annual performance reviews from their department chairs and the Dean of Faculty. If promotion in rank is at issue, subsequent Board approval of that change in status is required.

Full-time faculty appointments at the College are held under one of the following categories:

1. Tenured Faculty

Richard Bland College accepts and endorses the principles of tenure. A tenured appointment may only be terminated by the College for adequate cause. Adequate cause in faculty dismissal proceedings includes, but is not necessarily restricted to:

- a. An ongoing pattern of demonstrated incompetence;
- b. Dishonesty in teaching or research;
- c. Substantial and manifest neglect of duty;
- d. A violation of federal or state laws or regulations, or federal, state, or College policies;
- e. Moral turpitude;
- f. *Bona fide* financial exigency on the part of the College, or
- g. Discontinuance of a program or department of instruction.

The burden of proof in establishing cause for dismissal rests upon the institution. The standard of proof is preponderance of the evidence.

2. Tenure-Eligible Faculty

a. Timeline

Faculty who hold tenure-eligible appointments may be considered for tenure under the provisions specified below:

- (1) When a tenure-track faculty member joins the faculty of Richard Bland College, an initial, probationary appointment for a specified period begins, at the conclusion of which the appointment expires unless reappointment is

offered. Reappointment is also for a specified period, and likewise expires, unless renewed.

- (2) No faculty member has any rights, real or implied, to appointment or reappointment during the probationary period.
- (3) A faculty member is evaluated for tenure in the fall of the sixth year of full-time employment. The Dean of Faculty is responsible for notifying faculty members for whom a tenure review is required. Notification should be made during the spring semester preceding the review. At that time, candidates should also be informed of the members of the Peer Review Committee. In case a faculty member is not informed by the Dean, the member should contact the Dean concerning his or her eligibility.
- (4) In exceptional cases, early eligibility for the tenure review process may be granted by the Dean of Faculty with concurrence from the President. Explanation in writing of the exceptional case will be provided to the Peer Review Committee.
- (5) Full-time, tenure-eligible service only, in any rank, from instructor to professor, or any combination of ranks, will count towards tenure. However, tenure will not be accorded those below the academic rank of assistant professor.
- (6) Faculty members on leave, with or without pay, may gain credit toward tenure or consideration for multiple-year appointments, if such leave is approved by the Dean of Faculty.
- (7) Richard Bland College is administered under a July 1 - June 30 fiscal year. Faculty who serve a twelve (12)-month appointment will be considered to have served a full year if they commenced duties by July 1, and faculty under academic-year appointment only if they serve the entire academic year. Fractional years of service may not be combined into one or more whole years in the computation of probationary years of service.
- (8) Full-time teaching/research experience at the rank of instructor or above at any other accredited institution of higher learning will be credited towards the above tenure

probationary period. The individual may be required, however, to serve a probationary period of as much as four (4) years at Richard Bland College before tenure is granted, even if the total full-time service exceeds seven (7) years. The terms of such a probationary period will be stated at the time of initial appointment, both in the letter of offer and in the final written appointment letter.

b. Non-Renewal

Permissible reasons for non-renewal of a probationary appointment or non-appointment to tenure include but are not limited to the following:

- (1) Unsatisfactory performance or lack of sufficient progress in meeting the institution's stated criteria for reappointment or award of tenure;
- (2) Qualification and performance which, although satisfactory, will not enable the institution to achieve or advance its educational objectives and standards;
- (3) Full staffing at tenure level in the areas of the candidate's principal competence or specialty;
- (4) Changes in the institution's academic program;
- (5) Budgetary constraints that make it impossible or imprudent to renew the appointment or to increase the tenure staff;
- (6) Failure to complete educational requirements agreed upon in writing at time of hiring; or
- (7) Failure to comply with laws or state or College policies.

3. Specified-Term, Full-Time Faculty

A specified-term appointment terminates on the date specified in the appointment letter. This arrangement may be granted for periods up to five (5) consecutive years.

a. Initial Appointment

The first year of employment for specified-term teaching faculty.

b. Reappointment

After the initial appointment, the faculty member shall be evaluated, and may be recommended for reappointment of one (1), three (3), or five (5) years.

(1) One-Year Appointment

A one-year appointment shall be for one (1) year, and may be renewed annually.

(2) Multi-Year Appointments

Multi-year appointments shall be for three (3) or five (5) years' duration. Only specified-term teaching faculty who are employed in unrestricted full-time appointments, and who have been recommended for reappointment, are eligible for three (3)- and five (5)-year appointments. Neither a three (3)-year appointment nor a five (5)-year appointment will be affected by change in faculty rank.

c. Sequencing of Appointments

No specified-term full-time faculty member shall be eligible for a three (3)-year appointment until the completion of three (3) consecutive one (1)-year appointments, including the initial appointment. No specified-term full-time faculty member shall be eligible for a five (5)-year appointment until the completion of a three (3)-year appointment. Appointment and reappointment decisions shall be made subject to all other provisions of this policy and at the sole discretion of the President. Nothing in this policy is intended to limit the number of one (1)-year and three (3)-year appointments that may be granted, nor shall this policy prohibit the granting of a shorter appointment to a faculty member who previously held a longer-term appointment.

d. Non-Renewal of Appointment

Specified-term teaching faculty should not have expectation of employment beyond the end date of a current appointment unless reappointment is issued. Each appointment is only for the duration stipulated in its contractual terms, which ceases on the end date specified, unless reappointment is offered.

e. Notice of Non-Renewal

Unless it is determined by the President in his/her sole discretion not to be in the best interests of the College, the following notice periods will be observed. In the case of one (1)-year appointments, notice of non-renewal of the appointment contract shall be given by March 1 of the first contract year; by December 15 of the second contract year, and twelve (12) months before the expiration of the third contract year. For three (3)- and five (5)-year appointments, notice of non-renewal of the appointment contract shall be given at least twelve (12) months before expiration of the final contract year. In cases of inability or failure to give notice by the required date, the College may meet this requirement by providing advance notice commensurate with the period in question.

4. Specified-Term, Part-Time (Adjunct)

Qualified individuals may be appointed to part-time, short-term (generally one (1)-semester) contracts to provide instruction in specific courses. Adjunct faculty members do not qualify for benefits. Time served as an adjunct faculty member does not accrue toward tenure, and tenure cannot be awarded at this rank.

5. Retired Faculty

Upon recommendation of the President, and following completion of ten (10) or more years of full-time, continuous service and retirement under the statutes of the Commonwealth of Virginia, retired members of the faculty will be awarded the rank of *emeritus/a*. Professors in the ranks of assistant, associate, and full professor who receive *emeritus/a* status will be awarded their respective *emeriti* ranks upon retirement. Additionally, academic administrators who retire with a record of exceptional service and meet these criteria will be considered for *emeritus/a* status.

B. Creating and Filling Full-Time Faculty Positions

The Dean of Faculty will assess the need for additional faculty yearly and report such needs to the President. All full-time faculty searches must be approved in advance by the Dean of Faculty and President. This applies to searches for new positions, as well as searches for existing positions that become vacant.

Once an academic department has received approval from the Dean of Faculty to search for a position, the department may begin the search process. Ordinarily, departments will receive final approval to conduct a search when the final budget is approved. Advertisement relating to the positions should be placed by mid-



October, or within two (2) weeks of identifying a faculty vacancy (whichever date is later). Candidate campus visits and offers should be concluded as soon as feasible.

1. Advertisements

Advertisements will be published or mailed to organizations, publications, and institutions on the list in the Richard Bland College AA/EEO Faculty Recruitment Plan.

2. Applications

Applications postmarked through the published deadline will be processed according to criteria described in the advertisement and the AA/EEO guidelines. The AA/EEO officer will explain these guidelines to the search committee at its first meeting.

3. Search Committee

The search committee is recommended by the Dean of Faculty, and appointed by the President. It will review all applications for a vacant position using the Faculty Recruitment Evaluation Sheet provided by the Dean of Faculty. The search committee may employ telephone/video conference calls with each semi-finalist as part of the screening process. The committee will check the references given by the candidates who qualify as finalists in the search.

4. The search committee will present to the Dean of Faculty a list of not fewer than two (2) and not more than five (5) finalists, and a recommendation regarding which of these should be invited to the campus for an interview.

5. Interviews

The Dean of Faculty will review the committee's recommendation with the President. The committee will be advised to invite one (1) or more candidates to campus for an interview. The campus interview should include the following:

- a. A meeting with the Dean of Faculty;
- b. A meeting with faculty and staff;
- c. A presentation given to the College community;
- d. A meeting with the President;
- e. A meeting with the search committee members;

- f. A meeting with the Director of Human Resources to review College benefits and financial policies; and
- g. A tour of the campus and the Petersburg area.

After the search committee has reached a determination as to who are the best-qualified finalists for the vacant position, the credentials of the candidates invited to campus will be available in the Office of the Dean of Faculty for review by faculty and staff. Reactions to this and other public aspects of the review process may be provided to the search committee.

6. Selection of Finalist Candidates

If the Dean of Faculty concurs with the recommendation of the search committee as to the successful finalist to whom employment should be offered, the name is forwarded to the President for review and a culminating decision.

If the Dean of Faculty does not concur with the recommendation of the search committee, s/he will inform the committee as to his/her reasons for dissent with the committee's determination and request consideration of other candidates. If the search committee members continue to support their initial recommendation, written rationales for their separate determinations will be forwarded by the committee and the Dean of Faculty to the President for his/her consideration.

7. Hiring

The President will have final authority on all appointments. A letter of intent to make an offer will be delivered from the President to the successful candidate.

Expenses for the candidate's/s' visit(s) to campus (must not cover accompanying family members) will be paid in accordance with State guidelines and must not exceed an established figure set by the Dean of Faculty and the President, and communicated to the search committee prior to arrangements made for candidates' campus visits.

C. Hiring of Adjunct Faculty

The Dean of Faculty will involve the appropriate department chair in the hiring of adjunct faculty, time permitting.

**VII. FACULTY WORKLOAD**

A. General Responsibilities

Unless otherwise indicated herein, faculty shall, unless excused by the Dean of Faculty, meet all assigned classes, maintain office hours which are properly

posted and approved by the Dean of Faculty, attend academic processions and convocations (can be excused only by the President), attend Faculty Assembly meetings, and attend meetings of committees of which they are members. Faculty will not be required to serve on more than four (4) institutional, faculty, peer-review, and/or *ad hoc* committees during an academic year.

All full-time faculty are encouraged to engage in the life of the College, and beyond the required workload. College service, community service, active membership in professional associations or societies, and scholarly research all contribute toward the vitality of the College and should be included in an individual's annual Faculty Development Report.

Faculty proposing the addition of a new course will fill out a Proposal for New Course form and sign it. Copies of the proposal will be distributed to all members of the academic department where the course will be taught, and a meeting will be held to discuss the proposal. After the proposal has been discussed in the academic department, the faculty member will submit it to the Instructional Programs/Curriculum Committee. The Instructional Programs/Curriculum Committee will set a meeting date and distribute a copy of the Proposal for New Course form to all members of the faculty as part of the agenda for the meeting. The Instructional Programs/Curriculum Committee will approve or disapprove the proposed course, and submit the recommendation to the Dean of Faculty. The Dean of Faculty will recommend to the President either approval, with any appropriate modifications, or disapproval of the course.

One academic procession is normally held each year – on Commencement Day. Faculty members will participate and wear appropriate academic regalia. If faculty members do not own caps, gowns, and hoods, they may rent them through the College. The President may schedule additional academic processions as deemed necessary, with faculty participation required. Requests to be excused from an academic procession must be submitted in writing to the President for review and approval.

B. Teaching-Related Responsibilities

Faculty shall fulfill their teaching-related responsibilities throughout each semester by

1. Routinely Fulfilling the Obligations of their Teaching Schedules

Faculty will teach twelve-fifteen (12-15) credit hours and fifteen-eighteen (15-18) contact hours per semester. Each lecture hour shall equate to one (1) credit hour and one (1) contact hour; each laboratory hour shall equate to one-half (1/2) credit hour and one (1) contact hour.

2. Publishing Course Overviews and Syllabi

Distribution of well-developed overviews and syllabi that provide students with essential course information is a requirement for courses offered at Richard Bland College. At the beginning of every semester, a syllabus for each course should be forwarded to a faculty member's department chair and to the Dean of Faculty. College policies take priority over what is written in a syllabus, so all faculty members and their respective department chairs must ensure that all syllabi comply with College policies.

Specific information covered includes:

- a. Richard Bland College Mission Statement;
- b. Relevant College curriculum goals and learning outcomes;
- c. Course prerequisites;
- d. Course objectives;
- e. A listing of course textbooks, workbooks, supplementary texts, and selected readings, along with other required or recommended resources;
- f. The professor's schedule of office hours;
- g. The attendance policy for the class;
- h. Consequences of late submission of graded or assessed assignments, tests, quizzes, projects, etc.;
- i. The requirement for attendance at the final examination;
- j. The College statement requiring student adherence to the Richard Bland College Honor Code;
- k. The nature and approximate number of course activities, projects, and examinations;
- l. The course grading scale (*e.g.*, 80-89% = B) and information regarding the weighting of course requirements in relation to the overall semester grade, including specification of a point value for class attendance and class participation (if so desired);
- m. Evidence offered that sufficient coursework will be submitted, or tests or quizzes administered, early enough in the semester that students can reasonably evaluate their progress in a class by the

semester's "drop/audit" date, and thus reach an informed decision as to the wisdom of dropping or continuing in a particular class;

- n. Dates important to the course, such as the semester's date by which to drop a course without academic penalty, dates of examination, due dates for projects and papers, and the date of the final examination; and
- o. A disclaimer statement to the effect that changes can be made in the syllabus due to unforeseen circumstances.

Whenever possible, faculty will notify both students and the Dean of Faculty in advance of significant changes being made to the overview and syllabus.

### 3. Maintaining Class Rolls

Faculty must verify official class rolls (student name, course, section) by each semester's deadline so that Banner and Canvas information for class enrollments, and student directories, will be accurate, and also so that, if necessary, a student's whereabouts on campus at a particular time of day can be ascertained.

### 4. Ordering Appropriate Textbooks for their Classes

Faculty are responsible for the timely ordering, through the College bookstore, of textbooks and other materials to be used in their courses. They should supply as much information as possible about each textbook (*i.e.*, author, title, edition, publisher, paper- or hard-cover edition). To ensure timely delivery of textbooks, the bookstore must receive textbook orders for the summer session by April 1, for the fall semester by May 1, and for the spring semester by November 1. Professors needing complimentary, or "desk," copies should request them directly from the publisher. Professors with duplicate copies of textbooks are urged to place extra copies on reserve in the library.

The bookstore manager will be responsible for overseeing any and all enrollment changes and for handling book orders accordingly. S/he will promptly notify faculty of any information received regarding delays in the shipment or the inability of a publisher to provide a textbook by a required date. The manager will assist in obtaining delayed books or substitute books by the most expedient means.

Each faculty member should carefully review the proposed textbook for each course s/he teaches well in advance of the semester intended for use. In evaluating such texts, faculty members are encouraged to consider

comments from colleagues, students, and publishers, as well as reaching their own personal judgment regarding the usefulness of a particular text.

5. Maintaining Scheduled Office Hours

At the beginning of the semester, each faculty member will provide the Dean of Faculty a schedule of teaching and office hours.

Faculty members are expected to schedule and be present in their offices a minimum of five (5) office hours a week for student consultation. Faculty may perform two (2) hours of this obligation offering student tutoring or advising outside their offices (to be scheduled in coordination with the Assistant Dean of Student Success) in the Student Success Center.

6. Keeping Class Attendance Records

Faculty are required to keep complete and accurate records of student attendance for all classes taught.

7. Administering Final Examinations

Final examinations will be given for all scheduled academic classes. These examinations will be conducted at the established examination time. An exception is made for Lab classes (which may hold their exams during the last week of the semester) and online courses (which will conduct their exams according to the policies laid out in their syllabi).

Special exceptions to these rules, such as take-home final exams, must be discussed with and approved by the Dean of Faculty at the beginning of the semester in which the exam is scheduled to be given.

Faculty will retain a copy of each student's final examination for at least one (1) year, to be produced, if necessary, in the event of grade appeal or litigation. The Dean of Faculty shall keep a copy of any examinations that result in a grade appeal for three (3) years.

8. Determining and Posting Final Grades

Final grades should be turned in to the Registrar's office via the College's Banner system within forty-eight (48) hours of the conclusion of a course's final examination. Final grades for Friday and Saturday classes must be received in the Registrar's office by 10:00 a.m. the following Monday.

Official grades will be made available to students by the Registrar's office. Faculty electing to post their own grades may do so, but students may not

be identified by name, social security number, student identification number, or in any other manner that would conflict with the student's right to privacy.

9. Accommodating Drop/Withdrawal Policies, and
10. Communicating with their students and department chair in the event they are unable to meet with their classes.

C. Faculty Absence from Class

A faculty member unable to meet a class or classes (*e.g.*, illness or car trouble) will notify the appropriate department chair, make an effort to notify his/her students, and submit a Faculty/Staff Absence Request/Report. This report shall offer an indication of what students from the missed class(es) will do to compensate educationally for the lesson which is cancelled, if such cancellation occurs.

D. Laboratory Supervision

In all laboratory situations, the faculty member is responsible for direct supervision and instruction in the laboratory. Even though student assistants are used at times, no student will be expected to take charge of or direct the laboratory.

## VIII. EVALUATION OF FACULTY

Evaluation of faculty members' performance will be conducted on a periodic basis, and will include annual faculty evaluation of all full-time faculty members registered on the Faculty Development Report (FDR). Criteria used for consideration include (1) teaching effectiveness, (2) College service, and (3) professional development and community service. An in-depth evaluation of tenure-eligible and specified-term faculty before the fourth week of their fourth semester at Richard Bland College, and tenured faculty at least every five (5) years following immediately upon award of tenure, will be conducted.

Primary responsibility for evaluation of faculty members' performance rests with respective department chairs and the Dean of Faculty. Department chairs, using the Faculty Development Report as a basis, will write an annual evaluation of each faculty member. (In the case of department chairs, the Dean of Faculty will write the evaluation, the department chair has the opportunity to respond, and the completed FDR is maintained in the Office of the Dean of Faculty.) Evaluations should be narrative interpretations of submitted information that will be helpful to faculty members and other evaluators. Department chairs will rate the performance of each faculty member with respect to certain stipulated criteria as follows:

- Excellent
- Above average
- Average
- Needs improvement

- Needs significant improvement

Ratings of “Needs improvement” or “Needs significant improvement” will be accompanied by comments aimed at suggesting particular strategies for improvement, as well as the request for a meeting to discuss relevant sections.

Final decisions regarding salary increases for the next contracted period of employment will include a joint review of faculty members’ Faculty Development Reports by the Dean of Faculty and the President.

If this process of annual faculty evaluations identifies a pattern of deficient performance over time, the Dean of Faculty will conduct a thorough assessment and consult with the faculty member, the appropriate department chair, and the President.

Otherwise, if a need for significant improvement does not initiate the sequence of events just described, the faculty member will see his/her department chair’s evaluation and have the opportunity to provide a written response, to be appended to the FDR and maintained with it. The document will next travel to the Dean of Faculty for review, and s/he will add his/her response. The faculty member in question will then have the opportunity to see the Dean of Faculty’s written comments, appended to the FDR, and have a chance to respond to these in writing. This FDR, now bearing the signatures of the faculty member submitting the document, the individual’s department chair, and the Dean of Faculty, along with up to two responses to evaluators’ comments provided by the faculty member, is to be maintained by the Dean of Faculty’s office.

A. Tenured Faculty

1. Annual Faculty Development Report (FDR), required contents:

All full-time faculty members must complete an annual Faculty Development Report. This report will detail evidence in support of the faculty member’s (1) teaching effectiveness, weighted at 70% of overall performance, (2) College service, weighted at 20% of overall performance, and (3) professional development and/or public service, weighted at 10% of overall performance. Contents for the reports should be determined and organized as follows:

a. “Teaching Effectiveness” section will include:

- (1) A description of the nature and quality of the faculty member’s teaching, to include but not be limited to information relating to course load, course presentations, innovative techniques used in the classroom, use of technology, record of help offered students outside of class time, grading of papers, testing procedures, choice of textbooks, and any additional demonstrations of professional growth deemed relevant by the faculty member;



- (2) Self-evaluative passage of reflection on student achievement of course objectives listed on the syllabus for each course; and
    - (3) Student course evaluation data from all courses.
  - b. "College service" section will include information relating to
    - (1) Student advising;
    - (2) Fulfillment of discipline and department responsibilities;
    - (3) Committee participation:  
Committee chairs will submit evaluations of their participation to faculty members on all standing committees, self-study committees, and major *ad hoc* committees in time to allow faculty to forward these to their department chairs together with the Faculty Development Report. Faculty members who have maintained a record of active involvement with committees of which they are not official members may also request a statement about their contributions to the relevant committee from committee chairs, and
    - (4) College-wide activities.
  - c. Professional development section will include information relating to:
    - (1) Membership in professional organizations;
    - (2) Attendance at, and if relevant, participation in professional meetings and conferences;
    - (3) Research and/or publications; and
    - (4) Graduate credits earned during the relevant period of time.
  - d. Evidence of public service may be included in the section with professional development, and may include evidence of participation in civic and social-services activities, memberships in relevant organizations, and/or talks given which are of public benefit, but not professional in nature.
- 2. Promotion Review

In addition to the annual Faculty Development Report, a portfolio review will be conducted for tenured faculty eligible for promotion. (See

information on “portfolios” below, under “tenure-eligible faculty seeking tenure and/or promotion.”)

3. Post-Tenure Review

In addition to the annual Faculty Development Report, every five (5) years a post-tenure portfolio review will be conducted for tenured faculty. The portfolio will cover the previous five (5) years. It will include Faculty Development Reports and department chair evaluations from those years, as well as student evaluations from the previous two (2) years. The portfolio will be evaluated by the Peer Review Committee.

For faculty members engaged in the five (5)-year review process, the relevant department chair will write a review covering the faculty member’s record for the relevant interval.

If the Peer Review Committee identifies a pattern of deficient performance, the Dean will conduct a thorough assessment, to include:

- a. The faculty member’s expected long-term contribution to Richard Bland College;
- b. Areas where improvement is needed;
- c. A plan for ways to deal with problem areas; and
- d. A timetable addressing a strategy for measuring progress toward improvement over the next three (3) semesters.

Annual evaluations in succeeding years will specifically address progress toward improvement as established in the timetable.

A faculty member who does not meet the requirements for satisfactory performance (as specified in the plan and measured by the agreed-upon timetable) may be subject to disciplinary actions consistent with College policy on such matters.

B. Tenure-Eligible Faculty Seeking Tenure and/or Promotion

1. See #1, “annual Faculty Development Report,” under “Tenured Faculty” above.

2. Tenure and Promotion Review:

a. Portfolios

(1) Submission of Pre-Tenure Portfolio

Non-tenured, tenure-eligible faculty will have the opportunity to submit for evaluation a pre-tenure portfolio at the beginning of their fourth semester of teaching at Richard Bland College. The purpose of the portfolio is to provide evidence for the evaluation of teaching

effectiveness, College service, and professional development and community service in a consolidated format. The portfolio will cover the first three (3) semesters and will be organized to make a case on behalf of the faculty member indicating progress is being made toward tenure and promotion.

(2) Submission of Tenure Portfolio

Non-tenured, tenure-eligible faculty will submit for evaluation a tenure portfolio at the beginning of their sixth year of teaching at Richard Bland College. The purpose of the portfolio is to provide, in a consolidated format, evidence for the evaluation of teaching effectiveness, College service, and professional development, and community service. The portfolio will cover the first five (5) years, and will be the basis for consideration of a granting of tenure to the faculty member.

Promotion portfolios provide a ready means for helping committees assess the teaching effectiveness, College service, and professional development and community service of faculty members coming up for promotion. The portfolio will cover various lengths of service (depending on promotion level) in the profession and/or at the College, and will be the basis for consideration of faculty members' promotion in rank. Promotion portfolios will include:

- (a) A copy of the faculty member's *curriculum vitae*, and a reflective essay elaborating on his/her teaching philosophy and professional development;
- (b) The first two (2) Faculty Development Reports (pre-tenure review), first five (5) Faculty Development Reports (tenure review), or all Faculty Development Reports since the last promotion (promotion review);
- (c) A sampling of instructor-provided materials used in each course taught during the relevant interval. Materials should be representative of course overviews and syllabi, assignment lists, research paper assignments, reading lists, study guides, handouts, problem sets, laboratory exercises, tests, final examinations, or other course material deemed of interest to evaluators;
- (d) Grade distributions and student course evaluations for the relevant interval;

- (e) A list detailing the faculty member's committee service, along with committee chair evaluations
- (f) A summary of activities pertaining to advising, discipline, department, and college-wide activities, and professional development and community service involvement;
- (g) A summary of academic assessment activity pertaining to student learning or engagement, if not already reflected in the faculty member's Faculty Development Reports; and
- (h) Other evidence the candidate believes may be relevant and helpful to his/her evaluation for promotion.

The portfolio will be evaluated by the Peer Review Committee:

b. Process Subsequent to Portfolio Submission

The Peer Review Committee will be responsible for all pre-tenure review, initial specified-term review, post-tenure review, promotion review up to the rank of full professor, and multi-year contract recommendations. The committee will write its evaluation based on the submitted materials, consisting of an assessment of those materials, with the additions of data gathered during their classroom observations and suggestions for continued professional growth. The evaluation will be forwarded to the appropriate department chair. The department chair will write an evaluation and forward all materials to the Dean of Faculty.

The Dean of Faculty will write an in-depth review of the faculty member seeking tenure and/or promotion. This review will focus on teaching performance, productivity, and potential to excel. The review is intended to give the faculty member an indication of perceptions of his/her effectiveness, and to make suggestions for continued professional growth.

The Dean of Faculty will meet with the faculty member and set goals needing to be met for potential granting of tenure, promotion, or the award of a multi-year contract.

Other criteria for evaluation of the faculty member by the committee will include, in addition to those factors already mentioned:

- (1) The faculty member's teaching load;
- (2) The perceived quality of the instructional materials used by the faculty member in each course;

- (3) Development of each course, including use of assessment to allow for continuous improvement;
- (4) Appropriateness of the intellectual tasks set his/her classes by the faculty member;
- (5) The quality of the testing conducted in each course, with student learning outcomes as a consideration;
- (6) The distribution of grades, if appropriate;
- (7) Quality of committee service, if capable of determination;
- (8) Quality of discipline, division, and College-wide service, if capable of determination. This would include advising;
- (9) Demonstrated commitment to professional growth; and
- (10) Representation of Richard Bland College in the community.

C. Specified –Term, Full-Time Faculty

1. See #1, “annual Faculty Development Report,” under “Tenured Faculty” above

2. Promotion and Continuing Appointment Reviews

Non-tenured faculty with specified-term contracts will submit a portfolio for evaluation at the beginning of their fourth semester of teaching at Richard Bland College, and every successive three (3) or five (5) years thereafter (depending on contractual arrangement). The portfolio will cover the first three (3) semesters or previous three (3)/five (5) years, and will be the basis for considerations of multi-year contracts and promotion. (See information on “portfolios” above, under “tenure-eligible faculty seeking tenure and/or promotion.”)

D. Specified-Term, Part-Time Faculty (Adjunct)

Specified term part-time (adjunct) faculty members, including those teaching dual-enrollment and online/distance classes for College credit, will have a classroom observation conducted every semester by their respective department chairs, or the designees of those chairs. The written evaluation that results from this will be discussed with each adjunct faculty member, and will form the basis for consideration in awarding future teaching contracts to the relevant faculty members.

## IX. PROMOTION IN RANK AND MULTI-YEAR APPOINTMENTS

Recommendations for promotion and multiple-year appointments at Richard Bland College shall be made to the Dean of Faculty by the Peer Review

Committee. In all cases, the Dean, upon receipt of the committee's report, shall make recommendations regarding promotions and multiple-year contracts to the President, whose decision is final, subject to the approval of the Board of Visitors. Though there will be consideration for promotion in rank at the times stipulated in this document, such promotion is not automatic upon completion of time served at a particular level of rank.

A. Minimum Requirements for Service and Promotion:

1. Instructor

The faculty member must hold/have a master's degree and/or a minimum of eighteen graduate hours in the area of instruction, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty.

2. Promotion from Instructor to Assistant Professor

To be considered for promotion to assistant professor, a faculty member must:

- a. Have completed two (2) years' service as an instructor at the College, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty;
- b. Hold a master's degree in the field of appointment, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty;
- c. Demonstrate performance that reflects promise of the candidate's being a strong addition to the College in his/her professional field, and
- d. Submit a satisfactory portfolio for review prior to promotion, as described above.

3. Promotion from Assistant to Associate Professor

To be considered for promotion to associate professor, a faculty member must complete four (4) years' service as an Assistant Professor at the College, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty. The faculty member must also have at least six (6) years in total of college-level teaching.

4. Promotion from Associate Professor to Full Professor

To be considered for promotion to full professor, a faculty member must complete at least six (6) years as associate professor, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty. S/he must have a minimum of twelve (12) years of college teaching experience (or equivalency), and a terminal degree in his/her field. The M.F.A. can be considered as a terminal degree for a faculty member whose field is theater or studio art. The promotion, if awarded, will take effect in the fall

semester following the candidate's completion of the requirements stipulated herein, given approval of the Peer Review Committee, the Dean of Faculty, the President, and the Board of Visitors.

B. Timetable for Review and Promotion

1. First Monday in April

Candidates for promotion, initial specified-term review, pre-tenure review, tenure review, post-tenure review, and multiple-year contract review, as well as relevant committee memberships, are announced by the Dean of Faculty.

2. Third Monday in September

Candidates for promotion, tenure review, post-tenure review, and/or multiple-year contract review submit their portfolios to the Peer Review Committee. The relevant department chairs and/or Dean of Faculty submit(s) a five (5)-year review.

3. Third Monday in November

The Peer Review Committee sends its report to candidates. Before the committee makes its report, at least two (2) members of the committee will visit an entire class meeting for each faculty member under review. If the committee is not prepared to make a final report, additional information or documentation as necessary will be required of the candidate at this time. Before the committee evaluation is submitted to the department chair, either a faculty member or the committee may request a meeting.

4. Third Monday in January

Candidates submit additional information or documentation as requested to their department chair.

Candidates for pre-tenure review or initial specified-term review submit their portfolios to the Peer Review Committee.

5. Second Monday in February

Committee evaluations for promotion, tenure review, post-tenure review, and/or multiple-year contract review go to the relevant department chairs.

6. Last Monday in February

Department chairs make their evaluations. If either the committee or a department chair finds a faculty member's performance unsatisfactory, the portfolio, including evaluations, will be forwarded to the Dean of Faculty.

Faculty members whose portfolios are found unsatisfactory will be given one (1) week to add additional materials and formulate a response to the committee's members and to their department chairs for review.

The committee will send its reports on pre-tenure review and initial specified-term review to candidates. Before the committee drafts its reports, at least two (2) members of the committee will visit an entire class meeting for each faculty member under its review.

7. Third Monday in March

The Dean of Faculty, having registered his/her assessments in writing appended to reports, returns the reports to the committee.

Should the Dean of Faculty judge a faculty member's performance unsatisfactory, s/he will meet with the faculty member and form a plan of action specifying what areas need to be addressed and how performance in these areas will be judged. If that plan is agreeable to both parties, it shall be signed by both. A signed copy of the plan should be appended to the report returned to the committee, for return to the faculty member in question. If the plan is not signed, see step #8 below. The unsigned copy of the plan should be appended to the report of the committee, for return to the faculty member in question. In either case, the original copy of the documents will be maintained in the Dean of Faculty's office.

8. First Monday in April:

If a faculty member's performance was judged to be unsatisfactory, and no agreement was reached at step #7 above, a faculty member may appeal the Dean of Faculty's suggested plan and/or the requirements for satisfactory performance to the Faculty Affairs Committee within one (1) week of the plan's return. The committee has two (2) weeks to accept the Dean of Faculty's recommendations, or to suggest revisions. If the committee suggests revisions, the Dean of Faculty may accept those revisions, or send the original proposal and suggested revisions to the President, who will make the final decision before contracts are issued.

9. Next year's cycle begins.

**X. SALARY INCREASES**

A. General Guidelines

To fund faculty salary adjustments, Richard Bland College uses money appropriated by the General Assembly. Depending on availability of funds, all faculty members are considered for annual salary increases. These increases will be geared toward reducing inequities, recognizing promotion, and merit.

**XI. PROFESSIONAL DEVELOPMENT**

Richard Bland College is committed to supporting professional faculty development. The College provides resources and opportunities for professional development for full- and part-time faculty. Department chairs are responsible for coordinating faculty development activities. Areas supported by the College include, but are not limited to, funding of applied research designed to improve student learning outcomes, presentations



at professional meetings, on-campus workshops and seminars, study leave, educational leave, and release time for special projects.

A. Faculty Attendance at, and Participation in, Professional Meetings

Funding for faculty travel can come from departmental budgets, the Faculty Development Program budget, the Richard Bland College Foundation, funds from grants, or a combination of these and other sources.

Faculty members are encouraged, within budgetary constraints, to attend professional meetings. If classes are in session during the time of the meeting, arrangements to cover classes must be made in advance with the department chair, who will in turn notify the Dean of Faculty as to the disposition of classes during the period of absence using the Faculty Absence Report Form ([www.rbc.edu/faculty/forms](http://www.rbc.edu/faculty/forms)).

Faculty members are required to complete travel forms prior to departure to a professional meeting. Travel regulations are discussed below. Complete information regarding travel regulations may be found in the Office of Finance. Faculty should review policies before making work-related travel plans or arrangements.

B. Other Categories of Faculty Development

Many additional opportunities exist for supporting the professional development of faculty members. Some of these are discussed in the upcoming section on academic leave and leave taken as a sabbatical. Others may take different forms not involving leave or travel, *e.g.*, purchase of hardware, software, or other educational supplies that discipline budgets cannot fund.

For funding requests not involving travel, faculty should submit a written request for funding that explains why the request is being made and gives a projection of costs. The initial request need not exceed a single page, although faculty may submit whatever documentation they wish. Should the Dean require additional information, s/he may request this be provided before funds will be approved. Within sixty (60) days of completion of a purchase, or an activity not involving travel, the faculty member should submit to his/her department chair and the Dean of Faculty a report that describes early experiences with, or results of, the supported activity.

## **XII. LEAVES OF ABSENCE**

There are two sorts of leave discussed here: academic leave and leave taken as a sabbatical.

A. Academic Leave

1. Definition

Academic leave is defined here as leave taken by contractual arrangement between the College and the individual requesting/receiving leave. For

leave to be considered “academic,” its primary purpose must be to enhance the scholarly and/or teaching skills of a faculty member. Such leave is undertaken for the purpose(s) of pursuing a project or projects and/or coursework which both the faculty member and the College understand as being of benefit to the latter. The benefit may accrue by means of (1) enhancing a professor’s knowledge base relating to his/her discipline, (2) enhancing performance relating to the teaching of his/her subject matter in accord with his/her professional duties, and/or (3) enabling the professor to earn credentials relating to his/her discipline, or a related discipline deemed important to the work of the College.

2. Scope

Academic leave may include, but is not limited to, grants of absence extended for the following purposes:

- a. Pursuit and completion of coursework that helps the College meet a curricular need, such as that which leads to either a doctorate or fulfillment of eighteen graduate hours in an area of instruction, or a second Master’s degree, should the College need competence in that area;
- b. Writing, editing, or publishing a book, article(s), monograph(s), etc.;
- c. Conducting fieldwork or laboratory research;
- d. Compiling, analyzing and/or publishing data relating to a field in which the faculty members works;
- e. Teaching at another institution; and/or
- f. Employment in a government or comparable agency in an area related to the faculty member’s area of professional expertise;

3. Rationale

The College is committed to academic leave because such leave offers opportunities for faculty to develop professionally and to acquire new ideas or talents to share with the College community.

B. Sabbatical

1. Definition

Sabbatical is defined here as leave taken by contractual arrangement between the College and the individual requesting/receiving leave for purpose(s) of engaging in a project not directly related to a professor’s academic work in the classroom at the time the leave is requested/granted. Nonetheless, the project(s) to be undertaken may be understood to be of potential benefit to the work of the College.

2. Scope

A Sabbatical may include, but is not limited to, leave extended for the following purposes:

- a. The writing of an article or articles, book, monograph, etc. on a topic not directly related to a professor's classroom responsibilities or discipline area, and/or
- b. Charitable or humanitarian efforts.

3. Rationale

The sabbatical might widen a faculty member's range of professional contacts, and/or raise the profile of Richard Bland College through the faculty member's association with the institution. In the case of a faculty member's involvement with charitable or humanitarian causes, a sabbatical permits the faculty member to benefit the society in/for which the College operates.

C. Requesting Leave

Written application for leave, together with a letter of acknowledgement and a recommendation from the faculty member's department chair, must be submitted to the Dean of Faculty, who will add his/her own recommendation, and forward all related documents to the President.

1. Timetable

For academic leave or a sabbatical to be undertaken in the fall semester, or if the leave taken is to extend through an entire academic year, a faculty member must apply in written form to his/her department chair by the end of September the year prior to the beginning date for the planned leave.

For either form of leave to be undertaken in the spring semester, written application must be submitted by the end of February the year prior to the beginning date for the planned leave. Requests made after these deadlines will be considered at the discretion of the Dean of Faculty.

Paid leave can only be applied for after a period of six (6) years have passed since a faculty member's start-date with the College, or following his/her return from the last leave granted by the College, unless by permission of the Dean of Faculty and College President.

2. Written Request for Leave

Written request for leave submitted by a faculty member to his/her department chair should be detailed in explaining the request, and in its projections, possibly including material such as the following:

- a. A detailed proposal describing the project(s), or the course of study to be undertaken during the leave period (academic leave);

- b. An explanation of how the project(s) or coursework meets the College's curricular needs (academic leave);
- c. A copy of the letter of acceptance from a graduate school signed by the proper authority representing the graduate school, or a program within it (academic leave);
- d. An estimate of the costs of up to full salary and possible tuition assistance involved (books are disallowed) (academic leave), and/or
- e. A projected timeline (academic leave or sabbatical).

D. Provisos Concerning the Granting of Leave

- 1. No more than three (3) faculty members will be absent from the College on leave during the same period of time;
- 2. No more than two (2) faculty members will be recommended by a department chair from his/her academic area during any given selection period;
- 3. While it is the hope and intention that all eligible applicants with appropriate proposals will receive leave after providing an appropriate request, financial and staffing constraints may limit the actual number of leave proposals granted;
- 4. In determining among competing requests for leave, department chairs and the Dean of Faculty will be guided by the College's curricular needs, and will consider/prioritize:
  - a. Tenured faculty over non-tenured faculty regardless of rank (academic leave, or sabbatical);
  - b. Time of service to the College (academic leave, or sabbatical); and
  - c. Which applicant(s) are closest to completion of a degree (academic leave).

E. Responses to Requests for Leave

A faculty member may expect any of the following as possible responses to requests for leave:

- 1. Offer of leave with full or half pay;
- 2. Offer of release time from total number of credit hours taught;
- 3. Offer of a re-organized teaching schedule;
- 4. Offer of leave without pay (if the faculty member has less than six years of full-time service to the College), and

5. Offer to substitute other duties in lieu of teaching and/or College service responsibilities.

Individuals applying in a timely and complete way for leave may expect that their requests will be accepted or denied by College administration within a six (6)-week period from the date of the initial submission of their paperwork to their department chair. The individual whose completed request for leave is denied has the right to expect that the reason for denial of his/her request will be addressed in writing by the Dean of Faculty.

- F. Responsibilities of the faculty member who has taken a leave upon his/her return to the service of the College

No later than sixty (60) days following the completion of a leave, the faculty member taking the leave will file a written report with the Dean of Faculty, sending copies to the President and his/her department chair. In the case of academic leave taken to complete coursework, this report will include documentation from the relevant graduate school attesting to the successful completion of that work. For all other types of academic leave, and for sabbaticals, the report will include a description of how the leave will contribute to the faculty member's teaching effectiveness, the Mission of the College, and/or the work of the College and/or the community it serves, as appropriate.

### **XIII. CONFLICTS OF INTEREST**

Faculty members are expected to avoid outside employment if it interferes with their teaching effectiveness and performance of their faculty responsibilities. The primary obligation of full-time faculty members and other employees is to the College. No other form of gainful employment should interfere with this commitment.

Persons with full-time teaching appointments who are asked to teach part-time for other institutions, or who wish to engage in consulting or other kinds of paid work, must gain prior written permission from the President or designee on the occasion of first undertaking such work.

Faculty members should be aware that provisions of the "State and Local Government Conflict of Interests Act" (VA. Code 2.2-3100 *et seq.*) may apply to their outside employment or consulting contracts.

### **XIV. CONSENSUAL AMOROUS RELATIONSHIPS**

The appearance of a compromising conflict of interest or of coercion, favoritism or bias in educational or academic evaluation is prejudicial to the interests and integrity of Richard Bland College, its members, and the public it serves. Thus amorous relationships between faculty members and students are strictly prohibited. For purposes of this policy, "faculty" shall include all full-time or part-time College personnel who teach, and also administrators with faculty status.

Members of the College community who believe themselves to be affected adversely by this policy may initiate a complaint with the appropriate department chair. A complaint alleging that a department chair or an administrator has violated this policy may be filed with the Dean of Faculty or other appropriate College officer. Complaints should be filed within ten (10) calendar days of the time at which the complainant becomes aware of an alleged violation, but not more than one year after that violation.

## **XV. ACADEMIC FACULTY MISCONDUCT**

Integrity in teaching and research requires that the faculty body pay careful attention to and resolve in an equitable manner allegations of misconduct concerning its members.

The procedures set forth below permit flexibility and are designed to provide a framework for enabling equitable resolution of allegations of misconduct in a wide variety of circumstances. When applying these to a specific case, persons acting on behalf of the faculty body and others involved in the proceedings should keep in mind the following concerns, including:

- the importance that the faculty act to maintain standards consistent with recognized ethical best practices of the professoriate, and with the lawful obligations of the faculty;
- the responsibility of the faculty to the public, and to the private and public institutions and agencies with which the faculty is affiliated and/or has contractual or other arrangements;
- the necessity for the faculty to protect the rights and reputations of individuals, including person(s) alleged to have engaged in misconduct and the person(s) who make the allegation(s) of misconduct, and
- the necessity the faculty resolve allegations with care and objectivity, offering ample opportunity for interested parties to be heard, with a resolution brought about as promptly as circumstances permit.

### **A. Definition of Misconduct**

“Misconduct” means actions inconsistent with the College’s Code of Ethics, College policy, applicable federal and state law or policy, or research or other academic standards. The determination as to whether misconduct has occurred must be proven by a preponderance of the evidence.

### **B. Procedures**

1. The Dean of Faculty shall have principal responsibility for receiving and assessing a proper response to allegations of misconduct concerning faculty members. An allegation will ordinarily be made by a written statement describing the misconduct in sufficient detail to form the basis of an inquiry. To enable the Dean to meet his/her responsibility, all allegations of misconduct, whether initially received by a department chair or other person, shall be promptly brought to the attention of the Dean

(and, where appropriate, the President) unless it appears that the allegation, if proven, would not rise to the level of misconduct.

2. Upon receipt of an allegation of misconduct, the Dean shall determine, after consultation with other offices as seems appropriate (*e.g.*, Human Resources), whether the conduct described in the allegation is governed by another College policy, procedure relating to which provides for investigation (if appropriate), and resolution, of such allegations. If another College policy or procedure is applicable, the matter will be referred to the appropriate office or individual. The Dean will inform the reporting party where the matter has been referred.
3. When primary responsibility for resolving the allegation rests with an office other than his/her own, that office should notify the Dean of the outcome of its procedural process.
4. If the conduct described in the allegation, if verified, rises to the level of misconduct, and no applicable College policy directs that the allegation be handled under a different procedure, the Dean of Faculty shall determine whether, taking into account the nature of the allegation, it is appropriate to attempt to resolve the matter through informal processes and discussions. If this is the case, the Dean of Faculty shall direct the appropriate department chair to undertake such efforts. Final resolution through informal means shall require the written approval of the Dean, submitted to the department chair responsible for the informal attempt at resolution.
5. If the matter is not resolved informally, or if the matter is not conducive to informal resolution, and further proceedings are required, the Dean of Faculty shall direct the appropriate department chair to prepare a written statement of the allegations, identifying the applicable policy or policies violation of which constitutes complaint of misconduct. The Dean of Faculty shall provide a complete copy of the written statement to the faculty member accused of misconduct, who will have 10 calendar days from receipt to respond in writing to the Dean.
6. If the accused faculty member does not dispute the facts alleged, the matter will be submitted to the Faculty Affairs Committee. The Committee shall consider the statement of allegations and the accused faculty member's response. The committee may also seek input from the person whose report gave rise to the allegation. Then, the committee shall prepare a written report to submit to the Dean. In some instances, the committee may recommend that, despite the lack of a dispute over the allegations, investigation should nonetheless occur (*e.g.*, the committee might believe there is a lack of candor in the faculty member's response, which of itself warrants further investigation).
7. If there is a dispute over facts, or for other good cause, the Dean, after consultation with the chair of the Faculty Affairs Committee, may

establish one or more panels of inquiry to investigate the allegations, with a view to submitting the result of its inquiry to the committee. In deciding upon the composition of the panel(s), the Dean of Faculty, to help ensure competence and objectivity, shall take into account such factors as:

- a. The subject matter of the inquiry, including the desirability of the panel's possessing competence in a specialized area, or specialized investigative skills;
  - b. The desirability of including on the panel persons associated with individuals who are not members of the faculty and/or who are not associated with the College, and
  - c. The importance of selecting people who have had no prior involvement with the matters comprising the subject matter of the inquiry.
8. The investigation panel shall communicate with the person whose report gave rise to the allegations; the faculty member who has been accused of misconduct, and such other individuals who, in the judgment of the investigative panel, may have information bearing on the allegations. The investigative panel will develop, at the conclusion of its efforts, a written report detailing the system and scope of the investigation, and the panel's assessment of facts relevant to the allegations. The panel should attempt to reach consensus, but the report should identify points where consensus is not reached. It shall forward its report to the chair of the Faculty Affairs Committee.
  9. The chair of the Faculty Affairs Committee will distribute the report to members of the committee, and give a copy to the faculty member accused of misconduct. The accused faculty member shall be given ten (10) calendar days to provide a written response to the investigation panel report. Upon receipt of the response, the committee shall consider whether further investigation, deliberation, and proceedings are warranted. Upon completion of additional proceedings, should they be found warranted, the committee shall submit its written report the Dean of Faculty, along with the accused faculty member's written response. The Committee will, in its panel report, offer conclusions and comments on its assessment of the gravity of offense; recommendations as to possible sanctions, and recommended steps that should be undertaken to prevent future instances of similar misconduct. The Committee shall endeavor to reach consensus on these matters, but will note in its report where consensus has not been reached.
  10. The office of the Dean of Faculty will provide a copy of the committee's report to the accused faculty member, who shall be given ten (10) days in which to provide the Dean with a written response. The Dean shall, in consultation with the President, decide the final outcome of the matter, and will take such actions as may be appropriate. Sanctions may range,



from a letter of censure, to probation and monitoring, to termination of appointment in cases which do not involve tenure, unless there is cause. In determining the appropriate sanction, the Dean shall consider: (1) the nature of the violation(s); (2) the degree to which the faculty member's conduct transgresses the standard set by the relevant policy; (3) the impact of the violation(s), and any aggravating or mitigating factors. If the decision of the Dean of Faculty varies significantly from the recommendation of the Faculty Affairs Committee, the Dean of Faculty shall provide in writing the reasons for such his/her determinations(s) to the accused faculty member, and to the Chair of the Faculty Affairs Committee.

11. The decision of the Dean of Faculty, if consistent with the recommendation of the Faculty Affairs Committee, shall be final. If the decision of the Dean of Faculty departs significantly from the recommendation of the committee, the accused faculty member has ten (10) calendar days to appeal in writing to the President of the College.
12. If at this point in the process the President determines that the decision of the Dean of Faculty does not depart significantly from the recommendation of the Faculty Affairs Committee, the President shall affirm the decision, which shall be final.
13. If the President determines that the decision of the Dean of Faculty departs significantly from the recommendation of the Faculty Affairs Committee, and that the reasons given for his/her determination by the Dean of Faculty are sound, the President of the College shall affirm the Dean's decision, which shall be final.
14. If the President determines that the decision of the Dean of Faculty departs significantly from the recommendation of the Faculty Affairs Committee, and the reasons (if any) given by the Dean of Faculty do not support his/her determination, the President shall remand the decision for reconsideration by the Dean, and provide the Dean with appropriate guidance. Any such remanded decision shall, after reconsideration by the Dean, be returned to the President for review. Upon the President's approval of the Dean's reconsideration, the decision shall be final.
15. The Dean of Faculty, in carrying out his or her responsibilities under these procedures, shall bear in mind the concerns of the faculty, in particular:
  - a. The importance of deliberateness, fairness and objectivity, and of the appearance of these attributes;
  - b. The necessity of informing in a timely way other faculty and College officers, including the chair of the Faculty Affairs Committee, the department chair(s) involved, the General Counsel to the College, and possibly others of the existence of allegations, and also the potential necessity of

- consulting with these and other individuals as investigation of the allegation(s) progresses;
- c. The importance of protecting the reputations of individuals, and to that end the need for maintaining confidentiality to the extent practicable during the course of and at the conclusion of the investigation;
  - d. The need to protect the rights of the person alleged to have engaged in misconduct, including the right to be informed at the appropriate time of the specific allegation(s) made about him/her; the evidence in support of the allegation(s), and the need to discuss with that person the investigative procedures to be followed;
  - e. The need to protect the rights of individuals who, in good faith, make allegations, and
  - f. The need to make certain the President of the College, and potentially others, is/are informed when allegations point to the existence of grave misconduct.
16. The office of the Dean of Faculty and the Faculty Affairs Committee shall maintain records of any proceedings in which they are involved in accordance with the applicable State Records Retention schedule.

## **XVI. GRIEVANCES**

Grievance policies as discussed are relevant to all full- and part-time members of the College holding the status of teaching faculty.

### **A. Definitions**

- 1. A “grievance” is a complaint brought forward by a member of the faculty concerning a decision, action, or lack of action by a person or group of persons acting in an official capacity with the College, which directly and adversely affects the professional or personal well-being of the grievant, and which can be addressed and corrected or amended by the College.
- 2. A “grievant” is a member of the faculty who has made a complaint that constitutes a grievance.
- 3. A “respondent” is a member of the faculty who made the decision or took the action on behalf of the College that precipitated the grievance.
- 4. College Faculty Appeals and Grievance Committee (CFAGC) is a standing committee of the faculty the charge of which is to investigate a grievance and recommend to the Dean of Faculty (or President, as dictated by the nature of the filing) a recommended resolution.
- 5. A “unit representative” is an individual, not belonging to the teaching faculty, who is designated to speak for a department or organizational unit

of the College charged with causing or being instrumental to furtherance of a situation/set of circumstances being grieved.

B. Coverage

The policy affects any full- or part-time member of the College teaching faculty.

C. Non-Grievable Actions

These include:

1. Termination of tenured, tenure-track, or probationary appointments in cases of proven financial exigency affecting the College as a whole (see Handbook on termination of faculty positions for reasons of financial exigency);
2. Termination of tenured, tenure-track, or probationary appointments in cases relating to discontinuation of a discipline/department within the College;
3. Compensation;
4. Evaluation of performance;
5. Non-reappointment or non-extension of appointment.

D. Procedure for Reporting a Grievance

1. Filing the Grievance

- a. A faculty member with a grievance against another faculty member within his/her department shall present the grievance to the department chair.
- b. A faculty member with a grievance against another faculty member not in his/her department, with a grievance against his/her department chair, or with a policy or a practice of the department shall present the grievance to the Dean of Faculty.
- c. A faculty member with a grievance against the Dean of Faculty, or a College policy or procedure or the application thereof shall present the grievance to the President of the College.

2. Attempt at Informal Resolution

Conflicts frequently can be resolved if the parties involved communicate their concerns, listen to each other, and show a willingness to compromise and/or change. The Informal Grievance Resolution Process is designed to empower the parties to a Grievance to reach a mutually satisfactory agreement.

To begin the Informal Grievance Resolution Process, the Grievant must file a written statement of his or her concerns as dictated by the nature of

the filing. This must be done within 15 Days from the date in which he or she first knew, or could reasonably be expected to know, of the alleged violation or within (30) business days from the most recent incident in a series of related incidents. The letter must include:

- A description of the alleged impropriety, including the date it occurred and/or the date the Initiator became aware of the occurrence;
- The College policy, procedure, standard, or established practice allegedly misinterpreted or violated if the concern is procedural in nature;
- The name(s) of the person(s), if known, responsible for the alleged impropriety; and
- The remedy sought.

The CFAGC will appoint one of its members to assist the parties in resolving the Grievance. The Informal Grievance Resolution Process will be concluded by one of the following:

- A decision by the Grievant to stop further action on the Grievance.
- A resolution of the Grievance by agreement of the parties.
- Expiration of the time period allowed for the Informal Grievance Resolution Process.

The Informal Grievance Resolution Process must be concluded within (5) business days from the appointment of the CFAGC member unless the parties mutually agree to extend the time for conclusion of the Informal Grievance Resolution Process, provided however, that it is not extended more than 10 additional business days.

3. Formal Request to CFAGC

Before a Formal Request to the CFAGC for a hearing can be made, a Grievant must try to resolve the Grievance through the Informal Grievance Resolution Process. A faculty member requesting a hearing by CFAGC shall present a written statement of charges to the Dean of Faculty. If the grievance is against the Dean of Faculty, or a College policy, decision, or action, then the statement of charges shall be presented to the President of the College.

4. Statement of Charges, Preparation and Distribution

The written statement of charges submitted by the grievant shall contain the following information and material in a form from which multiple legible copies may be easily reproduced and cannot contain any new concerns or complaints:

- a. A clear statement of the facts upon which the grievance is based, including an explanation of how the grievant alleges s/he has been adversely affected and the specific form of relief requested;

- b. Copies of all documents concerning the grievance sent or received during the informal grievance resolution process;
- c. Copies of all documents concerning the Grievance that the Grievant sent or received during the Informal Grievance Resolution Process.
- d. Identification of the person(s) or the College policy or procedure considered responsible for the alleged adverse condition, action, or inaction upon which the grievance is based, and an explanation of why the person(s) charged is/are considered responsible or the College policy or procedure is considered improper;
- e. A copy of any pertinent Board of Visitors or College policies or regulations, Commonwealth statutes, contractual agreements, or other documents of custom and practice upon which the grievant relies; and
- f. A written statement prepared by each witness that the grievant would expect to call for a hearing in support of the grievance. This/these should summarize the information or evidence that the witness would testify to at a hearing. The grievant shall also identify any witnesses believed to have relevant information who have refused to prepare a written statement or to testify at a hearing and the nature of the relevant information at issue.

5. Composition of the CFAGC

The formal hearing shall be conducted by the CFAGC. The members on the Committee shall be members of the teaching faculty; no officer of the administration will serve on the committee. Prior to the Dean of Faculty turning the formal statement of charges over to the CFAGC, both the accused faculty member/unit representative and the grievant will have one opportunity, without stated cause, to challenge the membership of the CFAGC that will hear the grievance. This is the only time at which committee membership may be challenged. At this time (prior to disseminating the statement of charges), the recusal of any member(s) of the committee should also be determined. Any member of the CFAGC should remove him/herself from the case if s/he has or could reasonably be perceived to have a bias or conflict of interest. To prevent perception of bias or conflict of interest, any member will step down at the request of a majority of members of CFAGC who have not been removed by a challenge, and who perceive and justify for the record in written form a potential cause for charges of bias or conflict of interest regarding the committee member in question. The committee must have at least five (5) members to conduct the formal investigation. Replacement of the Committee members will be determined by the remaining members from a pool of elected and so-designated "back-up members." When the Faculty Assembly conducts (annual staggered-term) elections for CFAGC

membership, it will ensure the election of both five (5) active members, and five (5) “back-up members,” ranked by number in order of possible call to service. Should the existing chair of the committee (whose position shall be determined by vote from among the combined numbers of the committee members and back-up members) be removed through challenge or recusal, the five (5) committee members (the four original members, together with the first-ranked back-up member) shall elect a new chair to serve for the specific purpose of the formal hearing in question. No teaching faculty members in their first year of employment with the College shall serve as either committee members or back-up committee members. Ideally, no more than one-quarter of the members of the committee should be individuals holding single-year, renewable contracts of employment.

6. Conduct of formal committee deliberations

The Chair of CFAGC shall prepare and distribute a complete copy of the statement of charges to each member of the committee and to the President of the College.

7. Confidentiality

It is expected confidentiality will be maintained in the conduct of formal committee deliberations. Mere suspicion of wrongdoing, even if unjustified, is potentially damaging to the process. Information concerning any grievance proceedings should be available only to those with a right or need to know, and early in the proceeding, a written document filed with CFAGC to document the access to information of those with a right or need to know. (This may be revised as the process proceeds, with agreement of the CFAGC members, or for legal cause.) The record of such transactions will be maintained as part of the documentary filings related to the hearing.

8. Preliminary review and decision

The CFAGC shall, within fifteen (15) business days after receipt of the statement of charges, review the charges and determine a response. If the committee decides by a majority vote that the charges (a) do not constitute a grievance, (b) are frivolous or without merit, (c) do not involve actions taken by a person in an official capacity, or (d) cannot be addressed by an official College policy or procedural remedy, then the chair of the committee shall advise the grievant in writing of this finding with a copy provided to the President of the College. The action of the committee at this stage is final.

9. Request for a reply to the Statement of Charges

If the CFAGC determines to request a reply to the statement of charges, the chair shall advise the grievant and shall provide a complete copy of the statement of charges to each person against whom the complaint is made.

If the grievance is against a departmental policy, decision, or action, rather than against the action of an individual, the department chair shall represent the department against which the grievance is made. If the grievance is against a College policy, decision, or action, rather than against the action of an individual, the appropriate dean or a representative appointed by the President of the College shall represent the relevant institutional unit against which the grievance is made.

10. Reply to the Statement of Charges

Upon receipt of the statement of charges, the person(s) against whom or representing the unit against which the grievance is made shall, if s/he wishes to reply, have fifteen (15) business days to present a response to the charges to the chair of the CFAGC. The response shall be in writing and shall include:

- a. A full statement of the position taken by the person(s)/institutional units against whom the grievance has been made with respect to the charge;
- b. Any commentary the cited party/ies may wish to offer concerning any of the documents contained in the statement of charges submitted by the grievant and any pertinent documents or materials upon which the respondent(s) relied; and
- c. A written statement prepared by each witness that the respondent would expect to call for the hearing in response to the grievance that summarizes the information or evidence that the witness would testify to at a hearing. The respondent may also identify any witnesses believed to have relevant information who have refused to prepare a written statement or to testify at a hearing and the nature of the relevant information at issue. Within five (5) business days after receipt of the response to the statement of charges from the party/ies against whom the grievance has been made, the chair of the committee shall have prepared and distributed to the grievant and to each member of CFAGC a complete copy of the response.

11. Review of Reply to the Statement of Charges, and Decision

Should all members of the CFAGC, after reading the statement of charges and the response thereto, determine that there are sufficient grounds to recommend a remedy or a correction without conducting a full hearing, then the committee shall by formal resolution offer its recommendation for the remedy or correction to be taken to address the grievance. (The committee may also recommend that no corrective action should be taken.) The committee's recommendation shall be promptly transmitted, in writing, to the parties concerned, and to the President of the College, and if approved by the President, the action shall be final. If the

committee determines that a hearing should be held, the chair of the CFAGC shall schedule a hearing by the committee to begin no later than fifteen (15) business days after the distribution date of the response to the statement of charges.

12. Pre-Hearing Conference

At least ten (10) business days before the hearing, the CFAGC will hold, with all parties present, a pre-hearing conference to define the issues involved and to resolve procedural matters for the hearing.. For instance, the committee will inform both parties of their option to request the right to call witnesses for the hearing. Such witnesses will be expected to submit written statements to the Committee as part of the request. The committee may also choose to call witnesses based on its deliberations of the facts to this point.

13. Procedure for the Hearing

The hearing shall be conducted according to the following procedures:

a. Attendees

The hearing shall be private, with only the parties involved, witnesses, counsel, advisers, designated observers, and members of the committee present, except that, with mutual agreement by the grievant and the party/ies against whom the grievance is made, the hearing may be made public;

b. Record of Hearing

The full and complete hearing shall be recorded by and for the committee; and

c. Conduct of Hearing

The hearing shall be convened and conducted by the CFAGC chair. Counsels, advisers, or other observers may not speak or participate; they are to silently observe the proceedings. The purpose of the hearing is to allow the committee to complete its work of determining a recommendation, given the charge(s) made, which may require further fact-finding through questioning of the parties or other witnesses. In principle, the facts will already have been presented in writing from both sides. The hearing provides the committee the opportunity to clarify issues by asking questions of either or both parties and to hear from witnesses it believes in possession of knowledge or material pertinent to the case. The committee will afford both the grievant and the accused opportunity to provide a five-minute statement at the outset of the Hearing, should either party choose to do so, and it reserves the opportunity of asking questions of them at that time. Either party may make a written request no less than five (5) business days in



advance of the hearing to call and interrogate witnesses, if either believes that such witnesses will bring new and important information to the committee's attention. The reasons for the need for such witnesses must be provided in the written request, along with a statement from each witness. The committee will rule on requests to call witnesses at least two (2) business days before the hearing begins. The committee will afford both the grievant and the accused the opportunity to provide a five-minute statement at the conclusion of the hearing, should either choose to do so, and it reserves the option of asking questions of them at the time.

14. Order of Hearing Activities

The general outline of a hearing (with all possible steps included) would follow this procedure:

- a. Convening of the hearing by the CFAGC committee chair;
- b. Opening statement by grievant;
- c. Opening statement by respondent to the grievance;
- d. Questions by the committee to clarify issues raised in the written materials, including witness statements, and points raised by the two opening statements;
- e. Witnesses called by the grievant (questions by the committee and the respondent would follow the witness's initial responses to questions asked by the grievant);
- f. Witnesses called by the respondent (questions by the committee and the grievant would follow the witness's initial responses to questions asked by the respondent);
- g. Witnesses called by the committee (questions by the grievant and the respondent would follow each witness's initial responses to questions asked by the committee);
- h. Closing statement by the grievant;
- i. Closing statement by the respondent to the grievance, and
- j. Committee adjourns to deliberate and reach a decision.

15. Decision

After all testimony has been presented, the chair of CFAGC shall recess the hearing, and the committee shall go into closed session to determine its findings and prepare its report and recommendations. If the grievance is against an individual faculty member and s/he is found by the committee to be responsible, the CFAGC may make recommendations for handling the problem to the President of the College.

16. Distribution of the Decision

Within ten (10) business days of the recess of the hearing, the CFAGC shall present its written report and recommendations, showing the vote of the committee on the recommendations, to the Dean of Faculty and to all parties to the hearing. The report shall provide a summary of the facts presented in the hearing and the reasons for the committee recommendations.

The Grievant and the Respondent(s) each have the right to appeal the decision made by CFAGC to the Dean of Faculty. Such appeal must be in writing and filed within (10) business days of receipt of the CFAGC written report. Decisions not appealed within such time are deemed final and the CFAGC report shall be forwarded to the President of The College.

If the Dean of Faculty participated in the hearing or was a party to the Grievance, the President must appoint another College Faculty member or Administrator (designee) not associated with the Grievance to accept and decide the appeal.

The Dean of Faculty (or designee as assigned by the President) must make a determination on the appeal within 10 Days. Such determination will be communicated in writing to the Grievant, the Respondent(s), members of CFAGC, and the President of the College. Within fifteen (15) business days after receipt of the committee's report and recommendations or the written appeal determination, the President of the College shall communicate, in writing, to the parties involved and to each member of the committee, his/her acceptance or rejection, in whole or in part, of the recommendations/determination.

**XVII. TERMINATION OF AN APPOINTMENT FOR REASONS OF FINANCIAL EXIGENCY, AND/OR DISCONTINUANCE OF A DISCIPLINE OR DEPARTMENT OF INSTRUCTION**

A. Financial Exigency

Financial exigency in this context is defined as an imminent financial crisis threatening the College as a whole that is unable to be alleviated other than by termination of faculty appointments.

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of a contractually specified term may occur under extraordinary circumstances because of a demonstrably *bona fide* instance of financial exigency, i.e., a severe financial crisis that compromises the fundamental academic integrity of the institution as a whole, and that cannot be alleviated by less radical means.

Ultimate authority over the decision to terminate appointments in cases of financial exigency rests with the College President and the Board of Visitors.

However, there is the expectation that an inclusive and informed process will take place in the case of termination of appointments. Therefore, the criteria for selecting which appointments are to be terminated should be determined by the College President and Board only after the President has consulted with the Dean of Finance and Administration and his/her staff, the Dean of Faculty, and the Faculty Assembly, or a representative body of faculty elected by the Assembly in response to news of the crisis for the purpose of advising the President on faculty concerns, and acting as a liaison between administrative attempts to abate it on the one hand, and the broad-based faculty interests representing the Assembly on the other.

Once the President, the Chief Financial Officer (CFO) of the College, and the latter's staff have determined a case of financial exigency exists, but before any faculty appointment is terminated, the members of the Faculty Affairs Committee, the Instructional Programs Committee, and the College faculty more broadly, will be informed.

Next, the Dean of Faculty with concurrence from the President, in consultation with the Faculty Assembly, or the elected body representing Assembly members, shall determine the criteria for identifying faculty whose appointments are to be terminated. The Dean of Faculty and the Faculty Assembly or its elected representatives will consult programs or departments affected as part of their deliberations.

Below are a number of considerations that should inform the process as it unfolds:

As a first step, the Assembly or the elected faculty governance body should be included—though there is no requirement to do so—in the process of deciding that a condition of financial exigency exists or is imminent, and that all feasible alternatives to termination of appointments have been pursued, including expenditure of one-time money or reserves as bridge funding, furloughs, pay cuts, deferred-compensation plans, early-retirement packages, phased-retirement packages, and cuts to non-educational programs and services, including expenses for administration.

Judgments determining where within the overall academic program termination of appointments may occur involve considerations of educational policy, including affirmative action, as well as faculty status, and should therefore include the faculty or an appropriate faculty body.

The case of a faculty member given notice of proposed termination of appointment for reasons of financial exigency may be governed by the following provisions.

1. Before proposals for program discontinuance on grounds of financial exigency are made, the faculty or an appropriate faculty body will have opportunity to make recommendations regarding the institution's financial condition.

2. Academic disciplines cannot be defined *ad hoc*; programs should be recognized academic units that existed prior to the declaration of financial exigency. The term “discipline” should designate a related cluster of credit-bearing courses that constitute a coherent body of study comparable to similar coherent bodies as recognized by other VA institutions of higher education. When feasible, the term should designate a department or similar administrative unit.
3. Faculty members in a discipline being considered for discontinuance because of financial exigency will promptly be informed of this activity in writing, and provided at least thirty (30) days in which to respond.

If the institution, because of financial exigency, terminates appointments, it will not at the same time make new appointments, except in extraordinary circumstances where a serious distortion in the academic discipline would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic discipline would otherwise result.

Before terminating an appointment because of financial exigency, the institution, with faculty participation, will make every effort to place the faculty member concerned in another suitable position within the institution if feasible.

B. Discontinuance of a Discipline for Educational Reasons

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of *bona fide* formal discontinuance of an instructional discipline. The following standards and procedures will apply.

Faculty members in a discipline being considered for discontinuance for educational considerations will promptly be informed of this activity in writing, and provided at least thirty (30) days in which to respond to it.

Academic disciplines cannot be defined *ad hoc*; disciplines must be recognized academic units that existed prior to the decision to discontinue them. The term “discipline” should designate a related cluster of credit-bearing courses that constitute a coherent body of study.

Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a discipline of instruction, the institution will make every effort to place the faculty member concerned in another suitable position when feasible. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered when feasible. If no position is available within the institution, with or without re-training, the faculty member’s appointment then may be terminated, but only with provision for severance salary when feasible equitably adjusted to the faculty member’s length of past and

potential service, an amount which may well exceed but not be less than the amount prescribed in what follows.

If the appointment is terminated, the faculty member will receive salary or notice when feasible in accordance with the following schedule: at least three months, if the final decision is reached by March 1 (or three [3] months prior to the expiration) of the first year of probationary service; at least six [6] months, if the decision is reached by December 15 of the second year (or after nine [9] months, but prior to eighteen [18] months) of probationary service; at least one (1) year, if the decision is reached after eighteen (18) months of probationary service, or if the faculty member has tenure.

### **XVIII. LIMITATIONS UPON THE PROVISIONS OF THIS FACULTY HANDBOOK**

**A. Board of Visitors' Purview**

Nothing in this *Faculty Handbook* is intended to limit the power of the Board of Visitors as the final institutional authority for Richard Bland College.

**B. Effective Date**

This *Handbook* shall become effective at the time of its approval by the Board of Visitors.

**C. Revision and Repeal**

This Richard Bland College *Faculty Handbook*, upon acceptance by the faculty, the President of the College, and the Board of Visitors, repeals and supersedes the previously issued *Faculty Handbook*, and on matters of policy governing the teaching faculty at Richard Bland College, functions authoritatively on the subjects it treats.

**RICHARD BLAND COLLEGE**

**APPROVAL OF  
FY 2018 TUITION AND FEES**

In order to continue progress toward achieving the goals set forth in the Richard Bland College strategic plan, RBC-19, proposed adjustments to the FY 2018 tuition and fee structure will support infrastructure improvements and an affordable, high quality academic environment.

Tuition and mandatory E&G fees for an in-state student will increase by \$17 per credit hour and mandatory auxiliary fees will increase by \$6. Tuition and mandatory E&G fees for out-of-state students will increase by \$60 per credit hour and mandatory auxiliary fees will increase by \$6 per credit hour. The proposed FY 2018 Tuition and Mandatory Fees of \$7,830 for in-state students remains the lowest in the Commonwealth for a residential college.

Residential housing prices for all rooms will remain unchanged. All residents will be required to purchase a meal plan. Meal plan options have changed to two block plans and two weekly meal plans with the annual costs ranging from \$2,160 to \$4,150, inclusive of dining dollars that provide increased flexibility of food purchases. Dining Services continues to improve food quality, options, and service for a small campus population.

A FY 2018 tuition and fee summary sheet is attached.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the FY 2018 Tuition and Fee Schedule for Richard Bland College of William and Mary.

**RICHARD BLAND COLLEGE  
FY 2018 TUITION AND FEE SUMMARY**

<b>IN-STATE***</b>	<b>ACTUAL FY 2016-17</b>	<b>PROPOSED FY 2017-18</b>	<b>DOLLAR CHANGE</b>
Per Credit Hour Taken:			
Tuition	\$ 171	\$ 187	
E&G Technology Fee	5	6	
<b>Total Tuition and E &amp; G Fees</b>	<b>\$ 176</b>	<b>\$ 193</b>	<b>\$ 17</b>
 Auxiliary Comprehensive Fee	 \$ 62	 \$ 68	 \$ 6
<b>Total In State Tuition &amp; Fees</b>	<b>\$ 238</b>	<b>\$ 261</b>	<b>\$ 23</b>
<div style="border: 1px solid black; padding: 2px; text-align: center;"><b>Annual Cost Per Student - \$7,830</b></div>			

**OUT-OF-STATE\*\*\***

Per Credit Hour Taken:			
Tuition	\$ 591	\$ 650	
E&G Technology Fee	5	6	
<b>Total Tuition and Fees</b>	<b>\$ 596</b>	<b>\$ 656</b>	<b>\$ 60</b>
 Auxiliary Comprehensive Fee	 \$ 62	 \$ 68	 \$ 6
<b>Total In State Tuition &amp; Fees</b>	<b>\$ 658</b>	<b>\$ 724</b>	<b>\$ 66</b>
<div style="border: 1px solid black; padding: 2px; text-align: center;"><b>Annual Cost Per Student - \$21,720</b></div>			

**OTHER FEES:**

* Application Fee	\$ 50	\$ 50	\$ -
Room (Double) annual	7,680	7,680	-
Room Change Fee	50	50	-
Room Damage Deposit	150	150	-
** Basic Residential Meal Plan annual	1,940	2,160	220
Co-Enrollment Fee	1,000	1,000	-
Transcript Fee	7	7	-
Late Fee	50	50	-
Returned Check Fee	50	50	-
Parking (Per Violation)	30	30	-
Lab Material Fee (Science)	25	25	-
Math Lab Fee (ALEKS)	75	75	-
Distance Education Fee (per credit hr)	3	3	-

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

\*\* Mandatory for all residential students. Includes dining dollars

\*\*\*apply to on campus, off campus, online, intercession and summer courses.

**RICHARD BLAND COLLEGE****APPROVAL OF  
2017-2018 OPERATING BUDGET PROPOSAL**

Anticipated fees, appropriations and transfers are projected to generate the following revenue to meet the need of the College for 2017-2018.

General Funds	\$6,550,112
Tuition and E&G Fees	3,617,732
State Scholarships & Loan Assistance	637,018
Auxiliary Enterprises	5,483,148
Financial Assistance for E&G Programs	15,000
<b>TOTAL</b>	<b>\$16,303,010</b>

This budget is based on the enrolled biennium 2016-18 budget document HB1500. It takes into consideration the discounting of tuition, fees, and residence hall beds.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the operating budget for Richard Bland College for the 2017-2018 fiscal year.



## RICHARD BLAND COLLEGE

APPROVAL OF  
2017-2018 OPERATING BUDGET PROPOSAL

REVENUES	FY17 BUDGET	FY18 BUDGET
Student Tuition & Fees *	4,857,600	4,269,750
Auxilliary Charges (Comp Fee, Housing, Meal P	5,411,200	5,483,148
State Appropriations	6,494,464	6,550,112
<b>Total Revenues</b>	<b>16,263,264</b>	<b>16,303,010</b>
EXPENDITURES	FY17 BUDGET	FY18 BUDGET
Salaries & Wages	8,594,593.00	8,744,593.00
Employee Benefits	2,753,038.00	2,808,538.00
Capital Lease Residence Halls	1,293,690.00	1,293,690.00
Information Technology	1,249,049.00	1,374,049.00
Fixed Costs - Non IT	1,000,000.00	750,000.00
Equipment	250,000.00	200,000.00
Physical Plant	350,000.00	350,000.00
Supplies	250,000.00	150,000.00
Employee Training and Development	100,000.00	125,000.00
Other Expenses	200,000.00	150,000.00
<b>Total Expenditures</b>	<b>16,040,370</b>	<b>15,945,870</b>

\*differential between 17 and 18 is based on fewer anticipated credit hours due to change in student profile and accounting allowance for questionable collections

# PROGRESS REPORT

April, 2017

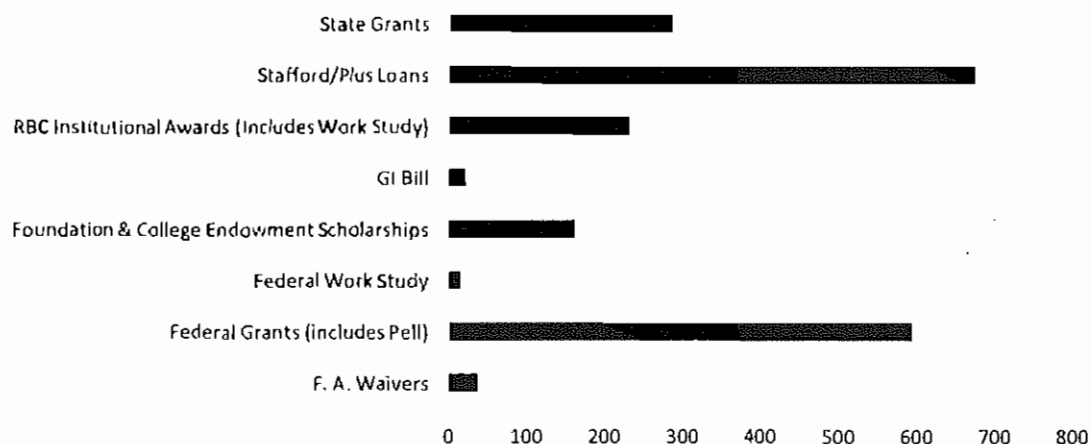
## ENROLLMENT

Dr. J. Tyler Hart  
Dean of Enrollment Services

## FINANCIAL AID REORGANIZATION

Fall 2016 updates to the Banner Financial Aid module resulted in significant challenges. Awards for the semester could not be processed until mid-July, causing a ripple effect for awards being processed and balances paid before the start of classes. Table 1 illustrates the total financial aid awards made for 2016.

### Number of Students Awarded Aid Year 16-17



RBC is poised to make significant improvements in 2017 with a new staffing model combined with selected outsourced solutions.

A technical banner consulting firm assisted in the set-up and automation of award packaging for 2017, reducing the amount of staff time required to process awards. The verification process was also outsourced, enabling valuable staff time to be focused on financial aid

# PROGRESS REPORT

April, 2017

counseling. Further advancing customer service and the one-stop concept established in the the new Student Success Center, financial aid counselors are now co-located in this space with Learner Mentors where they're able to respond to student needs holistically and as a team.

## STATESMAN SCHOLAR FINANCIAL ASSISTANCE

A new program using a form of tuition discounting is being launched to attract students with higher GPAs and thereby improve the student profile in keeping with the Strategic Enrollment Management Plan. Statesman Scholar's can earn up to 80% off their total out-of-pocket cost based on their Expected Family Contribution and their High School GPA.

**100% STUDENT SUCCESS**

**DREW SHORT**  
STATESMAN SCHOLAR  
RICHARD BLAND COLLEGE OF WILLIAM & MARY '18  
Kinesiology Major, Virginia Commonwealth University  
Career Goal: Physiatrist

*"I am receiving a great learning experience and career opportunities at Richard Bland College of William & Mary that I never thought possible."*

**EARN A BIG-BRAND DEGREE WITH NO BIG DEBT**

### Statesman Scholars—Financial Assistance For High Academically Performing Students

Financial assistance is based on the student's cumulative high school GPA and overall Expected Family Contribution (EFC) as determined by FAFSA.

#### HIGH SCHOOL GPA 3.5 & ABOVE

EFC \$0 to \$5,300	80% out-of-pocket cost covered by grants and scholarships*
EFC \$5,301 to \$12,000	50% out-of-pocket cost covered by grants and scholarships*
EFC \$12,001 and above	30% out-of-pocket cost covered by grants and scholarships*

#### Residential

\*Out-of-pocket is tuition & fees at 13 credits, housing in double room plus room, meal plan, computer

\*Out-of-pocket is tuition & fees at 13 credits

APPLY NOW [www.rbc.edu](http://www.rbc.edu)

#### Eligibility

- Student must be admitted to Richard Bland College
- Student must be enrolled full time (at least 15 credit hours per semester)
- Family must complete a FAFSA
- Student must be Virginia resident

#### HIGH SCHOOL GPA 3.0 TO 3.49

EFC \$0 to \$5,300	50% out-of-pocket cost covered by grants and scholarships*
EFC \$5,301 to \$12,000	30% out-of-pocket cost covered by grants and scholarships*
EFC \$12,001 and above	20% out-of-pocket cost covered by grants and scholarships*

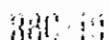


**Richard Bland College**  
of WILLIAM & MARY

# PROGRESS REPORT

## NAVITAS PARTNERSHIP

In an effort to globalize the campus, RBC has formed a strategic partnership with Navitas to recruit international students. As part of RBC's broader internationalization strategy, Navitas will support efforts to expand and diversify RBC'S enrollment. Navitas' global marketing and recruitment resources include 170 recruitment staff in 27 regional offices, managing relationships with 1000+ educational counsellors and providing access to prospective students in over 130 countries. Across 32 university partnerships, Navitas recruited students from 161 countries for the 2016/17 academic year. RBC is the first college in Virginia to partner with Navitas.



# PROGRESS REPORT

April, 2017

## Finance & Administration

Penny Howard

Dean of Finance & Administration

### **FY 2017 BUDGET UPDATE (as of March 31, 2017)**

The College met the budgeted credit hours target for the year and is still on track toward a balanced year-end budget. Lower than planned occupancy in residence halls in the spring semester resulted in lower than planned revenue, so spending is being tightly controlled for the remainder of the fiscal year.

As reported at the February RBC Committee meeting, an amended state appropriation request was submitted for General Assembly consideration. Ultimately, none of the \$500,000 requested to bolster APA infrastructure and administrative functions was appropriated. Likewise, an algorithm was developed to restore anticipated general fund cuts to institutions on the basis of the percentage of in-state students enrolled. Because of RBC's large population of in-state students, most of the anticipated general fund cut (approximately \$300,000) was restored for FY 18. These funds remained intact in the Governor's March 28 proposed budget amendments, and were secured by final action of the General Assembly on April 5.

### **FY 2018 BUDGET DEVELOPMENT**

With state 2017-2018 revenue now known, a presentation will be delivered at the board meeting to illustrate the number of variables that were considered in the proposed tuition and fee schedule for FY 2018. A comparative review of RBC tuition and mandatory fees, general funds, and number of undergraduate students relative all other public higher education institutions in Virginia will reveal the necessity for a significant tuition increase. In the spirit of the W&M Promise, continuing students will be responsible for a lower tuition increase than entering students.

Earned revenue (auxiliary, camps, and events) is expected to exceed last year's earned revenue by approximately 10% in keeping with RBC's goal of moving toward financial sustainability. RBC-19 strategic goals will continue to drive budgeted expenses in 2017-2018, with ongoing investment in faculty, faculty development, student development and student retention (ESE@RBC). Operational efficiencies and increased auxiliary and tuition revenues will support ongoing infrastructure and administration improvements, as well as compliance.

# PROGRESS REPORT

April, 2017

## **CONTINUING FY 17 BUDGET FREEZE**

The institution's cash flow is historically tight over the summer months and into the first quarter of the fiscal year due to low summer enrollment, timing of the beginning of the semester in first quarter, as well as federal regulations restricting the draw of federal aid for freshmen for a period of time after the fall semester starts. Due to this cash flow limitation and reduced residence hall occupancy and revenues in the spring semester, a spending freeze remains in place through the end of FY 17. The budget freeze recognizes and accommodates mission critical spending and payment of fixed costs. The finance team is closely monitoring all spending requests and performing monthly reconciliations to ensure a balanced year-end budget.

## **SUMMARY**

RBC is closely monitoring spending for the remainder of FY 2017, and is working as a collaborative unit across finance, financial aid, student success, and IT to ensure that students meet their payment obligations, either through finishing outstanding financial aid requirements or paying balances before they can register for the summer and fall 2017 semesters. RBC has returned to a standard enrollment, registration, payment, and class drop schedule as of January 2017 which requires students to take care of their bills and financial aid responsibilities *before* they start classes so that RBC is not incurring costs that are not supported by paying students. Processes continue to be improved, and with the help of IT, ad hoc reports that help RBC manage spending, cash flow, and reporting out to executive staff are being generated. The learning curves have dropped significantly in finance, allowing staff to address more nuanced adjustments to the data being managed. There remains, however, significant strain to keep up with the daily, weekly, monthly, and annual operational, regulatory, and internal assessment needs, and this will not be alleviated until more administrative resources are invested across multiple units. There is a baseline administrative capacity requirement, regardless of the number of students. Until this baseline is established, along with a moderate cash reserve to even out the cash flow from month to month and throughout the year, RBC remains at risk on several fronts.

# PROGRESS REPORT

April, 2017

## ACADEMICS

Dr. Vern Lindquist  
Dean of Faculty

### HIGHLIGHTS

- Three long-time faculty members are retiring at the end of the semester: Dr. LeAnn Binger, Professor of Psychology; Dr. Timothy Evans, Professor of English; and Dr. Linda Jefferson, Professor of English.
- Searches are currently underway for faculty in English, Biology, & Mathematics. Committees are meeting now and will have recommendations to the Dean and President soon.
- Prof. Matthew Smith is being recommended for Promotion from Assistant to Associate Professor and also being recommended for Tenure; Prof. Jennifer Morrison is being recommended for Promotion from Instructor to Assistant Professor.
- The Faculty Handbook—drafted by the Faculty Affairs Committee, amended and revised by the Faculty Assembly, reviewed by President's Counsel, and approved by the Dean and President—is now completed and ready for Board review and approval.
- Academic Chairs are completing work on new program-to-program agreements with VCU (computer science) and Virginia Wesleyan College (education, business, criminal justice, environmental studies, and honors).
- At the request of SCHEV, RBC is participating in the *Multi-State Collaborative*, a national project to assess student outcomes in critical thinking, mathematics, and English. RBC is one of just a few Virginia institutions in the first phase of the program's rollout in the Commonwealth.
- Four new program-to-program agreements are in place with Jefferson College of Health Science (Respiratory Therapy, Nursing, Healthcare Management, and Health Sciences), including a reduced tuition rate for RBC students taking concurrently enrolled courses.
- Given the successes of pilot programs with developmental English and mathematics (ALP & ALEKS, respectively), academic chairs have revised the fall course offerings. Most of the developmental mathematics courses will now be ALEKS-enabled courses, and all but five developmental English classes are now ALP (Accelerated Learning Program) co-requisite sections.

# PROGRESS REPORT

April, 2017

- Faculty and academic chairs have completed their annual evaluations in accordance with an updated schedule, ensuring that contract decisions for the next academic year are supported by timely evaluation materials.
- Scholarship Activity: Professors (Duckworth) Youmans and Franke published or edited books this year. Profs. Barbara Morgan and David Morgan (no relation) published articles, as did Prof. McCarthy (who also completed a book project) and Prof. Gurnick. Profs. Stout and Morgan have articles or manuscripts submitted. Prof. Zucconi presented his research at a conference. Prof. Morrison published an online reader for Sociology.
- Research for the SACSCOC Reaffirmation is in full swing: all committees are meeting, gathering data, and beginning to draft responses to their sections of the report.



# PROGRESS REPORT

April, 2017

## Residential & Student Life

Dr. Corey Scott

Associate Dean of Residential & Student Life

### OFFICE OF RESIDENTIAL AND STUDENT LIFE STRATEGIC PLAN

Focus 1 (F1) – Client Service	(on track) 51% complete
Focus 2 (F2) – Transformative Learning	(on track) 46% complete
Focus 3 (F3) – Fiscal Stability	(on track) 20% complete

Residential & Student Life (RSL) continues to implant its mark on the Richard Bland College community. Through social, educational, and transfer programs RSL remains committed to fostering growth through social and educational interactions.

### ALTERNATE SPRING BREAK

RSL is especially proud of our first spring break service learning trip to Hobcaw Barony in South Carolina in collaboration with Virginia State University. Students from both institutions learned from faculty at Clemson University, the Belle M Baruch Foundation, and historic site staff interpreters, and they completed service projects such as removing invasive plant species and clearing trails.

### STUDENT HANDBOOK

An update to the RBC Student Handbook is underway with participation from all College stakeholders. Regular and collaborative updates to the Student Handbook was a major goal when I arrived in January 2016. The Student Handbook has been converted to html format on the RBC website.

### POPULAR RESIDENTIAL PROGRAMS IN FEBRUARY AND MARCH

Statesman Dance Off

Student Comment: *"It taught me how to have fun and be comfortable with myself."*

One Love

Student Comment: *"It was very positive and inviting atmosphere. Enjoyed the cupcakes and the Bully Promise!"*

# PROGRESS REPORT

April, 2017

## Ping Pong Tournament

Student Comment: *"Need more active programs like this!"*

## Love on the Brain

Student Comment: *"It helped me know to worry about myself first."*

## ACCOMPLISHMENTS

### Student Conduct & Integrity

- Instituted 7 pre-emptive programs to prevent infractions of the conduct policy (F1).
- Reduced conduct violations in the month of January 2017 by 100% when compared to January 2016.

### Office of Student Activities & Leadership

- Participated in the VA21 legislative day (F2).
- Presented the second annual Big Bland Bash at the Equine Center (F1).
- The Student Assembly continues to issue grants for events and activities that enhance the student experience.
- Oversaw timely Student Assembly elections for 2017-2018.

### Office of Residence Life

- Carried out 104 unique conferences with students to discuss everything from classroom attendance and grades to policy violations and students' personal concerns (F1/F2).
- Facilitated over 20 residential programs during the months of February and March (F2).
- Engaged students in a customer service survey to improve office offerings (F1).

# PROGRESS REPORT

April, 2017

## Information & Technical Services

Dr. Kenneth LaTessa

Chief Information, Strategy & Innovation Officer

The following table provides a summary of progress toward projects and initiatives outlined in the FY 2017 ITS Operational Plan by objective.

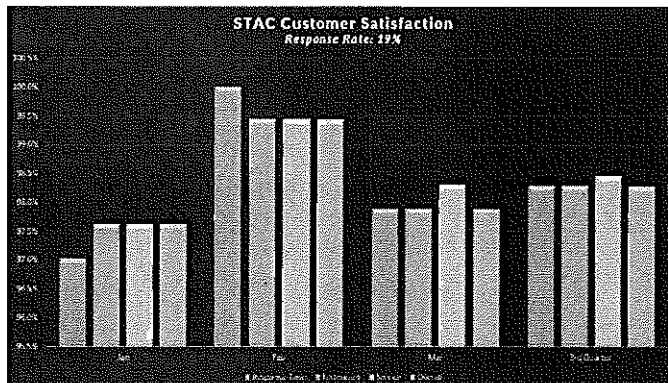
Objective	Status	Progress	Summary Comment
Improve Quality Perception of ITS Customer Service	On Track	73%	Feedback from ITS customer service surveys continue to indicate a strong level of satisfaction with a 98.3% rating. The only remaining project in this category for the fiscal year is the campus wireless capacity upgrade, which is in progress.
Implement Systems that Streamline Administrative Processes	On Track	91%	Housing/Conduct will go live on April 5. The Student Digital Records Management system went live as scheduled in early March. A vendor has been identified and enlisted to scan past student records.
Integrate Key Systems to Improve Workflow	On Track	85%	Implementation of N2N Illuminate has moved slower than expected due to several unforeseen technical challenges. The platform is slated to go to production the week of April 3 <sup>rd</sup> ; once integrated, the project to implement Nuro Retention (formerly Copley) will go into the final stages.
Implement Systems that Improve Data Availability & Access	On Track	65%	The only remaining project under this objective is the implementation of Nuro Retention (formerly Copley). The initial groundwork has been set but the dependency of the N2N solution has delayed the original schedule. With N2N finishing up in early April, we will go into the final stage of development soon thereafter.
Execute Projects that Mitigate Risk	On Track	75%	Print management on public facing copiers/printers went live on April 3 <sup>rd</sup> . Issues with door access in the faculty offices in SSHE have finally been solved by the manufacturer. There have been no lock-out reports in the last 45 days. The only remaining project in this area is formalization of the NOC.
Develop a Quality ITS Team	On Track	40%	Hiring is underway for both a replacement Technical Support Specialist and an Applications Developer.

## HIGHLIGHTS

Customer satisfaction, an ongoing priority for ITS, continues to rate high. The following chart shows satisfaction rates for the 3<sup>rd</sup> Quarter, both monthly and as a whole.

# PROGRESS REPORT

April, 2017



*"My experience could not have been better. The response to my computer problems was swift, professional, and effective. My own understanding of the problems was limited, and they were potent when I am sure my input must have been of very little help. My problems are cured, and I appreciate how quickly they got my laptop back to me."*

*"Awesome STAC reps and work done! Thank you - and don't go anywhere!"*

*"The STAC team always respond to requests in a timely manner and are very helpful in educating individuals on the safety of technology practices."*

# PROGRESS REPORT

April, 2017

**Advancement**  
**Mary Beth Poma**  
**Director of Advancement**

The Advancement Office continues to focus efforts in three important areas: (1) Foundation Board Development, (2) Alumni Relations, and (3) Prospect and Fund Development. The following is a brief update in each area with respect to recent developments since the last board meeting:

## FOUNDATION BOARD DEVELOPMENT

The Nominating Committee has vetted and is in the final nomination process for nine highly qualified board members to begin three-year terms beginning July 1, 2017. They are:

Joy Bowman '70  
Dr. Wayne Browder  
Thomas Dorsey '72  
Rebecca Dovi  
Danielle MW Fitz-Hugh  
Kelly Gee '08  
Vicki Humphreys '92  
McIntyre R. Louthan, III  
Howard Worrell, Jr. '65

The Committee will also bring to the Board a slate of officers for the 2017-2018 year. They are:

Chair	William H. Talley, IV
Vice Chair	Charles A. Patton
Legal Counsel	J. Nelson Wilkinson, Esq.

The Advancement Committee leads the Board in its goal to secure matching funds for the \$150,000 Mary Morton Parsons Foundation grant awarded last November with a one-year deadline. Although a little over \$22,000 has been received to date, numerous connections and asks are being made to ensure we meet this goal. This is an important goal for a newly engaged and active Foundation Board. Two receptions are planned in Richmond and Petersburg to update alumni, business leaders, private foundation executive directors, etc., about the College and the Foundation Board's initiatives. RBC's first Distinguished Alumni Award recipient, The Honorable Kirk Cox, will attend and speak briefly at the Richmond Reception on June 8.

# PROGRESS REPORT

April, 2017

McGuireWoods has graciously offered the use of its meeting space. This matching grant is the beginning of a larger \$1.8 million fundraising project for the renovation of the library building, housing the cafeteria and community room.

The Awards of Distinction Committee is finalizing recommendations to Dr. Sydow for the 2017 Distinguished Alumni Award, Richard Bland Award, and the Young Alumni Award. During this past month, the Committee reached out to the entire campus community to seek nominations for these awards. We are thrilled with the quality of candidates brought before the committee, which is comprised of Foundation Board Directors, alumni, faculty, and staff.

## ALUMNI RELATIONS

Fourteen impressive alumni, who have distinguished themselves through professional accomplishments, leadership, distinguished service to the community, and/or commitment to their alma mater, will be honored at a Notable Alumni Luncheon on April 25. All retired faculty and staff, senior administrators, and Foundation Board Directors will be attending this new annual event. Notable Alumni Honorees are:

Abdalmohsin Mohammad Al Shoaibi '82  
Rodney Ashby '90  
Cmdr. Michael Brower '70  
Victor K. Branch '82  
The Honorable M. Kirkland "Kirk" Cox '81  
Thomas Dorsey '72  
Dr. Thomas Inge, Jr. '84  
Angela Kelly-Wiecek '91  
T. Sean MacLaughlin '97  
Mr. W. Kevin Massengill '96  
John Radcliffe '63  
Dr. Javaid Siddiqi '98  
Rosetta Thurman '02

The 3<sup>rd</sup> Annual Alumni Basketball Game was held on Saturday, April 8. Each year 25 to 30 former RBC basketball players participate in a well attended, fun-filled game.

# PROGRESS REPORT

April, 2017

## PROSPECT AND FUND DEVELOPMENT

### Giving Report through March 31, 2017

	7/1/2016- 3/31/2017	7/1/2015- 3/31/2016	Giving FY15-16
<b>Total Giving</b>	\$168,152	\$90,355	\$118,834
<b>Annual Fund</b>	\$56,311	\$52,854	\$62,711
<b>Library Building Fund</b>	\$22,150		
<b>New Donors</b>	78-\$49,626	44-\$21,217	75-\$25,359

Total giving this year has increased substantially over last year. The impact of a fully implemented Raiser's Edge database is evident in our increased giving levels and in new donors over the past few years.

With a goal of \$75,000 for the annual fund this year, RBC is reaching out to alumni and friends of the College to encourage their support. There will be one last mailing in May before the end of this fiscal year.

The following grants have been submitted for the Library Building Renovation project since January: Cameron Foundation, John Randolph Foundation, Atlantic Coast Pipeline, Suntrust, Robert Schumann Foundation, and the Elis Olsson Foundation. A grant to Bank of America for the ESE@RBC program was also submitted. Three additional grants are due within the next month: Two for the Library (Blue Bell and Mariette and Morgan McNeil Trust) and one for the ESE@RBC program (Community Foundation). The Cameron and John Randolph Foundations declined RBC's application due to their funding priorities this year. Ashley Anderson, part time grant writer, and I have had conversations about potential support with a number of Foundations, including the Cabell Foundation, the Community Foundation serving Central Virginia, Richard Reynolds Foundation, Robins Foundation, Titmus Foundation, WestRock, Universal Leaf, and the Zable Foundation.

# PROGRESS REPORT

April, 2017

## Athletics

Chuck Moore

Director of Athletics & Recreation

### HIGHLIGHTS

- Men's Basketball finished the regular season with a final national ranking of #8. The team advanced to the Final Four of the NJCAA National Tournament. Lost in the semi-final game to Southwestern (70-62) who became the National champion. Final season record of 30-6. Jaquan Wooten was named to the All-Tournament team.
- Men's Basketball won the Region X Conference Tournament Championship, beating Louisburg 73-70 in OT.
- Chuck Moore was named District XV Coach of the Year. Jaquan Wooten is an All-American Nominee, NJCAA All-Star game finalist (which is held in Las Vegas), 1st Team All Conference. Gevon Arrington and Deandre Clark were both named to the 2nd Team All Conference.
- All 6 Men's Basketball Sophomores have offers to continue their playing careers at DI and DII 4-year schools.
- Softball – Tabby Dabney verbally committed to UVA; Shannon Buffington verbally committed to Norfolk State; Sierra Johnson verbally committed to Glenville State.
- In their first tournament of the season, the Women's Golf team won 1st place at the Eagles Ridge. Kenedi Byard won medalist honors for the tournament too.
- Franki Lin also won medalist honors with scores 75-69-144.
- Statesmen Student Athletes participated in the Dr. Seuss reading day at Walnut Hill Elementary School in Petersburg.
- Women's Volleyball will be launched in August, 2017. Currently in search for a Head Coach.



# PROGRESS REPORT

April, 2017

## Communications/Marketing

Joanne Williams

Director of Communications

New visitation to the RBC website continues to increase. Primary traffic drivers include social media, television (Central VA market – 1 million+ reach) and earned media.

The Student Handbook and Policy Manual are live on the RBC website in html format. This allows for quick search capability and easy access via smart devices.

Earned Media increased to over \$660,000 for the quarter (not including television).

### TRAFFIC TO APPLICATION FORM

#### Gateway form 2017 (Formstack)

January 1, 2017 – April 2, 2017

18,840 Views (Unique Views)

1,647 Conversions

#### Gateway form 2016 (Wufoo)

January 1, 2016 – March 31, 2016

9,359 Views (Unique Views)

1,987 Conversions

### WEBSITE TRAFFIC

#### Total Visitor Sessions (excluding RBC internal visits)

January 1, 2017 – April 2, 2017 = 51,028

January 1, 2016 – April 2, 2016 = 45,858

**+ 11.27% Increase**

#### Percentage of New Sessions (first time visitors)

January 1, 2017 – April 2, 2017 = 33.42%

January 1, 2016 – April 2, 2016 = 26.38%

**+ 26.72% Increase**

# PROGRESS REPORT

April, 2017

## New vs Returning 2017

New Visitor = 42,957

Returning Visitor = 91,237

## Average Time on Page

January 1, 2017 – April 2, 2017 = 02:16

January 1, 2016 – April 2, 2016 = 02:05

**+8.17%**

## Bounce Rate

January 1, 2017 – April 2, 2017 (42.26%)

January 1, 2016 – April 2, 2016 (46.40%)

**- 8.91% Decrease**

## Referral Traffic to RBC from Facebook (non-paid)

January 1, 2017 – April 2, 2017 = 1,410

January 1, 2016 – April 2, 2016 = 440

**+ 220.45% Increase**

## Social Media/Facebook

(January 1, 2017 – April 2, 2017)

Number of social media campaigns = 134

Number of social media Ads = 230

**Total Impressions = 2,025,192**

**Total People Reached = 474,605**

**Number of clicks = 29,722**

## Demographics Reached

### Ages

18–24 51.40%

25–34 15.18%

35–44 11.81%

45–54 12.39%

55–64 6.36%

### Gender

Female 60.28%

Male 39.72%

# PROGRESS REPORT

April, 2017

## Campus Police

Jeffrey Brown

Campus Safety & Chief of Police

### ACCOMPLISHMENTS: POLICE

- Renovations to the Campus Police facility were completed in February, improving the appearance and enhancing the security of the building. The improvements created a welcoming lobby and added a secure records and equipment room.
- Coordinated an effort with Residence Life to co-locate police office space in the student conduct area of Freedom Hall. This improvement allows police officers to conduct interviews, file police reports, and view video camera footage immediately within the facility.
- Completed the Department's paperless police department initiative with the January implementation of laptop computers for each police officer.
- In a continuing initiative to enhance community relations, the Department offered the first of a series of Residence Life/Campus Police movie nights for residential students. Several police officers were present to offer safety tips and prizes for student present.
- Through a combined initiative with the Office of Residence Life, the Department reduced the contract security presence (G4S) in the residential facilities by 56 hours per week, effective February 1, for a net savings of approximately \$12,000. To accomplish this efficiency, Campus police provided training to RA's and RLC's who are responsible for staffing the front desks.
- In an effort to reduce security costs for basketball games, the Department utilized contract staffing in conjunction with police. The net savings was almost \$1,280.
- Initial effort to coordinate dispatch functionality with Dinwiddie County commenced. Initial agreement to provide services to Richard Bland College at no cost.
- Chief of Police awarded Life Membership in the International Association of Chiefs of Police (IACP) in January 2017.
- Chief of Police worked with Delegate Aird and the Virginia General Assembly to recognize and install a member of campus police (Virginia Association of Campus Police Administrators or VACLEA) for a seat on the Virginia Criminal Justice Services Board. The bill was successful.
- Progress on bike program continues as police vehicle has been modified to transport bikes on campus. Two police bikes have been transferred from Christopher Newport University to Richard Bland College, at no cost, for the bike program.

# PROGRESS REPORT

April, 2017

## **ACCOMPLISHMENTS: EMERGENCY MANAGEMENT**

- Coordinated effort with Commtronics to upgrade the College's emergency siren system
  - Test of the entire emergency siren system in March was successful.
- The College participated in Commonwealth Tornado Drill.
  - All emergency notification systems tested successful.
- Completed fire drills program for the Student Village.
- Emergency Operations Plan (EOP) annual update completed.
- Continuity Of Operations Plan (COOP) annual update completed and sent to Virginia Department of Emergency Management.

# PROGRESS REPORT

April, 2017

## Property Management

Eric Kondzielawa

Director of Operations & Capital Assets

### CAPITAL OUTLAY UPDATE

#### COMMERCE HALL / HSS RENOVATION

Renovation of the HSS building, which became vacant with the re-opening of the Social Science, Humanities and English (SHE) building in the fall of 2015, will add 78 beds, along with new restrooms, new HVAC and fire protection systems, and state-of-the-art common area space for student collaboration. This project has been pushed back to open in the fall of 2018 because bids for the project came in well over the Approved Bond funding. With the approval of BCOM and DGS, additional bond funding has been secured for the project, which will go back out to bid in August, 2017. With this summer start date RBC anticipates a much better grouping of bidders due to the extended timeline for project completion. When the facility opens in the fall of 2018, it will bring total beds to approximately 500, nearly double the number of beds available when residence halls opened in 2008. Due to the building's original design and utilization as a hospital, the conversion to a student residential facility will be relatively simple and efficient. 9C bond funding of \$4,350,000 will fund this renovation project. Similar to the SHEE building, hazardous material abatement and demolition have been completed at the front-end in order to expedite the construction cycle and save money on any GC mark-up. Completion is scheduled for June, 2018.

#### ACADEMIC INNOVATION CENTER

In accordance with the Facilities Master Plan, 34,000 square feet of new and renovated space in the current Library building will function to advance priority goals, including increased retention, graduation, and transfer. The space will be designed to support academic innovation in online learning, curriculum design, OER-enhanced content, as well as VLN (Virginia Learning Network) and ESE (Exceptional Student Experience). This \$23.6 million project's primary focus is on academic innovation, expanded access to college credentials, and curricular excellence. It involves 24,000 square feet of new construction and 10,000 square feet of renovated space. Pre-planning funds have been secured, and schematic drawings are currently underway. Securing approval for this capital project will be a legislative priority in the next biennium.

# PROGRESS REPORT

April, 2017

## **LIBRARY RENOVATION**

In July, 2016 Phase 1 of a three-phased project to improve the flow and add much needed capacity to the library was initiated. This was also the first step in moving to a one-stop student support services center. Space inside the 1<sup>st</sup> floor of the library was modified to strategically house all enrollment services employees, including Learner Mentors, to advance the Exceptional Student Experience (ESE@RBC). The second phase will include minor renovations to the dining/kitchen area to temporarily accommodate additional students in the new residence hall. Phase 3 is scheduled for Summer 2018. To better serve students and other diners, this phase will bring all new kitchen equipment, including a dishwashing station and kiosks to provide better, healthier and more diverse meal options.

## **ENHANCEMENTS AND ADDITIONAL PROJECTS**

- Minor renovations to the campus police station have been completed, providing better security and safety for staff and property. There is a new waiting room, more efficient reception area, newly remodeled offices, and additional secure storage for materials and property.
- The 2nd annual Pecan Festival planning is underway. This will be a 2-day event with over 100 vendors and an expected crowd of 10,000+ visitors.
- Summer utilization of the Residence Halls and Food Service reached a record level in 2016. All of last year's organizations, as well as 5 new corporations, are slated to lease campus facilities in Summer, 2017.
- *Weddings in the Grove*, RBC's first bridal showcase, was held on Sunday afternoon, April 2. Over 50 brides registered for the event, with a total attendance of 200. RBC's catering services and staged areas of the campus suited for weddings, including the Gazebo, the Asian Water Garden and Barn, were showcased. The newly renovated bridal suite features six areas for the bridal party to prepare for the special day. Appointments are set to discuss the venues in detail with several weddings parties that were added to the calendar, along with six additional bookings.

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**RICHARD BLAND COLLEGE  
2016-2017 OPERATING BUDGET UPDATE**

REVENUES		FY17 ACTUALS	% OF TOTAL ACTUAL	FY17 BUDGET	% OF TOTAL BUDGET	FY 17 % ACTUAL TO BUDGET
	Student Tuition & Fees (less allowance for doubtful collection)	4,346,704	29.6%	4,857,600 (500,000)	29.9% -3.1%	89.5%
	Auxiliary Charges (Comp Fee, Housing, Meal Plans)	4,364,125	29.7%	5,411,200	33.3%	80.6%
	Other Sources	154,605	1.1%	-	0.0%	
	Federal Programs Prior Period	101,509	0.7%	-	0.0%	
	State Appropriations	5,712,310	38.9%	6,494,464	39.9%	88.0%
	<b>Total Revenues</b>	<b>14,679,252</b>	<b>100.0%</b>	<b>16,263,264</b>	<b>100.0%</b>	<b>90.3%</b>
EXPENDITURES		FY17 ACTUALS	% OF TOTAL ACTUAL	FY17 BUDGET	% OF TOTAL	FY 17 % ACTUAL TO BUDGET
Note:	Salaries & Wages	6,796,680	52.3%	8,594,593.00	53.6%	79.1%
	Employee Benefits	2,377,567	18.3%	2,753,038.00	17.2%	86.4%
2	Capital Lease Residence Halls	1,125,946	8.7%	1,293,690.00	8.1%	87.0%
	Information Technology	666,439	5.1%	1,249,049.00	7.8%	53.4%
	Construction Projects	117,323	0.9%	75,000.00	0.5%	156.4%
	Supplies-Other	433,534	3.3%	539,156.00	3.4%	80.4%
	All Other Expenses Include:			1,535,844.00	9.6%	96.0%
	Travel/Training	119,939	0.9%		0.0%	
	Equipment Maintenance/Repair	98,822	0.8%		0.0%	
	Equipment - Rental	26,184	0.2%		0.0%	
	Equipment - Plant	45,712	0.4%		0.0%	
	Utilities	407,052	3.1%		0.0%	
1	Insurance	48,063	0.4%		0.0%	
	Fees for Services	438,656	3.4%		0.0%	
	Supplies-Office	42,130	0.3%		0.0%	
	All Other Expenses	248,550	1.9%		0.0%	
<b>Total Expenditures</b>		<b>12,992,595</b>	<b>100.0%</b>	<b>16,040,370</b>	<b>100.0%</b>	<b>81.0%</b>

**Notes:**

- 1 Fees for Services include payments for labor/support type of services (Payroll Bureau, OAG, Robert Hall, etc)  
 2 Travel/Training include athletic travel along with staff and faculty expenditures

**RICHARD BLAND COLLEGE  
FACULTY REPRESENTATIVE REPORT**

**Innovation in the Core Curriculum**

The Faculty Assembly has accomplished some important work this spring semester. In an effort to maintain the highest standards of quality in the College curriculum for our students, a number of faculty have undertaken thorough assessments of various disciplines, including computer science, mathematics, natural science, and speech. Proposals to update programs, course titling, and course content in all of those areas were passed by the Faculty Assembly and have been forwarded to the Dean of Faculty for consideration. In its meeting on April 11, 2017, the Faculty Assembly will hear a proposal from the Instructional Programs Committee which proffers a Fine Arts Certificate and updates to the current art course titles and content.

***Faculty Handbook***

It is with great pleasure that I report that on March 2, 2017 the Faculty Assembly voted unanimously to recommend the *Faculty Handbook* to the Dean of Faculty. The Faculty Assembly is to be commended for working with such spirited collaboration to update this important document.

**Faculty Development**

Troy Bupp, Instructor of Math, coordinated the participation of RBC faculty and staff and Wellness Program participants in National Walking Day. As an institution, RBC logged 49,423 steps, or approximately 25 miles, for the American Heart Association's event.

Daniel Franke, Assistant Professor of History, has just published an edited volume with Brill titled "Prowess, Piety, and Public Order in Medieval Society." The volume contains 19 chapters from world-renowned and younger medieval scholars, to honor Daniel's and his co-editor Craig Nakashian's doctoral advisor, Richard Kaeuper (University of Rochester). Daniel also contributed a chapter to the collection, based on his archival research in London. In March, Daniel participated in the inaugural podcast for The History Network's Medieval Warfare Podcast Series, and discussed the value of studying medieval warfare in today's society.

Jill Mitten, Associate Professor of English, Speech, and Theatre, attended the 38<sup>th</sup> Annual Spring Conference on Writing in March at Old Dominion University where she presented a workshop entitled *Using Oral Communication to Overcome Writing Apprehension and to Engender Personal Growth in Student Writing*.



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Eric Miller, Assistant Professor of Biology, and Tiffany Birdsong, Assistant Professor of Psychology, created a unique learning opportunity for RBC students. Please see the information below.

### **Richard Bland College Students Explore South Carolina Coastal History**

During spring break, nine students each from Richard Bland College of William & Mary and Virginia State University partnered on a service learning trip to discover the real world environment of Hobcaw Barony, South Carolina. Students cleared trails, restored historic sites, learned about the ecology of the area and the incredible histories of the people who used to live there.

The trip was spearheaded by the Residential & Student Life Office at Richard Bland College, along with Dr. Tiffany Birdsong and Dr. Eric Miller from RBC, and Billy Taylor, Coordinator of Campus/Community at Virginia State.

Students stayed at the Baruch Institute at Hobcaw Barony, which is a 17,000-acre preserve comprised of eight old rice plantations. Professors from neighboring colleges Clemson University and the University of South Carolina provided students with facility tours of the marine and wetlands/forestry labs. Students explored the historic grounds of the barony that featured a slave village that was inhabited until the 1950s-60s.

On a historic river boat tour on the Pee Dee and Waccamaw Rivers, students learned about local plantations and discovered how urbanization has changed some areas while leaving other locations still inhabited by original families. At the Hampton Plantation, students cleared trails that were built in the 1920s, but had been abandoned since the 1970s. When the students arrived only one garden trail was accessible, but the group successfully cleared six new trails, a task Park Rangers said would have taken a year to complete without the volunteer effort.

“This alternative spring break was a great opportunity for our students to go somewhere new, collaborate with students from VSU, learn something new, and have an experience they will remember forever,” said Dr. Miller.

“I was very excited that RBC and VSU collaborated on this educational experience with the belief that students gained lifelong experiences being together,” said Taylor.

Board of Visitors

Enclosure   C  

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Jill Mitten  
Associate Professor of English, Speech, and Theatre

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**RICHARD BLAND COLLEGE  
STUDENT REPRESENTATIVE REPORT**

As the 2017 Spring Semester at Richard Bland College comes to a close, there are many positive and exciting things to report. The freshman are excited to be almost through their first year of college and the sophomores anxiously await to hear back from the transfer colleges or jobs they've applied for. The Statesmen sports teams have performed beyond expectations giving Richard Bland its best overall athletic year ever!

The Statesmen had a fiery start to the athletic year with soccer going 10-6-1 advancing to the Region X tournament for the first time in school history! The 2015 National Championship winning basketball team made it to the Final Four of the National Championship for the second time ever! They ultimately finished 4<sup>th</sup> with an overall record of 30-6. Students gathered in the Café to watch a live stream of all four of the National Tournament games to cheer on the Statesmen. A reception was held for the team when they arrived back at the college where a few of our very own Board Members were able to attend. The spring season for Softball and Golf are only midway through their seasons but both have been performing very well. The golf team recently finished first at the Wake Tech Eagles' Tournament.

We are towards the end of transfer season where most sophomores are receiving their acceptance letters to their transfer universities. The Learner Mentors helped guide them every step of the way and answer any questions anyone might have had. It is an anxious but rewarding time to have all the hard work from the past two years pay off. Students navigated their way through midterms successfully and are in the process of preparing for the upcoming finals. The days recently have been getting warmer and everyone on campus have become increasingly active again. In the first week of April a College Fair was held in the Academic Courtyard that provided information to freshman to start giving them ideas of where they would want to transfer and helping sophomores finalize any uncompleted parts of their applications. The RA's have also continued to put out events for the residential students. In late May, they put on a "Dance Off" in Statesman hall, which brought in quite the crowd of residential and commuter students.

Many resources on campus such as the Office of Residence Life and the Library are actively trying to improve any issues a student could possibly have at the college. They along with other similar groups have sent out polls for the students to fill out. Some changes will happen before the start of the Fall Semester but other smaller problems have been solved already in just the few short weeks the polls have been out.

By the time you read this, commencement will be less than a month away. So many different futures await for so many students because Richard Bland made it possible for them. Whether they transfer, go in the military, or the workforce, they will remember where they started their adult lives from, from William and Mary's very own, Richard Bland College.

David Snyder IV  
Student Representative to the Board of Visitors

EXECUTIVE COMMITTEE

April 19, 2017

5:15 – 6:30 p.m.

Board Conference Room - Blow Memorial Hall

Todd A. Stottlemyer, Chair  
H. Thomas Watkins III, Vice Chair  
Sue H. Gerdelman, Secretary

- I.     Introductory Remarks – Mr. Stottlemyer
  
- II.    Approval of Minutes – February 8, 2017
  
- III.   Closed Session (if necessary)
  
- IV.   Adjourn

EXECUTIVE COMMITTEE  
MINUTES – FEBRUARY 8, 2017

**MINUTES**  
**Executive Committee**  
**February 8, 2017**  
**Board Conference Room – Blow Memorial Hall**

Attendees: Todd A. Stottlemeyer, Chair; H. Thomas Watkins III, Vice Chair; Lynn M. Dillon; Sue H. Gerdelman, Thomas R. Frantz; Lisa E. Roday and John Charles Thomas Others in attendance: Board member John E. Littel, President W. Taylor Reveley III, Michael J. Fox and Deborah A. Love.

Chair Todd A. Stottlemeyer called the meeting to order at 3:55 p.m.

Recognizing that a quorum was present, Mr. Stottlemeyer asked for a motion to approve the minutes of the meeting of November 16, 2016. Motion was made by Mr. Watkins, seconded by Ms. Gerdelman and approved by voice vote of the Committee.

In his opening remarks, Mr. Stottlemeyer welcomed the observers and asked Secretary to the Board Michael Fox to briefly review the Board schedule for the next few days. President Reveley commented on the General Assembly session.

Mr. Stottlemeyer moved that the Executive Committee convene in Closed Session for the purpose of discussing personnel matters regarding specific personnel, the performance and evaluations of specific executive employees; for briefings by legal counsel or staff members pertaining to specific legal matters; and to discuss specific recommendations relating to fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.1.A.1., 7., and 8., of the Code of Virginia. Motion was seconded by Mr. Thomas and approved by voice vote of the Committee. The observers were asked to leave the room and the Committee went into closed session at 4:05 p.m.

The Executive Committee reconvened in open session at 5:20 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 Ms. Gerdelman and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue Gerdelman. (**Certification Resolution** is appended.)

There being no further business, the Committee adjourned at 5:21 p.m.

February 8, 2017

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES:

7

NAYS:

0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Chair  
Executive Committee

COMMITTEE ON NOMINATIONS  
April 20, 2017  
7:45 – 8:30 a.m.  
Board Conference Room - Blow Memorial Hall

Lynn M. Dillon, Chair  
John E. Littel  
William H. Payne II

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



COMMITTEE ON AUDIT AND COMPLIANCE

April 20, 2017

8:30 – 9:45 a.m.

Board Room - Blow Memorial Hall

John Charles Thomas, Chair  
Christopher M. Little, Vice Chair

- I. Introductory Remarks – Judge Thomas
- II. Approval of Minutes – February 9, 2017
- III. Report from Chief Compliance Officer – Kiersten L. Boyce
- IV. Report from Director of Internal Audit – Kent B. Erdahl
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

COMMITTEE ON AUDIT AND COMPLIANCE  
MINUTES – FEBRUARY 9, 2017

**MINUTES**  
**Committee on Audit and Compliance**  
**February 9, 2017**  
**Board Room—Blow Memorial Hall**

Attendees: John Charles Thomas, Chair; Christopher M. Little, Vice Chair; William H. Payne II, DeRonda M. Short, and Brian P. Woolfolk. Others present: Lynn M. Dillon, Sue H. Gerdelman, Karen Kennedy Schultz, John E. Littel, David Morales, Virginia M. Ambler, Erma Baker, Kiersten L. Boyce, Courtney Carpenter, Deborah Cheesebro, Kate Conley, Kent B. Erdahl, Michael J. Fox, Cynthia A. Glavas, Penelope G. Howard, Samuel E. Jones, Peter Kellogg, Jennifer Latour, Deborah A. Love, Pamela H. Mason, Cynthia N. Norwood, John M. Poma, Amy S. Sebring, Virginia Torczon, Sandra J. Wilms, Brian W. Whitson and other College staff. Eric Sandridge and Jenny Schoeller of the Auditor of Public Accounts office were also present.

Chair John Charles Thomas called the meeting to order at 7:45 a.m.

Judge Thomas welcomed the Auditor of Public Accounts (APA) and asked Eric Sandridge, APA Project Manager, for his report. Mr. Sandridge communicated that the fiscal year 2016 audit is underway. The APA expects to complete the audit in the May timeframe and will provide a report on internal controls as well as their audit opinion. Mr. Sandridge provided certain required communications including management's responsibility for the preparation of financial statements and for the establishment of effective internal controls.

Judge Thomas asked Chief Compliance Officer Kiersten Boyce for her report.

Ms. Boyce reviewed **Resolution 2**, Amendment of Compliance Program Charter, describing the updates proposed to the Charter. Following a brief discussion, Judge Thomas asked for a motion to approve Resolution 2. Motion was made by Mr. Little, seconded by Mr. Payne and approved by voice vote of the Committee.

Ms. Boyce briefed the Committee regarding policy work underway and anticipated to come to the Board later in the year, specifically a new conflict of interests policy and some modifications to the Faculty Handbook being developed by the Faculty Assembly.

Ms. Boyce provided a presentation of Title IX and sexual misconduct data regarding reports and investigations. The report compared reports and case handling for the second quarter of FY17 compared to the first quarter. Some brief discussion ensued.

Recognizing that a quorum was present, Judge Thomas asked for a motion to approve the minutes of the meeting of November 16, 2016. Motion was made by Ms. Short, seconded by Mr. Little and approved by voice vote of the Committee.

Judge Thomas asked Director of Internal Audit Kent Erdahl for his report. Mr. Erdahl provided a final accounting of 2016 internal audit department activity. Ten planned audit projects were completed; one audit was cancelled; two were deferred to 2017. Three unplanned audit projects were performed. Twelve Inspector General Hotline investigations were conducted as well as two internal investigations requested by management.

Mr. Erdahl reported on current audit projects noting several audits in-progress. The Information Technology Security audit includes testing to support the APA audit objectives. Mr. Erdahl described the collaborative working relationship with the APA and efforts to coordinate testing when possible.

Mr. Erdahl reported progress on follow-up testing. The internal audit department will initiate a more frequent communication procedure with process owners, which should promote timelier remediation activity.

Judge Thomas asked Chief Financial Officer Amy Sebring for her report. Ms. Sebring reported on a university-wide performance review conducted by the Office of the State Inspector General. The purpose of the review was to evaluate the effectiveness and efficiency of college operations. After extensive review, the Office of the State Inspector General made recommendations in Procurement and STEM, particularly in the area of faculty research start-up packages.

Ms. Sebring reviewed **Resolution 3**, Adoption of Red Flags Policy on Identity Theft, which formalizes the university's efforts to prevent, monitor, and if necessary, mitigate against actual or attempted identify theft. The Red Flags policy is required under federal regulations and formalizes the university's approach to protect sensitive consumer data. . Following brief discussion, Judge Thomas asked for a motion to approve Resolution 3. Motion was made by Mr. Little, seconded by Mr. Payne and approved by voice vote.

Judge Thomas moved that the Committee on Audit and Compliance of the Board of Visitors of the College of William and Mary convene first in closed session for the purpose of discussing specific personnel matters, discussing internal investigations involving identifiable students and/or employees, and for consultation with legal counsel regarding specific legal matters, and then in Executive Session for the purpose of discussing personnel matters regarding specific personnel, as provided for in Section 2.2.-3711.A.1., 2., and 7, of the Code of Virginia. Motion was seconded by Mr. Little and approved by voice vote of the Committee. Observers were asked to leave the room and the Committee went into closed session at 8:45 a.m.

The Committee reconvened in open session at 9:11 a.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. Little and approved by roll call vote conducted by Executive Liaison to the Board Sandra Wilms. (Certification **Resolution** is appended.)

There being no further business, the Committee adjourned at 9:12 a.m.

February 9, 2017

CERTIFICATION OF CLOSED SESSION

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

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


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

VOTE

AYES: 5

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
John Charles Thomas  
Chair  
Committee on Audit and Compliance

COMMITTEE ON ACADEMIC AFFAIRS

April 20, 2017

8:45 – 9:45 a.m.

Room 201 - Blow Memorial Hall

Lynn M. Dillon, Chair

Karen Kennedy Schultz, Vice Chair

- I. Introductory Remarks – Ms. Dillon
- II. Approval of Minutes – February 9, 2017
- III. Report from Provost Michael R. Halleran
- IV. Report from Faculty Liaison Committee Chair Catherine A. Forestell
- V. Closed Session (if necessary)
- VI. Action Materials - Provost Michael R. Halleran
  - A. Appointments to Fill Vacancies in the Executive Faculty **Resolution 10**
  - B. Appointments to Fill Vacancies in the Instructional Faculty **Resolution 11**
  - C. Designated Professorships **Resolution 12**
  - D. Faculty Leaves of Absence **Resolution 13**
  - E. Faculty Promotions **Resolution 14**
  - F. Award of Academic Tenure **Resolution 15**
  - G. Retirement of Hector H. Guerrero  
Raymond A. Mason School of Business **Resolution 16**
  - H. Resolution to Modify the Faculty Handbook  
With Regard to Non-Tenure-Eligible Faculty **Resolution 17**
- VII. Discussion
- VIII. Adjourn

COMMITTEE ON ACADEMIC AFFAIRS  
MINUTES – FEBRUARY 9, 2017

**MINUTES**  
**Committee on Academic Affairs**  
**February 9, 2017**  
**Room 201– Blow Memorial Hall**

Attendees: Lynn M. Dillon, Chair; Karen Kennedy Schultz, Vice Chair; Warren W. Buck III, S. Douglas Bunch; James A. Hixon; Anne Leigh Kerr, John E. Littel and faculty representative Eric D. Chason. Board members present: Rector Todd A. Stottlemeyer, Sue H. Gerdelman, Thomas R. Frantz and Lisa E. Roday. Others present: Provost Michael R. Halleran; Michael J. Fox, Susan S. Grover, Kate Conley, Virginia Torczon, Sarah Marchello, Sarah Melchior, Tim Wolfe, Henry Broadbuss, John Wells, members of the Faculty Liaison Committee and other College staff.

Chair Lynn Dillon called the Committee to order at 8:31 a.m. Recognizing that a quorum was present, Ms. Dillon asked for a motion to approve the minutes of the meeting of November 16, 2016. Motion was made by Mr. Hixon, seconded by Ms. Kerr and approved by voice vote of the Committee.

Provost Halleran gave the following brief updates:

- 1) SACS-COC formally concluded the review process in December 2016, and reaffirmed the university for the maximum 10-year period.
- 2) Applications to undergraduate program are up, after a slight dip last year, and are basically the same as the historic high of two years ago. The quality also seems to be of the standard very high quality.
- 3) Under the umbrella of the Engineering and Design Initiative, plans and budgets for programs in Data Science and Engineering Physics and Applied Design are close to being finalized, and pending faculty review, should be in place starting in the next academic year.
- 4) The hiring initiative to diversify the faculty is underway with early success to report: three new faculty have accepted offers to join William & Mary next year; one has declined; two offers are pending; others are in the offing.

Faculty Liaison Committee Chair Professor Cathy Forestell reported on Faculty Assembly activities, including work on changes to the Faculty Handbook and matters affecting international faculty, students and staff. Faculty Assembly has approved a change to the Handbook allowing emeritus status to NTEs. A brief discussion ensued.

Ms. Dillon moved that the Committee on Academic Affairs convene in Executive Session for the purpose of discussing and/or approving personnel actions pertaining to the appointments, promotions and tenure of instructional faculty, as provided for in Section 2.2-3711.A.1., of the Code of Virginia. Motion was seconded by Mr. Littel and approved by voice vote. The Committee went into executive session at 8:55 a.m.

The Committee reconvened in open session at 9:10 a.m. Ms. Dillon reviewed the topics 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. Hixon and approved by roll call vote of the Committee members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)



Committee on Academic Affairs

MINUTES

Page 2

Ms. Dillon moved adoption as a block **Resolution 4**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 5**, Faculty Promotions; **Resolution 6**, Award of Academic Tenure; and **Resolution 7**, Designated Professorships. Motion was seconded by Mr. Bunch and approved by voice vote.

Ms. Dillon moved adoption as a block **Resolution 8**, Retirement of David P. Aday, Department of Sociology; **Resolution 9**, Retirement of Robert B. Archibald, Department of Economics; **Resolution 10**, Retirement of Susan S. Grover, Marshall-Wythe School of Law; **Resolution 11**, Retirement of John B. Nezlek, Department of Psychology; and **Resolution 12**, Retirement of James E. Perry, School of Marine Science. Motion was seconded by Mr. Bunch and approved by voice vote.

There being no further business, the Committee adjourned at 9:12 a.m.

February 9, 2017

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;

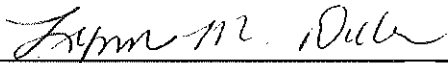
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Academic Affairs, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to 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: 7

NAYS: 0

ABSENT DURING CLOSED SESSION:

  
\_\_\_\_\_  
Lynn M. Dillon  
Chair  
Committee on Academic Affairs

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 the additional authorized positions.

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

SAMANTHA K. HUGE, Athletic Director, effective May 1, 2017

B.A., Gordon College, 1992

J.D., Campbell University School of Law, 1997

Texas A&M University

Senior Associate Director of Athletics/Senior Woman Administrator,  
2014-2017

University of Delaware

Deputy Director of Athletics & Recreation Services/Special Assistant to the  
President, 2009-2014

Georgetown University

Associate Director of Athletics for Compliance, 2006-2009

Wake Forest University

Assistant Athletics Director for Compliance, 2002-2006

Michigan State University

Compliance Coordinator, 2002

University of Illinois

Assistant Compliance Coordinator, 1999-2002

Office of the Southern Conference

Compliance and Internal Affairs Assistant, 1999-2000

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

ANN MARIE STOCK, Vice Provost for Academic and Faculty Affairs,  
effective July 1, 2017

B.A., Hamline University, 1982  
M.A., Purdue University, 1988  
Ph.D., University of Minnesota, 1993

College of William & Mary  
William & Mary Libraries Scholar, 2016-2017  
Professor of Hispanic Studies & Film and Media Studies, 2010-2017  
Director of Film and Media Studies, 2010-2013  
Associate Professor of Hispanic Studies & Literary and Cultural Studies /  
Film Studies, 1999-2010  
Director of Hispanic Studies, 2008-2009  
Acting Dean of International Affairs & Director of the Reves Center for  
International Studies, 2003-2005  
Associate Dean of International Affairs & Associate Director of the Reves  
Center for International Studies, 2001-2003  
Scholar in Residence, Reves Center for International Studies, 1999-2001  
Assistant Professor of Spanish and Hispanic Studies, 1993-1999

Fundacion Ludwig de Cuba  
U.S. Scholar-in-Residence, 2006

Collegeville Institute for Ecumenical and Cultural Research  
Fellow, 2005-2006

Smithsonian Center for Latino Studies  
Rockefeller Fellow, 2001

Universidad de Costa Rica  
Fulbright Researcher-Lecturer, 1995-1996

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

Vacancies in the Instructional Faculty of the College of William and Mary have resulted because of resignations, terminations 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 effective with the 2017-18 academic year:

KATHERINE BARKO-ALVA, Assistant Professor of Teaching English to Speakers of Other Languages

B.A. (2004) M.A. (2009) and Ph.D. (2016), University of Florida

College of William & Mary  
Clinical Assistant Professor of TESOL & ESL/Dual Endorsement Program  
Director, 2016-2017

Duval County Public Schools  
Dual Language/ESOL District Specialist K-7, 2014-2016

BRETT R. BREHM, Assistant Professor of Modern Languages & Literatures

B.A., Amherst College, 2003  
M.A., Courtauld Institute of Art/University of London, 2007  
Ph.D., Northwestern University, 2015

Amherst College  
Postdoctoral Fellow, 2016-2017

Northwestern University  
Visiting Assistant Professor of French, 2015-2016  
Visiting Lecturer of French, 2015

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

PIERRE R. CLARE, Assistant Professor of Mathematics

B.A. and M.Sc., École Normale Supérieure de Cachan & University of  
Paris, 2006

Ph.D., University of Orléans, 2009

Dartmouth College  
Research Instructor, 2014-2017

The Pennsylvania State University  
Researcher/Lecturer, 2011-2014

The University of Tokyo  
Research Visitor, 2011

University of Münster  
Postdoctoral Researcher, 2009-2010

RODNEY BENEDITO FERRÃO, Assistant Professor of English and Asian  
and Pacific Islander American Studies

B.A. (1999) and M.A. (2003), University of California, Los Angeles  
Ph.D., University of London, 2012

College of William & Mary  
Visiting Assistant Professor, 2016-2017  
Mellon Faculty Fellow, 2014-2016

La Trobe University, Melbourne  
Research Fellow, 2014

Birla Institute of Technology and Science, Goa  
Lecturer, 2013

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

MARIA GALMARINI-KABALA, Assistant Professor of History

B.A., Catholic University of the Sacred Heart, 2000

M.A. (2005) and Ph.D. (2012) University of Illinois at Urbana-Champaign

James Madison University

Assistant Professor, 2012-2017

Harvard University

Postdoctoral Fellow, 2013-2014

DANIEL GUTIERREZ, Assistant Professor of Counseling Education

B.A. (2005), M.A. (2009) and Ph.D. (2014), University of Central Florida

University of North Carolina at Charlotte

Assistant Professor, 2014-2017

Private Practice

Mental Health Counselor, 2011-2017

University of Central Florida, Marriage and Family Research Institute

Relationship Educator, 2011-2013

S.P. HARISH, Assistant Professor of Government

B.Sc., National University of Singapore, 1997

M.Sc., Nanyang Technological University, Singapore, 2004

Ph.D., New York University, 2017

New York University

Research Assistant, 2011-2014

Instructor, 2013

Teaching Assistant, 2010-2011

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

RICHARD C. MARCUS, Assistant Professor of Music

B.M., University of Iowa, 1987

M.M., Butler University, 1994

D.M.A., University of South Carolina, 2012

College of William & Mary

Visiting Professor, 2015-2017

University of South Carolina Upstate

Instructor, 2013-2014

University of South Carolina

Graduate Teaching Assistant, 2009-2011

College of Charleston

Adjunct Faculty, 2006-2010

SIMON MIDDLETON, Associate Professor of History (without tenure)

B.A., Kingston Polytechnic, 1987

A.M., Harvard University, 1989

Ph.D., City University of New York, 1998

University of Sheffield

Senior Lecturer/Associate Professor 2008-2017

Lecturer, 2005-2007

University of East Anglia

Lecturer, 1997-2005



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

IYABO OBASANJO, Assistant Professor of Kinesiology and Health Sciences

D.V.M., University of Ibadan, Nigeria, 1988

M.P.V.M., University of California, Davis, 1992

Ph.D., Cornell University, 1995

Virginia Military Institute

Visiting Professor, 2016

Boston University

Fellow, 2014-2015

Harvard University

Fellow, 2012-2013

Senator of the Federal Republic of Nigeria

Chairman, Senate Committee on Health, 2007-2011

Ministry of Health, Abeokuta, Ogun State, Nigeria

State Commissioner for Health, 2003-2006

Therapy Edge

Consultant, 2001-2003

Quintiles

Associate Director, 2000-2001

Senior Project Manager, 1998-2000

Glaxo-Wellcome

Clinical Research Scientist, 1997-1998

Trilogy Consulting Corp.

Statistical Consultant, 1997

Wake Forest University, School of Medicine

Research Fellow, 1994-1996

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

RACHEL E. O'BRIEN, Assistant Professor of Chemistry

B.A., Grinnell College, 2004

Ph.D., University of California, Berkeley, 2012

Massachusetts Institute of Technology

Postdoctoral Researcher, 2015-2017

Lawrence Berkeley National Lab and University of the Pacific

Postdoctoral Researcher, 2012-2015

Postdoctoral Mentor, 2012-2014

JANISE PARKER, Assistant Professor of School Psychology

B.S., Florida State University, 2010

M.Ed. (2013) and Ph.D. (2015), University of Florida

Hillsborough County School District

Postdoctoral Fellow, 2016-2017

University of South Florida

Postdoctoral Fellow, 2015-2017

Pasco County School District

Postdoctoral Fellow, 2015-2016

JIANWEI QIU, Professor of Physics (without tenure)

M.A. (1983), M.Ph. (1984) and Ph.D. (1987), Columbia University

Stony Brook University

Adjoint Professor, 2016-2017

Brookhaven Professor, 2010-2016

Jefferson Lab

Theory Center Director, 2016-2017

Associate Director, 2016-2017

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

JIANWEI QIU (continued):

Brookhaven National Laboratory  
Head of Nuclear Theory Group, 2015-2016  
Senior Physicist, 2011-2016

Physicist 2010-2011  
Visiting Physicist, 1997-1998

Iowa State University  
Professor, 2001-2012  
Associate Professor, 1995-2001  
Assistant Professor, 1991-1995

DANIEL SCOTT MILLER RUNFOLA, Assistant Professor of Applied Science

B.A., Georgia State University, 2008  
Ph.D., Clark University, 2012

College of William & Mary  
Research Assistant Professor, 2014-2017

National Center for Atmospheric Research  
Postdoctoral Fellow, 2012-2014

The Cadmus Group  
Senior Analyst, 2010-2015

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 2017-18 academic year:

JEFFREY W. BELLIN, University Professor for Teaching Excellence of Law

FRANCIE CATE-ARRIES, William R. Kenan, Jr. Professor of Modern Languages and Literatures

MICHAEL A. DAISE, Walter G. Mason Associate Professor of Religious Studies

DANIELLE H. DALLAIRE, Class of 2020 Associate Professor of Psychology

CHERYL L. DICKTER, University Professor for Teaching Excellence of Psychology

JOSHUA GERT, Leslie and Naomi Legum Professor of Philosophy

CHRISTOPHER J. MACGOWAN, William R. Kenan, Jr. Professor of English

PAUL W. MAPP, William E. Pullen Professor of American History

DEBORAH D. MORSE, Sara E. Nance Professor of English

JOHN P. SWADDLE, Class of 1938 Professor of Biology

JENNIFER L. TAYLOR, University Professor for Teaching Excellence of Modern Languages and Literatures

COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or with partial pay during the 2017-2018 academic year for the reasons given.

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

CHARLES F. GRESSARD, Chancellor Professor of Counselor Education, to accept a position at the Council for Accreditation for Counseling and Related Educational Programs as its interim president and CEO.

VASSILIKI PANOUSI, Associate Professor of Classical Studies, to accept a fellowship at the University of Cambridge.

NICHOLAS POPPER, Gale and Steven Kohlhaugen Term Distinguished Associate Professor of History, to accept a fellowship with the Folger Shakespeare Library.

CRISTINA STANCIOIU, Assistant Professor of Art & Art History, to accept a fellowship with the Morphomata Center for Advanced Studies in the Humanities at the University of Cologne.

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 promotion of the following members of the Faculty of the College, effective with the beginning of the 2017-18 academic year:

Assistant Professor to Associate Professor

ADMASU SHIFERAW, Department of Economics and Africana Studies

SARAH R. WASSERMAN RAJEC, William & Mary Law School

Research Associate Professor to Research Professor

RYAN B. CARNEGIE, School of Marine Science

Associate Professor to Professor

JULIE R. AGNEW, Raymond A. Mason School of Business

VLADIMIR A. ATANASOV, Raymond A. Mason School of Business

JENNIFER BICKHAM MENDEZ, Department of Sociology

JOSHUA A. BURK, Department of Psychology

RANDOLPH A. COLEMAN, Department of Chemistry

PHILIP H. DAILEADER, Lyon Gardiner Tyler Department of History

MARTIN D. GALLIVAN, Department of Anthropology

GEORGIA L. IRBY, Department of Classical Studies

KATHLEEN E. JENKINS, Department of Sociology

KYUNG HEE KIM, School of Education

COLLEGE OF WILLIAM AND MARY  
FACULTY PROMOTIONS

Associate Professor to Professor (continued):

BRIAN S. KREYDATUS, Department of Art & Art History

ELIZABETH MEAD, Department of Art & Art History

KONSTANTINOS N. ORGINOS, Department of Physics

VASSILIKI PANOUSI, Department of Classical Studies

RONALD B. SCHECHTER, Lyon Gardiner Tyler Department of History

JEREMY D. STODDARD, School of Education

SILVIA R. TANDECIARZ, Department of Modern Languages and  
Literatures

TODD M. THRASH, Department of Psychology

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 committee 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 indicated academic year:

JIANWEI QIU, Department of Physics  
Effective 2017-2018

TOMOYUKI SASAKI, Department of Modern Languages and Literatures  
Effective 2016-2017



COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF HECTOR H. GUERRERO  
RAYMOND A. MASON SCHOOL OF BUSINESS

Hector H. Guerrero received his Ph.D. from the University of Washington, and a B.S. in Electrical Engineering and MBA from the University of Texas. Dr. Guerrero is a professor and former Director of the Resident MBA Program at the College of William & Mary, Raymond A. Mason School of Business in Williamsburg, Virginia. He joined the School of Business Administration at the William & Mary on April 3, 1990. He was designated the Richard C. Kraemer Term Professor of Business in November 2014.

He has held the role of Assistant Dean for the MBA Program and has served on the Mason Faculty Personnel Committee. Professor Guerrero is a well-liked and respected colleague in the Raymond A. Mason School of Business who has made important service contributions.

Professor Guerrero teaches in the area of manufacturing planning and control, statistics, information systems, general management and business quantitative methods to MBAs, Executive MBAs, and undergraduates. He has previously taught at the Amos Tuck School of Business at Dartmouth College, and the College of Business of the University of Notre Dame. Professionally, he is active in the areas of Operations Management and Information Systems. He has published scholarly articles on the topics of material requirements planning, automated manufacturing, group technology, intelligent systems, forecasting, inventory and safety stock planning, and demand management.

Professor Guerrero has experience in consulting and executive education with a wide variety of clients, including the U.S. Government, Latin American firms, as well as many small and large U.S. manufacturing and service firms. His clients include IBA, Arthur Andersen, Miles Laboratories, Sterling Drugs, Lockheed, Digital Equipment, AMF Bowling, Welsh Oil, Trout Trading Co., Müller Martini Manufacturing Corp., U.S. Department of Labor, Virginia Department of Planning and Budget, South Carolina Department of Corrections, U.S. Department of Justice, High Technology Corporation, Newport News Shipbuilding Corp., Atlantic Ordnance Command, and the Department of Homeland Security.

Professor Guerrero is a talented, dedicated, and versatile teacher. His student comments are uniformly strong. He is an innovator and is a team player in the extreme. He has been willing to teach a variety of courses depending on the needs of his area and of the Mason School of Business. One outgrowth of his teaching is the thinking that led to his book, Excel Data Analysis, Modeling, and Simulation (2010), an important contribution in the emerging field of Business Analytics.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Hector H. Guerrero; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 27 years of service, a change in status from Richard C. Kraemer Term Professor of Business to Richard C. Kraemer Term 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 Guerrero with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO MODIFY THE FACULTY HANDBOOK  
WITH REGARD TO NON-TENURE-ELIGIBLE FACULTY

WHEREAS, changes to the *Faculty Handbook* allowing emeritus status for non-tenure-eligible faculty were unanimously endorsed by the Faculty Assembly at their April 26, 2016 meeting;

WHEREAS, these proposed changes affect *Faculty Handbook* §III.B.3.a. and §III.C.1.e. as detailed in the attached document;

WHEREAS, these proposed changes to these two sections listed above have been approved by the university's Personnel Policy Committee and the Faculty Assembly and now require approval of the Board of Visitors;

THEREFORE, BE IT RESOLVED, That the proposed changes are made, effective immediately, and *Faculty Handbook* §III.B.3.a. and §III.C.1.e. now are amended as per the attached document.

1. Change to Section III.B.3.a was approved.

Delete the word “tenured” from Section III.B.3.a so as to read:

Emeritus Faculty. Retired ~~tenured~~ faculty may be awarded “Emeritus” status (see III.C.1.e.).

2. Changes to Section III.C.1.e were approved, with one additional revision (shown in green below) suggested by the Committee.

Retired ~~tenured~~ faculty may be awarded “emeritus” status; ~~retired~~ as recognition of their many years of dedicated service and meritorious contributions to the College and academic community. Retired associate professors in the Faculty of Arts and Sciences may be promoted to Professor Emeritus. The award “emeritus” and/or promotion to Professor Emeritus must be approved by the department or school in which the retiree held ~~tenure~~ his or her appointment (consistent with any relevant department or school procedures and with the standards enumerated in III.C.1.), by the appropriate Dean(s), and by the Provost, President, and Board of Visitors. Emeriti faculty members continue to enjoy certain privileges of active faculty members, including parking, email, and library loan privileges.

COMMITTEE ON UNIVERSITY ADVANCEMENT

April 20, 2017

Board Room - Blow Memorial Hall

10:00 – 10:45 a.m.

Sue H. Gerdelman, Chair

Christopher M. Little, Vice Chair

- I. Opening Remarks – Ms. Gerdelman
- II. Approval of Minutes
  - 1. November 17, 2016
  - 2. February 2, 2017 – DC Metro Regional Campaign Committee
  - 3. February 11, 2017 – Campaign Steering Committee
- III. University Advancement Report – Vice President Matthew T. Lambert
- IV. Closed Session (if necessary)
- V. Discussion
- VI. Adjourn

COMMITTEE ON UNIVERSITY ADVANCEMENT  
MINUTES – NOVEMBER 17, 2016

DC METRO REGIONAL CAMPAIGN COMMITTEE  
MINUTES – FEBRUARY 2, 2017

CAMPAIGN STEERING COMMITTEE  
MINUTES – FEBRUARY 11, 2017

**MINUTES**  
**Committee on University Advancement**  
**November 17, 2016**  
**Board Room - Blow Memorial Hall**

Attendees: Sue H. Gerdelman, Chair, Christopher M. Little, Vice Chair. Board members present: Rector Todd A. Stottlemeyer, Warren W. Buck III, S. Douglas Bunch, Lynn M. Dillon, Thomas R. Frantz, James A. Hixon, Anne Leigh Kerr, John E. Littel, William H. Payne II, Lisa E. Roday, Karen Kennedy Schultz, DeRonda M. Short, John Charles Thomas, H. Thomas Watkins III, Brian P. Woolfolk, student representative Eboni S. Brown, faculty representative Eric D. Chason and staff liaison David N. Morales. Others attending: President W. Taylor Reveley III, Provost Michael R. Halleran, Virginia M. Ambler, Mark L. Begly, Fran Bradford, Henry R. Broadus, Davison M. Douglas, Edward C. Driscoll, Kent B. Erdahl, Lee J. Foster, Michael J. Fox, Daniel H. Frezza, W. Fanchon Glover, Heather E. Golden, Earl T. Granger III, Cynthia S. Jarboe, Samuel E. Jones, Matthew T. Lambert, Jennifer B. Latour, Deborah A. Love, Jeremy P. Martin, Marilyn N. Midyette, Jake A. Perez, Kathleen I. Powell, Amy S. Sebring, Jennifer Shimp-Bowerman, Jennifer J. Smith, John T. Wells, Brian W. Whitson and Sandra J. Wilms.

Chair Sue Gerdelman called the meeting to order at 5:10 p.m. and welcomed everyone.

Recognizing that a quorum was present, Ms. Gerdelman asked for a motion to approve the minutes of the meeting of September 23, 2016, and the meeting of the Campaign Steering Committee of October 15, 2016. Motion was made by Mr. Watkins, seconded by Mr. Thomas and approved by voice vote.

Ms. Gerdelman welcomed Cindy Jarboe, President of the Alumni Association. Ms. Jarboe gave a brief update on planning for the W&M Weekend in New York City on May 18-21, noting that the four-day event will offer exclusive access to iconic New York venues and will gather alumni, parents, students and friends in an inspired setting to connect, discover and celebrate. Alumni Association guests will have access to special tours and events, many of which are not available even for New York locals. This weekend has been created with input and the hard work of New York City alumni volunteers (especially honorary chair Joe Plumeri '66, D.P.S. '11, and committee chairs Mark Linaugh '84 and Janice Linaugh).

The W&M Weekend will include the following unique events:

- W&M weekend in NYC Kickoff with keynote speaker Joe Plumeri & Raft Debate.
- The annual W&M Alumni Association Gala & Auction at the iconic Metropolitan Club.
- A dynamic TED-style talk featuring GE's Beth Comstock '82 and Ellen Stofan '83, HON '16, former chief scientist of NASA.
- Private 9/11 Memorial Museum Tour & Discussion with David Kelley '81, former co-chair of the 9/11 DOJ Investigation.

Vice President for University Advancement Matthew Lambert added that the Alumni Association, Annual Giving Board and the W&M Foundation Boards will meet during the W&M Weekend.

Committee on University Advancement  
MINUTES  
Page 2

Assistant Vice President for Lifetime Philanthropic Engagement & Annual Giving Dan Frezza elaborated how the College plans to achieve the 40% alumni participation rate, noting that the following will be required to meet these objectives:

- Investment in student philanthropy
  - Senior class gift retention
  - Young alumni philanthropic engagement
- Investment in peer-to-peer engagement
  - Increase reunion pledge fulfillment rates
  - Bolster annual touch points
- Increase retention rates
  - Acquisition donors
  - Consecutive-year donors

Mr. Lambert informed the Board that the inaugural Impact Week was successfully concluded. Due to the support of Board members Doug Bunch and Jim Hixon, the Students for University Advancement were able to award three substantial grants to fund the community service projects as identified by The Haven, Pre-Vet Club, and Project Phoenix.

Mr. Lambert announced the campaign results as of September 30, 2016:

- The campaign has raised \$623.8M.
- The 1<sup>st</sup> quarter of FY'17 is the largest growth in history.
- There have been 10,490 donors to scholarships during the campaign
- The number of donors to scholarships has doubled in the last two years
- More than 5,300 gave to scholarships in FY16 – marks the highest number in the university's history to give to scholarships
- Of those, 1,110 were new scholarships donors
- Gifts to the Scholarships Impact Fund increased from 275 to 2,154 between FY14 and FY16, dollars increased from \$56K to \$562K during that period

Mr. Lambert informed the Board that he and Ms. Gerdelman met with DeRonda Short, at her request, to explain in greater detail about the Campaign. He offered to meet with anyone else that needs more information.

The Board was also updated on the success of Homecoming 2016 and the Alumni Admission Network. Mr. Lambert commented briefly on the remarkable gift from Martha Wren Briggs for the new Center for the Visual Arts at the Muscarelle Museum, showed a short video on the successful campaign launch in New York City in September and discussed regional campaign events. A brief discussion ensued.

Ms. Gerdelman thanked Mr. Lambert and his staff for their continued great works during this Campaign.

There being no further business, the Committee adjourned at 5:40 p.m.



**MINUTES**  
**Washington, D.C. Metro Regional Campaign Committee**  
**February 2, 2017**  
**Management Concepts, 8230 Leesburg Pike, Suite #800, Vienna, VA 22182**

Board of Visitors Attendees:

Lynn M. Dillon and S. Douglas Bunch, Esq.

Others attending: Teri Dungan, Tom Dungan, Mark Begly, Rebecca Murray, MaryAnn Jones, Jack Edgar, Caroline Stuart, David Braun, Karen Braun, Bruce Chamberlin, Ben DeMaria, Tim Dunn, Nancy Gofus, Tracey Laws, Susan Magill, Deanne McGranahan, Todd Norris, Travis Patton, Alyssa Scruggs, Eric Scruggs, Ellen Stofan, Robert Trice, Susan Trice, and John Windt.

Lynn Dillon called the meeting to order at 7:02 p.m. and expressed her thanks to those attending.

Mrs. Dillon moved that the Washington, D.C. Metro Regional Campaign Committee convene in Closed Session to discuss specific recommendations related to future fundraising strategies as well as post-launch campaign strategy, as provided for in Section 2.2-3711.A.8, of the Code of Virginia. Motion was seconded by Mrs. Dungan and approved by voice vote. The observers were asked to leave the room and the Washington, D.C. Metro Regional Campaign Committee went into closed session at 7:06 p.m.

The Washington, D.C. Metro Regional Campaign Committee reconvened in open session at 8:18 p.m. Mrs. Dillon reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mrs. Gofus and approved by voice vote of the Washington, D.C. Metro Regional Campaign Committee conducted by Mrs. Dillon. (Certification **Resolution** is appended.)

There being no further business, the Campaign Steering Committee adjourned at 8:23 p.m.

February 2, 2017

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Washington D.C. Metro Regional Campaign 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

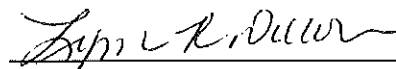
WHEREAS, '2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, that the Washington, D.C. Metro Regional Campaign Committee, reconvening in open session, hereby certifies that, to the best of each Board of Visitors 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 Washington, D.C. Metro Regional Campaign Committee.

VOTE

AYES: 2

NAYS: 0



Lynn M. Dillon  
Co-Chair, Washington, D.C. Metro  
Regional Campaign Committee

**MINUTES**  
**Campaign Steering Committee**  
**February 11, 2017**  
**Dogwood Room, School of Education**

Board of Visitors Attendees:

Sue H. Gerdelman, Lynn M. Dillon, Jim A. Hixon, Todd A. Stottlemeyer, and H. Thomas Watkins III

Others attending: President W. Taylor Reveley III, Chancellor Robert M. Gates, Provost Michael R. Halleran, Matthew T. Lambert, Mark L. Begly, Janet R. Atwater, Peter W. Atwater, David M. Brashear, David T. Croall, Teri D. Dungan, Tom F. Dungan, Rob W. Estes, Jean Estes, Mike P. Foradas, John W. Gerdelman, Nancy B. Gofus, Glenne H. Harding, Jane T. Kaplan, Jim R. Kaplan, Julee W. Kaplan, Jim P. Kaplan, Anna M. Mahalak, Audra L. Mallow, Claire K. Marshall, Dave A. Marshall, Nancy W. Mathews, Bee McLeod, Ed E. Moreland, Charlie J. Natale, Luke M. Schwenke, Alyssa W. Scruggs, Robert H. Trice, Susan S. Trice, J. Goody Tyler III, Bobbie B. Ukrop, Jim E. Ukrop, Brooke T. Weinmann, Howard J. Busbee, Tracy Cross, Monique D. Dandridge, Lee J. Foster, Heather E. Golden, Earl T. Granger III, Kirsten A. Kellogg, Rebecca A. Murray, Spencer G. Niles, Patty O'Neill, Jake A. Perez, Jennifer Shimp-Bowerman, and Jessica Vincent (Camp Launch Student Speaker)

Chair Sue Gerdelman called the meeting to order at 11:23 a.m. and expressed her thanks to those attending.

Brief remarks from Chancellor Robert Gates.

Ms. Gerdelman moved that the Campaign Steering Committee convene in Closed Session to discuss specific recommendations related to scholarships, planned giving, campaign progress and strategy, and Camp Launch as provided for in Section 2.2-3711.A.8, of the Code of Virginia. Motion was seconded by Mr. Hixon and approved by voice vote. The observers were asked to leave the room and the Campaign Steering Committee went into closed session at 11:25 a.m.

The Campaign Steering Committee reconvened in open session at 1:37 p.m. Ms. Gerdelman reviewed the topics discussed during closed session for the benefit of the observers, then moved adoption of the **Resolution** certifying that the closed session was held in compliance with the Freedom of Information Act. Motion was seconded by Mr. Stottlemeyer and approved by voice vote of the Campaign Steering Committee conducted by Ms. Gerdelman. (Certification **Resolution** is appended.)

There being no further business, the Campaign Steering Committee adjourned at 1:39 p.m.

February 11, 2017

CERTIFICATION OF CLOSED SESSION

WHEREAS, the Campaign Steering 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

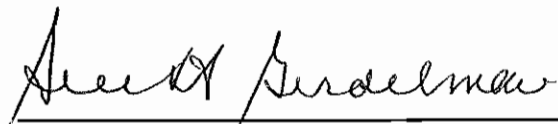
WHEREAS, '2.2-3712.D. of the Code of Virginia requires a certification by this Committee that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, That the Campaign Steering Committee, reconvening in open session, hereby certifies that, to the best of each Board of Visitors 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 Campaign Steering Committee.

VOTE

AYES: 5

NAYS: 0

  
Sue H. Gerdelman  
Chair, Campaign Steering Committee

COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS

April 20, 2017

10:45 -11:30 a.m.

Board Room - Blow Memorial Hall

William H. Payne II, Chair  
John Charles Thomas, Vice Chair

- I. Introductory Remarks – William H. Payne II
- II. Approval of Minutes – February 9, 2017
- III. Report from College Building Official – David W. Rudloff. Enclosure F.
- IV. Report from Virginia Institute of Marine Science – Dean/Director John T. Wells
  - A. Capital Outlay Projects Progress Report. Enclosure G.
  - B. 2018-2024 Six-Year Capital Plan. **Resolution 18**.
- V. Report from Senior Vice President for Finance and Administration – Samuel E. Jones
  - A. Sustainability Update.
  - B. Capital Outlay Projects Progress Report. Enclosure H.
  - C. 2018-2024 Six-Year Capital Plan. **Resolution 19**.
  - D. Resolution to Approve Revised Scope and Budget: Alumni Center. **Resolution 20**.
  - E. Resolution to Approve the Naming of Richmond Hall. **Resolution 21**.
  - F. Revisions to the Staff Assembly Bylaws. **Resolution 22**.
- VI. Closed Session (if necessary)
- VII. Discussion – Other Business
- VIII. Adjourn

COMMITTEE ON ADMINISTRATION,  
BUILDINGS AND GROUNDS  
MINUTES – FEBRUARY 9, 2017

**MINUTES**  
**Committee on Administration, Buildings and Grounds**  
**February 9, 2017**  
**Board Room – Blow Memorial Hall**

Attendees William H. Payne II, Chair; John Charles Thomas, Vice Chair; Warren W. Buck III; James A. Hixon; Karen Kennedy Schultz; DeRonda M. Short; and faculty committee representative Christopher J. Abelt. Board members present: S. Douglas Bunch, Lynn M. Dillon, Thomas R. Frantz, John E. Littel, Christopher M. Little, Lisa E. Roday, Todd A. Stottlemeyer, H. Thomas Watkins III; Brian P. Woolfolk; student representative Eboni S. Brown; and staff liaison David N. Morales. Others present: President W. Taylor Reveley III; Provost Michael C. Halleran, Virginia M. Ambler, Henry R. Broaddus, Michael J. Fox, Samuel E. Jones, Jennifer Latour, Dean John T. Wells, Brian T. Whitson, Sandra J. Wilms, and other College and VIMS staff.

Chair William F. Payne II, called the meeting to order at 10:33 a.m. Recognizing that a quorum was present, Mr. Payne requested a motion to approve the minutes of the November 17, 2016, meeting. Motion was made by Mr. Thomas, seconded by Ms. Short, and approved by voice vote of the Committee.

Mr. Payne provided an update on the meeting of the Design Review Board.

Chief Human Resources Officer John Poma updated the Committee on the Federal District Court ruling that prevents exempt/non-exempt executive action from becoming law. Approximately 150 employees are affected at this time. The university continues to monitor possible federal activities in this area.

Mr. Little gave a brief report on Highland. Staff are proceeding with the first item of the Master Plan: a network of trails that eventually will link to the Monticello Trail. Using existing logging roads and Boy Scout trails, a crew donated by former Rector James B. Murray is accomplishing the initial work.

Mr. Payne introduced the Building Code Official, David W. Rudloff, who had provided the Committee with a written report of work in progress, detailed in **Enclosure G**. The Committee had no questions.

Senior Vice President for Finance and Administration, Samuel E. Jones, provided capital project highlights from the written report, detailed in **Enclosure H**. The Committee had no questions.

Mr. Jones reviewed **Enclosure I**, the draft 2018-2024 Capital Plan for the main campus. He reminded the Committee of the cycle: at the next meeting in April, a resolution adopting the 2018-2024 plan will be presented. Mr. Jones reviewed highlights of the 2015 Master Plan. The Committee had no questions.

Committee on Administration, Buildings and Grounds

MINUTES

Page 2

Dean John T. Wells reviewed the Governor's budget specific to capital and the status of House and Senate budgets, which are now in conference. Dean Wells also provided highlights from VIMS' written report on capital outlay projects, as detailed in **Enclosure J**. The Committee had no questions.

Dean Wells reviewed **Enclosure K**, the draft 2018-2024 capital plan. He reminded the committee of the master plan and site conditions, and reviewed projects that may be funded in the 2017 General Assembly. A brief discussion ensued.

Mr. Payne moved that the Committee on Administration, Buildings and Grounds convene in Closed Session for the purpose of discussing reports or plans related to the security of any governmental facility, building or structure or the safety of persons using such facility, building or structure, as provided for in Section 2.2-3711.A.19., of the Code of Virginia. Motion was seconded by Mr. Hixon, and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 11:10 a.m.

The Committee reconvened in open session at 11:23 a.m. Mr. Payne reviewed the topic discussed in closed session, and moved adoption of the **Resolution** certifying the closed session was held in accordance with the Freedom of Information Act. Motion was seconded by Mr. Hixon and approved by roll call vote conducted by Secretary to the Board Michael J. Fox. (Certification Resolution is appended.)

The reports completed, and there being no further business, the Committee adjourned at 11.23 a.m.



February 9, 2017

CERTIFICATION OF CLOSED SESSION

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

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

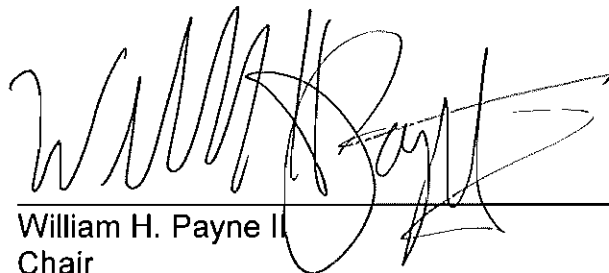
NOW, THEREFORE, BE IT RESOLVED, That the Committee on Administration, Buildings and Grounds, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in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

VOTE

AYES: 6

NAYS: 0

ABSENT DURING CLOSED SESSION:

A handwritten signature in black ink, appearing to read "William H. Payne II", is written over a horizontal line. The signature is stylized with large, sweeping loops.

William H. Payne II  
Chair

Committee on Administration, Buildings and Grounds

April 19-21, 2017

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**WILLIAM & MARY**

CHARTERED 1693

**To: Mr. Will Payne, Chair, Committee on Administration, Buildings and Grounds**

**From: David W. Rudloff, College Building Official**

**Date: March 31, 2017**

**Re: College Building Official Report/April 2017**

All business has been routine and is proceeding smoothly; there are no significant issues to report.

Since the previous Board meeting of January 2017, we have completed Code review of construction documents and issued a building permit for the following project:

- 406 Jamestown Road Demolition
- Fraternities E-Lights and Fire Alarm Door Hold Open Devices

Final construction completion documents have been issued for the following project:

- Martin Family Stadium Scoreboard
- 406 Jamestown Road Demolition

Please let me know if there are any questions I might answer. If not, thank you for the opportunity to report.

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

### **268 - 18281 Chesapeake Bay Hall HVAC & Envelope Replacement**

Appropriation Amount: \$932,000

Biennium: 2016-2018

Design Team: TBD

Obligated to Date: \$658

Fund Sources: VCBA Bonds

Contractor: TBD

Description: This appropriation funds the detailed planning of the replacement of the heating and ventilation systems and repair of the exterior envelope of Chesapeake Bay Hall.

Progress: The Architect/Engineer Proposals were received in March 2017 and are currently under evaluation. Design will include analysis of various options for system replacement during continued operation of the building. Once underway, the design phase is anticipated to last 12 months and a phased implementation to follow. Controls review work is ongoing with two sample labs completed and additional work in planning.

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

Appropriation Amount: \$6,738,000

Biennium: 2014-2016

Design Team: RRMM

Obligated to Date: \$1,372,029

Fund Sources: VCBA Bonds

Contractor: TBD

Description: This appropriation funds the planning and construction of a new 15,000 square-foot building to provide space for the Facilities Management Department, Safety and Environmental Programs, and Shipping/Receiving including administrative offices, trade shops, vehicle repair, grounds, housekeeping and storage.

Progress: The archeology of underground utilities and the general building pad, with exception of a cellar, is complete. Due to weather conditions and materials found that took longer to screen, the cellar excavation is expected to be complete in April 2017. All construction bids received were over budget. Through negotiations with the apparent low bidder, VIMS has been able to reduce the construction costs. Additionally, VIMS' request to the Bureau of Capital Outlay Management (BCOM) to increase the budget construction was approved. Construction is anticipated to start May 2017 and the project will be approximately 13 months.

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**268 - 17950 Research Vessel**

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

Biennium: 2012-2014  
Obligated to Date: \$9,907,920  
Contractor: Meridian Maritime  
Reparation

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

Progress: VIMS has successfully negotiated with Meridian Shipyard and is under contract. Vessel construction has begun and is anticipated to be complete in July 2018.

**268 - 17993 Consolidated Scientific Research Facility**

Appropriation Amount: \$13,553,021  
Design Team: Moseley Architects  
Fund Sources: VCBA Bonds

Biennium: 2012-2014  
Obligated to Date: \$12,729,171  
Contractor: Barton Malow Company

Description: This appropriation funds the planning and construction 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.

Progress: The project is under construction. Archeology is complete and crews are observing contractor digging on an as-needed basis. Construction crews installed site utilities, building foundations, and Stairwell B tower and the elevator shaft walls. They are currently erecting the building steel frame, installing under-slab utilities, and pouring the first floor slab. Project substantial completion is anticipated to be December 2017.

**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.

Board of Visitors

Enclosure   G  

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

Appropriation Amount: \$1,100,000

Biennium: 2000-2002

Fund Sources: VCBA Bonds

Obligated to Date: \$1,099,781

Higher Education Operating

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: \$778,026

Biennium: 1998-2000

Fund Sources: Private Funds

Obligated to Date: \$763,878

Higher Education Operating

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

Progress: With the approval of the Eastern Shore Complex buildout, VIMS intends to pursue the Lewis Property at 29 Brooklyn Avenue to support the new construction for the Visiting Scientist Center. The appropriation remains open for future acquisitions.

April 19-21, 2017

Page   4   of   4  **268-12331 Maintenance Reserve**Funding Sources: VCBA (0817)  
E&G (0100)

2016	Carry Over:	\$ 315,654
2017	Appropriation:	\$ 538,273
2018	Appropriation:	\$ 578,436
	<b>Total:</b>	<b>\$1,432,363</b>

<u>Spent-to-date</u>	<u>(\$230,609)</u>
	\$1,201,754

<u>Remaining Project Commitments</u>	<u>(\$335,288)</u>
Maintenance Reserve Fund Balance	\$ 866,466

**2016 Projects**

## Projects Completed:

- Replace Tubocor Compressor at Chesapeake Bay Hall
- Replace Boilers in Chesapeake Bay Hall-Phase I
- Dredge Boat Basin
- Repair Various Roofs

**2017 Projects**

## Projects in Design:

- Replace Atrium Roof at Chesapeake Bay Hall
- Repair Sewer Pump Station #1 and #2
- Replace Boilers in Three Buildings (Andrews Hall-Phase II, Fisheries Science Laboratory, and Seawater Research Laboratory)

## Projects in Progress:

- Replace Rooftop HVAC/Roof at Fisheries Science Building

## Projects Completed:

- Replace Various HVAC Units-Chesapeake Bay Hall Controls Compressor
- Replace Various HVAC Units-Wilson House
- Replace Various HVAC Units-Kauffman Aquaculture Center

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE  
2018-2024 SIX-YEAR CAPITAL PLAN**

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

**WHEREAS**, the institute has developed its proposed capital outlay six year plan for the biennia 2018-2024 based on the Governor's historical guidance regarding such; and

**WHEREAS**, the 2018-2024 Capital Plan was developed and informed by application of the 2011 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, adjacency, replacement, and highest and best use as determined during master planning; and

**WHEREAS**, biennium 2018-2020 will be the focus of potential action by the 2018 legislature, and thus reflects the consistent, rolling capital priorities of the institute as well as the success of projects that were funded by the 2016 and 2017 General Assembly; and

**WHEREAS**, the institute provided the Administration, Buildings & Grounds Committee of the Board of Visitors with a preliminary draft six year capital plan at its February, 2017, meeting; and

**WHEREAS**, the institute expects to make submittals on the 2018-2024 Capital Plan to the Department of Planning & Budget (DPB) and State Council of Higher Education (SCHEV) from June through September of 2017; and

**WHEREAS**, in the course of that process, institute staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the 2018-2024 Capital Outlay Plan as recommended; and

**BE IT FURTHER RESOLVED**, That the Board authorizes the Senior Vice President for Finance and Administration and the Dean and Director of VIMS to take the actions necessary to fulfill the College's and VIMS' response to the Governor and supporting agencies with respect to the 2018-2024 Capital Plan submittal.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
2018-2024 SIX-YEAR CAPITAL PLAN**

**2018-2020 BIENNIUM**

<b><u>PRIORITY</u></b>	<b><u>PROJECT TITLE</u></b>	<b><u>FUNDING</u></b>
<b>1a</b>	<b>Major Repairs and Maintenance Reserve</b> Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.	<b>\$1,200,000 GF</b>
<b>2</b>	<b>Construct New Oyster Research Hatchery</b> Supports the construction of a new 22,000 square-foot research hatchery building 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.	<b>\$19,000,000 GF</b>
<b>3</b>	<b>Construct New Fisheries Science Building</b> Supports the construction of a new 34,000 square-foot research laboratory building to replace the 27-year old Nunnally/Fisheries Science Complex which will include office and laboratory space supporting the Department of Fisheries Science.	<b>\$26,473,000 GF</b>
<b>4</b>	<b>Expand and Renovate Watermen's Hall</b> 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.	<b>\$18,373,000 GF</b>
<b>5</b>	<b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b> Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.	<b>\$1,300,000 GF</b>

**2018-2020 BIENNIUM TOTAL:        \$66,346,000 GF**



**2020-2022 BIENNIUM**

- |               |  |                            |
|---------------|--|----------------------------|
| <b>1b</b>     | <b>Major Repairs and Maintenance Reserve</b>   | <b>\$1,200,000 GF</b>      |
|               | Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.   |                            |
| <br><b>6</b>  | <br><b>Construct Amphitheater Green Space</b>  | <br><b>\$4,222,000 NGF</b> |
|               | 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. |                            |
| <br><b>7</b>  | <br><b>Construct Campus Wide Stormwater Improvements, Phase I</b>  | <br><b>\$1,388,000 GF</b>  |
|               | Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2023 deadline.   |                            |
| <br><b>8</b>  | <br><b>Construct Field Support Complex, Phase I</b>  | <br><b>\$6,904,000 GF</b>  |
|               | Supports the construction of a new 10,000 square-foot administration building for vessel and field research operations.  |                            |
| <br><b>9</b>  | <br><b>Construct Visiting Scientist Center</b>   | <br><b>\$3,108,000 GF</b>  |
|               | 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.   |                            |
| <br><b>10</b> | <br><b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b>  | <br><b>\$1,300,000 GF</b>  |
|               | Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.  |                            |

<b>2020-2022 BIENNIUM TOTAL:</b>	<b>\$13,900,000 GF</b>
	<b>\$4,222,000 NGF</b>

**2022-2024 BIENNIUM**

- |           |  |                        |
|-----------|--|------------------------|
| <b>1c</b> | <b>Major Repairs and Maintenance Reserve</b>   | <b>\$1,200,000 GF</b>  |
|           | Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.   |                        |
|           |  |                        |
| <b>11</b> | <b>Construct Field Support Complex, Phase II</b>   | <b>\$5,551,000 GF</b>  |
|           | 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. |                        |
|           |  |                        |
| <b>12</b> | <b>Construct Campus Wide Stormwater Improvements, Phase II</b>   | <b>\$3,431,000 GF</b>  |
|           | Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2028 deadline.   |                        |
|           |  |                        |
| <b>13</b> | <b>Construct Education and Research Building</b>   | <b>\$14,081,000 GF</b> |
|           | Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute.  |                        |
|           |  |                        |
| <b>14</b> | <b>Expand Vessel Fleet Marina</b>  | <b>\$2,667,000 GF</b>  |
|           | Supports the expansion of the VIMS vessel fleet marina to accommodate the fleet's growth, as well as, the acquisition of the latest research vessel.   |                        |
|           |  |                        |
| <b>15</b> | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b>  | <b>\$1,300,000 GF</b>  |
|           | Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.  |                        |

***2022-2024 BIENNIUM TOTAL:******\$28,230,000 GF*****2018-2024 CAPITAL PLAN TOTAL:****\$112,698,000 Total**

Virginia Institute of Marine Science Capital Outlay Plan 2018-2024				2018-2024 request		
Priority	2018 - 2020 Capital Program Request Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request
1a	Maintenance Reserve	0100	Yes	\$1,200,000	\$0	\$1,200,000
2	Construct New Oyster Hatchery	0100	Yes	\$19,000,000	\$0	\$19,000,000
3	Construct New Fisheries Science Building	0100	Yes	\$26,473,000	\$0	\$26,473,000
4	Expand & Renovate Watermen's Hall	0100	Yes	\$18,373,000	\$0	\$18,373,000
5	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000
	2018-2020 Biennium Totals			\$66,346,000	\$0	\$66,346,000

Priority	2020 - 2022 Capital Program Request Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request
1b	Maintenance Reserve	0100	Yes	\$1,200,000	\$0	\$1,200,000
6	Construct Amphitheater Green Space		Yes	\$0	\$4,222,000	\$4,222,000
7	Construct Campus Wide Stormwater Improvements, Phase I	0100	No	\$1,388,000	\$0	\$1,388,000
8	Construct Field Support Complex, Phase I	0100	Yes	\$6,904,000	\$0	\$6,904,000
9	Construct Visiting Scientist Center	0100	Yes	\$3,108,000	\$0	\$3,108,000
10	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000
	2020-2022 Biennium Totals			\$13,900,000	\$4,222,000	\$18,122,000

Priority	2022 - 2024 Capital Program Request Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request
1c	Maintenance Reserve	0100	Yes	\$1,200,000	\$0	\$1,200,000
11	Construct Field Support Complex, Phase II	0100	Yes	\$5,551,000	\$0	\$5,551,000
12	Construct Campus Wide Stormwater Improvements, Phase II	0100	No	\$3,431,000	\$0	\$3,431,000
13	Construct Education & Research Building	0100	Yes	\$14,081,000	\$0	\$14,081,000
14	Expand Vessel Fleet Marina	0100	No	\$2,667,000	\$0	\$2,667,000
15	Property Acquisitions, Gloucester Point and Wachapreague	0100	Yes	\$1,300,000	\$0	\$1,300,000
	2022-2024 Biennium Totals			\$28,230,000	\$0	\$28,230,000

	Grand Total :			\$108,476,000	\$4,222,000	\$112,698,000
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April 19-21, 2017

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

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

Design Team: EYP

Biennium: 2008-2010

Budget: \$74,180,000

Contractor: Whiting Turner

Funding Source: state

Obligated to date: \$74,037,837

**Description:** The project will construct a 113,000 gsf facility, designed for scientific research in existing applications (applied science, biology, chemistry, and psychology), future interdisciplinary programs, and computer modeling. Project also includes demolition of Millington Hall.

**Progress:** Millington Hall was turned over to CM control on 9/12/16 for extensive hazardous material remediation and subsequent demolition. Discovery of previously undetected asbestos on the bottom of roof decks and walls above fixed ceilings extended remediation efforts; however, demolition has resumed. Anticipated final completion is 7/24/17.

**204 – 18002 Improve: Accessibility Infrastructure**

Design Team: Clark-Nexsen

Biennium: 2012-2014

Budget: \$2,889,456

Contractor: TBD

Funding Source: state

Obligated to date: \$502,400

**Description:** The project supports review, design, and construction of improvements to remedy accessibility issues at facilities not currently targeted for renovation within the next decade, and at various other campus locations.

**Progress:** Bids were received for Phase 1 (Adair Hall elevator and restroom construction) and Phase 2 (ADA Ramps and curb cuts) on 1/17 and 1/24, respectively. The bids for both phases exceeded available funds. Price negotiations are complete to adjust scope within available funds; however, the revised scope is under review by the senior VP. Once released, construction is anticipated to take twelve months following a construction start in May after commencement.

**204 – 18003 Improve: Lake Matoaka Dam Spillway**

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3,169,182

Contractor: TBD

Funding Source: state

Obligated to date: \$271,600

**Description:** State Dam Safety Regulations currently require that the spillways of all high hazard dams must pass 90% of the probable maximum flood (PMF). This results in 7 foot overtopping of existing earthen dam.

**Progress:** The Department of Environmental Quality (DEQ) Division of Dam Safety has approved the use of Roller Compacted Concrete (RCC) on the downstream face of the dam

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to meet the new spillway requirement. Additionally, the design team has determined that the toe of the dam must be extended in order to ensure stability of the embankment. These modifications require approximately \$3.565M in additional state funds. The College has provided cost data to BCOM and requested permission to proceed to preliminary design. Construction is contingent upon authorization of additional funding.

**204 – 18004 Improve: Campus Stormwater Infrastructure**

Design Team: Draper Aden

Biennium: 2012-2014

Budget: \$3,391,198

Contractor: TBD

Funding Source: state

Obligated to date: \$497,991

Description: Create a new Stormwater Management Plan to achieve compliance with state regulations and federal Chesapeake Bay Total Maximum Daily Limit (TMDL) pollutant guidelines. Planning includes inventory of existing stormwater structures, and the identification, design and construction of projects 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: Draper Aden provided permit drawings to CRT on 4/3. Upon approval for permitting, the project will be advertised. Based on the current schedule, bids will be due on or about 5/3. All construction will be executed within nine months after award except the paving of the access road behind Landrum Hall and installation of bio-retention ponds between the access road and the Crim Dell, work that will be performed in summer, 2018 in order not to conflict with the Integrative Wellness Center (IWC) and Landrum Hall renovation. The IWC trailers will be removed and the bulk of Landrum Hall renovations completed by June 2018.

**204 – 18100-01 Demolish: One Tribe Place Addition (Floors 3 – 6)**

Design Team: Clark Nexsen

Biennium: 2014–2016

Budget: \$4,427,471

Contractor: Kjellstrom &amp; Lee

Funding Source: CWM debt

Obligated to Date: \$1,451,825

Description: The assembly and residential space in the 1984 addition (90 beds) will be demolished after extensive investigation and cost analysis determined that renovation was not cost effective. Two garage levels will be retained.

Progress: Floors 3 – 6 (Westminster Room Level and three residential floors) will be demolished, and the former Brown and Blue Garages (floors 1 and 2) will be retained. Permit drawings were available for CRT review on 3/31. Work is anticipated to begin in mid-May following commencement. Major components of work are stormwater infrastructure upgrade, electrical switchgear replacement and demolition of the 1984 addition, in order of execution. The intent is to execute work without pause in order to limit impact to a single summer's use. The heaviest demolition operations will be accomplished in summer 2017 while students are not in residence. Project completion is scheduled for March 2018.

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**204 – 18100 - 6 Renovate: Landrum Hall**

Design Team: Clark Nexsen

Budget: \$17,137,000

Funding Source: CWM debt

Biennium: 2016–2018

Contractor: W.M. Jordan

Obligated to Date: \$1,624,762

Description: The residential space in the 1958 era, 221-bed facility will be renovated in order to bring the facility into compliance with current building code, replace 57-year-old building systems and replace interior finishes with modern materials and design, similar to the work achieved in Chandler Hall.

Progress: CM interviews were be conducted on 2/22 and 2/23 and W.M. Jordan was selected. Working drawings were submitted to CRT on 3/31 to enable permit issuance in mid-May. Construction duration is fourteen months to support occupancy in August of 2018.

**204 – 18192 Construct: Integrative Wellness Center**

Design Team: EYP

Budget: \$17.0M

Funding Source: CWM debt/Aux/private funds

Biennium: 2016-2018

Contractor: Whiting-Turner

Obligated to Date: \$2,668,874

Description: Construct a 28,600 gsf wellness center to house, integrate and enhance the functions of the existing Student Health Center, the Counseling Center (currently in Blow Hall), Health Promotions and select recreational activities (yoga, massage, expressive movement, etc.). The center will promote proactive holistic wellness.

Progress: The project architecture was approved by the Art and Architectural Review Board (AARB) on 3/3. Revised working drawings will be submitted in mid-April to enable approval of a building permit by mid-May. The Guaranteed Maximum Price (GMP) will be finalized in May to ensure all comments are addressed and priced within budget. GMP finalization / contract issuance will be followed by twelve months for construction. Substantial completion is required in July 2018 to enable August occupancy.

**204 – 18202 Construct: West Utility Plant**

Design Team: RMF Engineering

Budget: \$28.0M (estimated)

Funding Source: state, CWM debt

Biennium: 2016-2018

Contractor: TBD

Obligated to Date: \$2,029,451

Description: The new facility will be approximately 11,500 gsf, and will initially house three 1200 ton chillers and three 9,900 MBH (million British Thermal Units / hour) boilers. The facility will be sized to accommodate one additional chiller and three boilers in order to replace and centralize existing stand-alone units on west campus as they reach life expectancy.

Progress: Preliminary drawings have been updated per comments from Code Review and the new Associate Director of Utilities. Drawings and their associated cost estimate were submitted to BCOM on 3/31 to compel issuance of the BCOM Funding Report that

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establishes the final project budget. Working drawings are scheduled for submission in mid-June to enable an October 2017 construction start. The Governor included \$14.4M in NGF authority in the amended 2017 budget. Construction is estimated to take 12-15 months following project permitting.

**204 – 18292 Construct: Fine and Performing Arts Complex, Ph 1 and 2**

Design Team: Moseley/HGA

Biennium: 2016-2018

Budget: \$118M estimated

Contractor: TBD

Funding Source: state

Obligated to Date: \$2,508,935

Description: Design and construct two phases of a three-phase "Arts Quarter" program, which is in the 2016 General Assembly's bond bill of \$2.1B. Major project components are:

Music Building – New construction of 74,951 gsf of new teaching and performance space for Music. Key program elements include four classrooms/seminar rooms, 15 teaching studios, 33 practice rooms, 60-person choral and 45-person instrument practice rooms, a 125-seat recital hall and a 450-seat recital hall.

PBK Addition/Renovation - Adaptive reuse of Phi Beta Kappa Hall for Theater, Speech and Dance which will produce a 109,157 gsf facility (77,260 sf new + 31,897 gsf renovation). Key components will be a 60-seat dance recital studio, 100-seat student laboratory, a 250-seat black box theater, and a 500 seat renovated main theater.

Progress: Construction for both program elements will be performed simultaneously or as nearly simultaneous as practical in order to avoid the impact of escalation to the maximum extent possible. To enable construction, temporary instruction/performance and set construction space is required. Temporary instruction/performance space will occur in the Campus Center (classroom and costume labs in Little Theater and "Atrium", respectively) and performance space in Trinkle Hall. In addition, set design and construction will be housed in a 4000 gsf pre-engineered building that will be constructed at the Dillard Complex, and converted to A&S storage after PBK is complete. Construction is anticipated to take 24 – 28 months following 18 months of design. Construction is scheduled to begin in summer 2018.

**204 – 0031-001-17 Demolition: 406 Jamestown Road**

Design Team: NA

Biennium: 2016-2018

Budget: \$148,000

Contractor: TBD

Funding Source: CWM funds

Obligated to Date: \$97,858

Description: Demolish old house and garage at 406 Jamestown Road.

Status: A preliminary project to remediate and demolish two condemned structures at 406 Jamestown Road is complete. The site is clear.

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Page   5   of   8  **204 – XXXXX Design: Integrated Science Center, Ph 4**

Design Team: TBD

Biennium: 2018-2020

Budget: TBD (\$74,916,000 estimated)

Contractor: TBD

Funding Source: state

Obligated to Date: \$0

Description: Design Phase 4 of the Integrated Science Complex (ISC), which will house Mathematics, Computer Science, and Kinesiology. The project will construct 124,000 gsf of new space and renovate 10,000 gsf of existing space in order to connect to the adjacent the ISC 1.

Status: The 2016 General Assembly authorized project planning using institutional funds which may be reimbursed by the Commonwealth upon funding of construction; however, construction may not commence until 1/1/2019. The request for construction funding is included in the university's 2018-2024 Capital Plan, which will be submitted to the Department of Planning and Budget in June 2017.

**204 – 90011 Design: Sadler West Addition**

Design Team: Grimm &amp; Parker/William Rawn

Biennium: 2018-2020

Budget: TBD (\$37,742,000 estimated)

Contractor: TBD

Funding Source: aux/CWM debt

Obligated to Date: \$0

Description: Perform a feasibility study to determine the recommended program, location(s), associated budget, and massing for a 76,000 gsf addition to the Sadler Center space program. The addition will house administrative space for Student Affairs and student organization offices currently in Campus Center, and provide additional assembly spaces. The program will take into consideration unused assembly space at One Tribe Place.

Progress: The A/E solicitation process resulted in the selection of the Grimm & Parker / William Rawn design team. Negotiations are underway for a feasibility study to determine the recommended program, location(s), associated budget, and massing for a 76,000 gsf addition to the Sadler Center space program. The study is scheduled for a September 2017 completion. The university has requested debt funding for the project in the 2018-2020 biennium of the 2018-2024 capital plan which will be submitted to the Department of Planning and Budget in June 2017. If approved, formal design could begin in July 2018.

**204 – 17811-009 Design: Green & Gold Village Pre-Planning Study**

Design Team: TBD

Biennium: 2018-2020

Budget: \$201,000

Contractor: TBD

Funding Source: aux/CWM debt

Obligated to Date: \$0

Description: Perform a pre-planning study to determine the recommended space program, massing, design intent, identification of significant code compliance issues and associated conceptual budget. The study will cover options for village renovation and/or replacement. After Landrum, this project is the next priority.



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Progress: The A/E solicitation process has been initiated. An advertisement has been placed soliciting RFP submissions during the second week of May in order to enable short listing by the end of May and interviews during the 2<sup>nd</sup> week of June. Design of the first phase and of subsequent phases will be subject to preplanning performance and phase-by-phase performance.

**“For the Bold” Capital Campaign Projects:**

**204 – 90010 Plan: Martha Wren Briggs Center for Visual Arts**

Design Team: TBD

Biennium: 2016-2018

Budget: \$40.0M

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$377,190

Description: Develop a renovation and expansion of the existing museum to create a state of the art facility. Total project budget: not to exceed \$40.0M.

Progress: A/E Interviews were successfully conducted and an architect selected. Negotiations are complete regarding a feasibility (preplanning) study. The study will include detailed space programming, an associated cost estimate, architectural massing concepts and an architectural design intent – that will be coordinated with the schematic designs for the Fine and Performing Arts Complex. Study completion is anticipated by summer 2017.

**204 – 90009 Design & Construct: Alumni House Addition/Renovation**

Design Team: Glave &amp; Holmes

Biennium: 2016-2018

Budget: \$20.698M

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$2,121,345

Description: 35,000 GSF expansion of the Alumni Center will include a welcome center, event spaces, and seated dining for 400 guests (867 seats for theater seating).

Progress: The preplanning study completed in September 2015, was revisited and expanded to include window and HVAC replacement, and an interior refresh of the existing Alumni House. The study has also been modified to add a third floor which provides 10,250 GSF of un-programmed expansion space. An A/E contract has been executed and design is underway in support of a May 2018, ground breaking. Construction is anticipated to take 15 months.

**204 – 0042 – 001 - 15 Study: Athletics Practice Facility**

Design Team: Quinn Evans/Sink Combs Dethlefs

Biennium: 2016-2018

Budget: \$19.6M estimated

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$105,404

Description: The proposed 46,000 GSF Practice Facility will accommodate basketball (men's and women's), volleyball (women's), and gymnastics (men's and women's) with practice and event space. The program also includes sports medicine, academic support, NCAA compliance and ticketing.

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Progress: No change. A Preplanning Study was completed during summer 2015. In September 2015, the Design Review Board approved the site for the facility, which will attach to the northeast corner of William and Mary Hall immediately across Brooks Street from Recreation Sports.

**204 – 0000 – 005 - 15 Study: Aquatics Center Feasibility**

Design Team: Matthew Burton/Sink Combs Dethlefs

Biennium: 2016-2018

Budget: \$20.9-25.65 M estimated

Contractor: TBD

Funding Source: private funds

Obligated to Date: \$48,508

Description: Preplanning Study options included a “stretch” 25-meter and a 50-meter pool that can host swimming and diving. The facility will be capable of supporting both intercollegiate and community swimming programs.

Progress: No change. The Preplanning Study was completed by September 2015. In November 2015, the Design Review Board approved the site for the facility, which will attach to the southwest corner of William and Mary Hall.

**204-12713 Maintenance Reserve - Funding Source: VCBA (0817)**

2014 -16 Carry Over:	\$1,365,829
2017 Appropriation:	\$2,230,775
<b>Total:</b>	<b>\$3,596,603</b>

Project Close-Out Residual Recovery	\$ 463,325
Project Commitments thru 2017	(\$3,994,848)
Maintenance Reserve Fund Balance	<b>\$ 65,080</b>

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Page   8   of   8  **2017 Projects****Projects Planned:**

- 204 – 17001 Jones Hall Heating Pipe Replacement
- 204 – 17002 McGlothlin Street Hall Fire Alarm Replacement
- 204 – 17003 Rec Center BMP Repair
- 204 – 17004 Adair Hall Pool Sand
- 204 – 17005 Swem Library Humidifier Replacement
- 204 – 17006 Wren Pathways
- 204 – XXXXX McGlothlin-Street Hall Fire Pump Transfer Switch
- 204 – XXXXX Blow Hall Switchgear & Motor Control Replacement
- 204 – XXXXX Washington Hall Elevator Controls
- 204 – XXXXX McGlothlin-Street Elevator Controls
- 204 – XXXXX Blow Hall Elevator Controls
- 204 – XXXXX Admissions Elevator Controls
- 204 – XXXXX Washington Hall Water Instruction Analysis Repair
- 204 – XXXXX Swem Main Building Window Repair
- 204 – XXXXX Swem Pavilion B Window Repair
- 204 – XXXXX MGlothlin- Street Hall Door Replacement
- 204 – XXXXX McGlothlin – Street Hall Pump/Controller Replacement
- 204 – XXXXX Ewell Hall Sprinkler Riser Configuration
- 204 – XXXXX Prince George House Fire Alarm
- 204 – XXXXX Galt Houses Fire Alarms
- 204 – XXXXX Fire Alarm Cable Repair – Blow to Swem
- 204 – XXXXX Fire Alarm Cable Repair – Blow to Law School
- 204 – XXXXX Fire Alarm Cable Repair – Jamestown Row Plus
- 204 – XXXXX Fire Hydrant Replacement – Chandler Hall
- 204 – XXXXX Law School VAV/FCU Replacement (Original Bldg)
- 204 – XXXXX Law School Chiller Compressor Replacement
- 204 – XXXXX Pop Lab Boiler/FCU/Piping Replacement
- 204 – XXXXX Morton Air Compressor/HVAC Controls Repair
- 204 – XXXXX McGlothlin-Street Air Compressor HVAC Controls
- 204 – XXXXX James Blair Flood Prevention Analysis
- 204 – XXXXX Wren Bldg Exterior Painting/Brick Repairs
- 204 – XXXXX James Blair EPDM Roof Replacement
- 204 – XXXXX Campus Light Pole Conversions
- 204 – XXXXX School of Education Chiller Repair
- 204 – XXXXX Main Plant Boiler Controls Repair
- 204 – XXXXX Swem Plant Boiler Controls Repair
- 204 – XXXXX Matoaka Art Studio Water Line Relocation
- 204 – XXXXX Swem Sewage Pump Station Repairs
- 204 – XXXXX Swem Roof Drain Pump Station Repairs
- 204 – XXXXX McGlothlin – Street Sewage Pump Station Repairs
- 204 – XXXXX Law School Mech Room Sewage Pump Station Repairs

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE  
2018-2024 SIX-YEAR CAPITAL PLAN**

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

**WHEREAS**, the university has developed its proposed capital outlay six year plan for the biennia 2018-2024 based on the Governor's historical guidance regarding such; and

**WHEREAS**, the 2018-2024 Capital Plan was developed and informed by application of the 2015 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, adjacency, replacement, and highest and best use as determined during master planning; and

**WHEREAS**, biennium 2018-2020 will be the focus of potential action by the 2018 legislature, and thus reflects the consistent, rolling capital priorities of the university as well as the success of projects that were funded by the 2016 General Assembly; and

**WHEREAS**, the university provided the Administration, Buildings & Grounds Committee of the Board of Visitors with a preliminary draft six year capital plan at its February, 2017, meeting; and

**WHEREAS**, the university expects to make submittals on the 2018-2024 Capital Plan to the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) from June through September of 2017; and

**WHEREAS**, in the course of that process, university staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the 2018-2024 Capital Outlay Plan as recommended; and

**BE IT FURTHER RESOLVED**, That the Board authorizes the Senior Vice President for Finance and Administration to take the actions necessary to fulfill the College's response to the Governor and supporting agencies with respect to the 2018-2024 Capital Plan submittal.

**2018-2020 BIENNium**

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
<b>1a</b>	<b>Major Repairs and Maintenance Reserve (MR)</b> Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair. Typical projects include replacement of mechanical systems (HVAC, plumbing, electrical, etc.); built-in equipment and components; foundations, roofs, walls, and windows; and interior finishes, including floors and handicapped access.	<b>\$5,190,000 GF</b>
<b>2</b>	<b>Construct: ISC 4</b> Supports construction of a 124,000 GSF facility that will house Math, Computational Science, Kinesiology, and Engineering. The new facility will be sited adjacent to the former location of Millington Hall, and will tie to ISC 1, requiring the renovation of approximately 10,000 GSF. The 2016 General Assembly added the project to the Commonwealth's long term capital plan, and authorized planning, using university funds.	<b>\$74,916,000 GF</b>
<b>3</b>	<b>Construct: Population Lab</b> Supports the demolition and reconstruction of a new animal laboratory to replace the heavily- used lab and aviary adjacent to the Tennis Center. The project will meet national standards, improving College standing for National Science Foundation grants. This facility supports primarily biology and psychology curriculum and research.	<b>\$8,484,000 GF</b>
<b>4</b>	<b>Construct: Fine &amp; Performing Arts Complex, Phase 3</b> Supports phase 3 of the "Arts Quarter", which is the improvement of Andrews Hall for Fine Arts and Art History, and the construction of additional space to handle the industrial arts, such as sculpture.	<b>\$39,080,000 GF</b>
<b>5</b>	<b>Construct: Sadler Center, West Addition</b> Supports 76,000 GSF addition to the Sadler Center to house many of the Student Affairs functions currently housed in the old Campus Center. This addition is in accordance with the College's 2015 Campus Master Plan. Preplanning for this project is currently underway.	<b>\$37,742,000 NGF</b>

- 6 Improve: Swem Library \$10,715,000 GF**  
Provides renovation of 26,000 GSF on the ground level of Swem Library in support of: 1) the "Studio for Teaching and Research" including space for the Center for Liberal Arts; 2) the Botetourt Gallery and theater; 3) a new home for "Content Services," including Digital Collections and Inter-Library Loans; and 4) Omohundro research space.
- 7 Construct: Sanitary Sewer \$3,477,000 GF**  
Supports an expansion and replacement project to improve sewage pumping capacity due to increased demand created by construction growth throughout the South (New) Campus and Jamestown Road corridor. The project will accommodate future growth from Integrated Science Centers, and the Arts Quarter. This project will also relieve compression upon City of Williamsburg systems.
- 8 Improve: Handicapped Access \$5,416,000 GF**  
The president of the university has appointed a task force on accessibility: the Disability Working Group. This group will examine the myriad of issues surrounding compliance, including making recommendations to support this request.
- 9 Improve: Lake Matoaka Dam \$3,565,000 GF**  
Augments the 2012 appropriation of \$3.169M (18003) with additional funds needed to address current Commonwealth requirements regarding Dam strength, including the ability to withstand 7' overtopping in a worst case flood scenario. Total project cost is estimated to be \$6,734,000.
- 10 Renovate: Dormitories \$11,000,000 NGF**  
Continues the university's third decade of investment in student residence hall improvements. Supports renovation projects for various dormitories, dependent on priority, urgency, and debt (fee) capacity. Next on the priority list is Green & Gold Village, and Botetourt Complex.

### **2020-2022 BIENNIUM**

- 1b Maintenance Reserve \$5,995,000 GF**  
Always the first capital priority in any institution's biennial plan, the MR request funds only newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair.

- |    |   |
|----|---|
| 11 | <p><b>Renovate: Ewell Hall</b> <span style="float: right;"><b>\$21,565,000 GF</b></span></p> <p>The former home to Music, and the original Phi Beta Kappa Hall, much of Ewell will be vacated upon the completion of the new music facility (Fine Arts Phase 1) in summer of 2020. Preplanning to create a general classroom “swing-space” building would be an appropriate first step in design.</p>               |
| 12 | <p><b>Renovate: Adair Hall</b> <span style="float: right;"><b>\$20,744,000 NGF</b></span></p> <p>With the move of Kinesiology to ISC 4, Adair becomes a support facility for Rec Sports and Athletics, per the 2015 Campus Master Plan. This renovation will restore and rehabilitate the locker rooms, restore the main gym, and replace obsolete building systems with modern systems, including fire safety.</p> |
| 13 | <p><b>Construct: Jamestown Place</b> <span style="float: right;"><b>\$46,666,000 GF</b></span></p> <p>Upon completion of the Sadler West Addition, and in accordance with the 2015 Campus Master Plan, a new facility or facilities, “Jamestown Place,” will replace the dilapidated Campus Center, Atrium, and Trinkle Hall to create a new mixed use and administrative edge along Jamestown Road.</p>            |
| 14 | <p><b>Improve William &amp; Mary Hall</b> <span style="float: right;"><b>\$34,864,000 NGF</b></span></p> <p>Supports total building systems renovation, fire safety and ADA compliance.</p>   |
| 15 | <p><b>Renovate: Dormitories</b> <span style="float: right;"><b>\$14,900,000 NGF</b></span></p> <p>Continues the university’s third decade of investment in student residence hall improvements. Supports renovation projects for various dormitories, dependent on priority, urgency, and debt (fee) capacity. Next on the priority list are Green &amp; Gold Village, and Botetourt Complex.</p>                   |

## 2022-2024 BIENNIUM

- |    |   |                               |
|----|---|-------------------------------|
| 1c | <p><b>Maintenance Reserve</b></p> <p>Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair &amp; replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement &amp; repair.</p> | <p><b>\$6,000,000 GF</b></p>  |
| 16 | <p><b>Renovate: Washington Hall</b></p> <p>Home to the departments of Anthropology and Modern Languages &amp; Literatures, Washington Hall was last renovated in 1991. Using Ewell Hall as swing space, Washington Hall will be renovated and reconfigured to suit the latest pedagogic and research technologies.</p>  | <p><b>\$25,399,000 GF</b></p> |





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William & Mary Capital Outlay Plan 2018-2024					2018-2024 request		
Priority	2018 - 2020 Capital Program Request	Fund	2016-22 Request		General Funds	Non-General Funds	Total Project Request
1a	Maintenance Reserve	0100	Yes		\$5,190,000	\$0	\$5,190,000
2	Construct: ISC 4	0100	Yes		\$74,916,000	\$0	\$74,916,000
3	Construct: Population Lab	0100	Yes		\$8,484,000	\$0	\$8,484,000
4	Construct: Fine Arts, Phase 3	0100	Yes		\$39,080,000	\$0	\$39,080,000
5	Construct: Sadler West Addition	0815	Yes		\$0	\$37,742,000	\$37,742,000
6	Improve: Swem Library	0100	No		\$10,715,000	\$0	\$10,715,000
7	Construct: Sanitary Sewer Repairs	0100	Yes		\$3,477,000	\$0	\$3,477,000
	Improve: Handicapped Access	0100	No		\$5,416,000	\$0	\$5,416,000
8	Improve: Lake Matoaka Dam	0100	Yes		\$3,565,000	\$0	\$3,565,000
10	Renovate: Dormitories	0813	Yes		\$0	\$11,000,000	\$11,000,000
	2018-2020 Biennium Totals				\$150,843,000	\$48,742,000	\$199,585,000

Priority	2020 - 2022 Capital Program Request	Fund	2016-22 Request		General Funds	Non-General Funds	Total Project Request
1b	Maintenance Reserve	0100	Yes		\$5,995,000	\$0	\$5,995,000
11	Renovate: Ewell Hall	0100	No		\$21,565,000	\$0	\$21,565,000
12	Renovate: Adair Hall	0815	No		\$0	\$20,744,000	\$20,744,000
13	Construct: Jamestown Place	0100	No		\$46,666,000	\$0	\$46,666,000
14	Improve: WVM Hall	0815	No		\$0	\$34,864,000	\$34,864,000
15	Renovate: Dormitories	0813	Yes		\$0	\$14,900,000	\$14,900,000
	2020-2022 Biennium Totals				\$74,226,000	\$70,508,000	\$144,734,000

Priority	2022 - 2024 Capital Program Request	Fund	2016-22 Request		General Funds	Non-General Funds	Total Project Request
1c	Maintenance Reserve	0100	No		\$6,000,000	\$0	\$6,000,000
16	Renovate: Washington Hall	0100	No		\$25,399,000	\$0	\$25,399,000
17	Replace: Jones & Morton Halls	0100	No		\$51,266,000	\$0	\$51,266,000
18	Construct: Dillard Athletic Support Fac.	0815	No		\$0	\$14,797,000	\$14,797,000
19	Construct: Dillard Athletic Fields & Track	0815	No		\$0	\$6,928,000	\$6,928,000
20	Replace: Facilities Management Complex	0100	No		\$10,651,000	\$0	\$10,651,000
21	Renovate: Dormitories	0813	No		\$0	\$19,200,000	\$19,200,000
	2022-2024 Biennium Totals				\$93,316,000	\$40,925,000	\$134,241,000
	Grand Total :				\$318,385,000	\$160,175,000	\$478,560,000

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE  
REVISED SCOPE AND BUDGET:  
Construct Alumni Center**

**WHEREAS**, from time to time, the university requires the authorization of capital projects outside of the normal Commonwealth biennial cycle; and

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

**WHEREAS**, the Agreement allows the Board of Visitors to authorize at any time non-general fund, non-debt projects without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

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

**WHEREAS**, the Board had previously approved this project under Resolution 20 on February 5, 2016 for \$13.5M; and

**WHEREAS**, in 2017, the university revisited the 2015 Preplanning Study in order to address future needs of the program and has subsequently identified private funds to support the revised scope of \$20.7M; and

**WHEREAS**, the project includes a 35,000 GSF expansion (formerly 19,540) and a 19,000 GSF renovation (formerly 0 GSF) of select building systems, and the project will retain the features of the main house while adding 1) pre-function and banquet space for 400; 2) numerous outdoor terraces and plazas for events; and 3) 10,500 GSF of shell space for future operations and activities; and

**WHEREAS**, the project will take approximately 12-14 months to design and 15-18 months to construct; and

**WHEREAS**, the university is indebted to the unfailing generosity of the donors who are making this project possible for the benefit of all students and alumni; and

**THEREFORE, BE IT RESOLVED**, That the Rector and the Board of Visitors of The College of William and Mary in Virginia, authorize the revised scope and budget for the capital project "Construct: Alumni Center" as presented in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

**BE IT FURTHER RESOLVED**, That the Board authorizes the Senior Vice President for Finance and Administration and his staff to pursue all necessary steps for the accomplishment of said project.

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE THE NAMING OF  
RICHMOND HALL**

WHEREAS, the William & Mary Real Estate Foundation recently purchased the Days Inn Motel on Richmond Road in Williamsburg, for the purpose of providing transitional housing in support of the university's student residence hall capital renovation program; and

WHEREAS, the university will enter into a long term lease with the William & Mary Real Estate Foundation for the purpose of providing student housing for up to 180 students; and

WHEREAS, in order to participate in the Residence Life Student Housing room selection and housing assignment process, the facility must be assigned a name and other identifying properties (Banner Finance Location code, for instance); and

WHEREAS, assignment of this name will be with the concurrence of the William & Mary Real Estate Foundation;

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William & Mary hereby names the facility "Richmond Hall."

**COLLEGE OF WILLIAM AND MARY  
REVISIONS TO THE STAFF ASSEMBLY BYLAWS**

At the April 14-16, 2010, meeting, the Board of Visitors adopted **Resolution 9** establishing the Constitution and Bylaws of the Staff Assembly, representing the operational, classified and hourly wage employees of the College, in order to provide input on discussions of the general welfare of the university and to formalize the advisory role of the operational, classified and hourly wage employees in college governance and planning.

Article V. of the Staff Assembly Bylaws provides that amendments shall be presented, when approved, to the College Board of Visitors. Revisions to the Staff Assembly Bylaws were approved by the Staff Assembly on September 20, 2016 and are hereby presented to the Board of Visitors in the following pages.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President and the Senior Vice President for Finance and Administration, the Board of Visitors hereby approves the revisions to the Bylaws of the Staff Assembly, effective immediately.

**BYLAWS OF THE STAFF ASSEMBLY**

Article I. Assembly Executive Board, Including Officers

Article II. Committees

Article III. Conducting Business

Article IV. Election Procedures

Article V. Amendments to the Bylaws

Article VI. Authorization and Parliamentary Authority

**Article I. Assembly Executive Board, Including Officers**

**A. Staff Assembly Executive Board**

The Staff Assembly Executive Board, hereafter referred to as the Executive Board, shall act on behalf of the Staff Assembly between regular meetings. All such actions shall be reported at the next Staff Assembly meeting. The Executive Board shall consist of the Officers of the Assembly and Chairs of the Standing Committees. The retiring President of the Staff Assembly shall serve as an advisor to the Executive Board for one year. If his/her elected term as a representative expires during that one-year advisory period, he/she shall serve as a non-voting member of the Executive Board for the remainder of the period.

1. The Executive Board shall meet at least once per month at a time to be determined by the Executive Board at its first meeting following annual elections. Other meetings of the Executive Board may be called by the Staff Assembly.
2. The Executive Board approves by majority vote the initial composition of each Standing Committee, except for the Committee Chairs. The Executive Board approves changes and additions to the membership of each Standing Committee as recommended by the appropriate Chair. All Executive Board meetings shall be open to the public.
3. The Executive Board screens proposals from Staff for consideration and implements the rules and regulations of the Staff Assembly.
4. The Executive Board assists in interpreting the intent of the Staff Assembly Constitution and Bylaws.
5. The Executive Board determines if a member's absence from a regular meeting is excused.
6. The Executive Board assists the Staff Assembly President in preparing the budget.

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## B. The Officers

The Staff Assembly Officers are elected from and by the 24 members. Officers are elected for a term of no more than one year. Officers shall be eligible for re-election but may not serve more than two consecutive terms of the same office.

The Officers shall be:

1. President. The President shall preside over the Executive Board and meetings of the Staff Assembly; prepare the agenda; with assistance of the Executive Board, prepare the budget and submit to Staff Assembly at the regular meeting for approval; authorize disbursement of funds consistent with the approved budget; perform such other duties associated with this office.
2. Vice-President. The Vice-President shall preside in absence of the President; serve as assistant to the President; complete term vacated by President; review minutes of committees prior to meetings of the Staff Assembly; perform such other duties associated with this office.
3. ~~Recording Secretary/Treasurer. The Recording Secretary/Treasurer shall prepare and distribute the minutes; distribute the agenda for regular meetings at least seven days prior to next meeting; maintain records of the Staff Assembly including mailing lists and prepare a report in an appropriate publication to the Staff of the business conducted at each meeting; maintain fiscal records; make authorized disbursements of funds; submit monthly financial reports of expenses to the Executive Board; perform such other duties associated with this office.~~ Secretary. The Secretary shall prepare and distribute the minutes; distribute the agenda for regular meetings at least five days prior to next meeting; conduct a roll call of members and record attendance; advise the President whether a quorum is present at the beginning of each meeting; maintain records of the Staff Assembly including a membership roster including term of office, mailing lists and prepare a report in an appropriate publication to the Staff of the business conducted at each meeting.
4. ~~Membership Secretary. The Membership Secretary shall maintain a membership roster including term of office; conduct a roll call of members and record attendance; advise the President whether a quorum is present at the beginning of each meeting; perform such other duties associated with this office.~~ Treasurer. The Treasurer shall maintain fiscal records; make authorized disbursements of funds in accordance with Bylaws Article III, Section II; submit monthly financial reports of expenses to the Executive board; create a consolidated annual report due no later than April 30 of each year; and perform such other duties associated with the office.

**Article II. Committees****A. General guidelines for standing committees**

1. The Chair of each Standing Committee shall be appointed annually by the Staff Assembly President.
2. The Chair of each Standing Committee must be a member of the Staff Assembly. Each Committee Chair shall appoint a Vice-Chair.
3. Members of a Standing Committee shall be appointed by the Chair and approved by a majority vote of the Executive Board. These members may be any Staff member.
4. A member of the Staff Assembly may not chair more than one Standing Committee.
5. Unless requested, membership on a Standing Committee shall not change during a member's term of office. Members do not have to serve on the same committee for both years of his/her term or on the same committee for multiple terms of office.
6. Each member shall serve on at least one Standing Committee.
7. Minutes shall be kept for each Standing Committee meeting. Each Standing Committee will also submit an annual report of its activities and any pending matters to the Executive Board at the June Executive Board meeting.
8. Standing Committees shall establish goals, objectives, and priorities. They have authority to carry out activities necessary to perform their charges, prepare reports, offer recommendations, and make parliamentary motions to the Staff Assembly.
9. Standing Committees or the Executive Board may establish subcommittees to address specific issues as needed. Chairs of subcommittees shall be appointed by Standing Committee Chairs or the President. The Standing Committees or the Executive Board may dissolve subcommittees upon completion of subcommittee's assignment.
10. The Standing Committee Chairs shall convene their first committee meeting within 30 days after appointment and as needed thereafter or as requested by the Executive Board.
11. Each Committee shall consist of at least four members.
12. At the end of each term, each Committee Chair shall provide to the respective incoming Chair appropriate information to facilitate continuity (e.g., responsibilities, goals, unfinished business, and past and pending parliamentary motions).

**B. Committees****1. Policies and Issues Committee - Primary Responsibilities**

- a. Serves as a liaison between the Staff Assembly and the President, the Senior Vice President for Finance and Administration, the Office of Human Resources, other College administrators, and the Faculty/Professionals and Professional Faculty/Student Assemblies on staff-related matters.
- b. Serves as a resource to Staff in obtaining information on matters of Staff concern.
- c. Serves as a link in obtaining information from the Virginia Governmental Employees Association.



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- d. Brings to the Staff Assembly's attention changes in policies and procedures that may affect the Staff and advises the Staff Assembly on these issues. This includes monitoring the actions of the Board of Visitors and any College Committees that may deal with issues of Staff concern.

## 2. Constitution and By-Laws Committee – Primary Responsibilities

- a. Evaluate proposed amendments to the Constitution and Bylaws of the Staff Assembly.
- b. Interpret the Constitution and Bylaws and make recommendations as needed to the Staff Assembly.
- c. Revise and update the Constitution and Bylaws upon requisite approval.

## 3. Communications Committee - Primary Responsibilities

- a. As authorized by the Executive Board, disseminates information about the Staff Assembly to the College community in print and/or electronic form to include the Staff Assembly website and Staff listserv.
- b. Fulfills communication needs of the Staff Assembly as requested by any Committee Chair, the Assembly President, or Executive Board.
- c. Interfaces with the College and non-university media sources to provide information on Staff Assembly activities when appropriate.
- d. Plans and coordinates all information session activities.
- e. Communicates with other Standing Committees to ensure that information distributed at information and orientation sessions is correct.
- f. Serves as historian and archivist.

## 4. Elections and Nominations Committee - Primary Responsibilities

- a. Coordinates the Staff Assembly election process. This Committee is responsible establishing election procedures and ensuring that these procedures and the Staff Assembly Constitution and By-laws are followed when electing Staff Assembly members and officers.
- b. Compiles ballots for all Staff Assembly elections.
- c. Makes recommendations to the Staff Assembly President for appointment of members and chairs to Staff Assembly and College committees, as needed.
- d. Monitors elections and oversees voting on proposed amendments to the Constitution and Bylaws of the Staff Assembly.
- e. Receives requests from individual Staff Assembly members of a member's desire to serve on a committee. Staff Assembly members with expertise in specific fields are encouraged to volunteer for membership on appropriate committees.

## 5. Staff and Community Relations Committee - Primary Responsibilities

Plans and coordinates outreach activities (Employee Assistance Fund), need-based fund drives (Holiday Food Drives), and awards (Employee of the Month).

## 6. Activities and Events Committee - Primary Responsibilities

a. Coordinates guest speakers/lectures, fundraisers for Staff activities, social activities and general meetings.

b. Plans and coordinates outreach activities (Employee Assistance Fund), need-based fund drives (Holiday Food Drives), and awards (Employee of the Month).

**Article III. Conducting Business**

- A. The Staff Assembly shall hold a General Meeting once per semester designed for attendance by all available Staff.
- B. Staff Assembly will meet no less than 10 times a year. These meetings will be open.
- C. Meeting dates shall be published in advance in all appropriate College publications.
- D. Items may be placed on the agenda for Assembly meetings by any of the following:
  - 1. The President, the Executive Board, or any committee of the Assembly.
  - 2. Any two Staff Assembly members
  - 3. Any ten Staff members, provided that submission must be in writing.
  - 4. The College President or the Senior Vice President for Finance and Administration.
- E. Items to be placed on the agenda must be submitted to the ~~Recording~~ Secretary at least 15 days prior to the next meeting.
- F. The agendas for the Executive Board and Staff Assembly meetings shall be distributed to the Staff, the College President and the Senior Vice President for Finance and Administration at least five days prior to the relevant meeting. Electronic distribution via email, list serves or web page is acceptable. All agendas shall be posted on the Staff Assembly website.
- G. A quorum for Staff Assembly is fifty percent of all filled positions. All Assembly measures and actions, except for amendments to the Constitution, shall pass by a simple majority of the Assembly members present and voting. Voting on motions shall normally be *viva voce*, by show of hands or by email. Five members may require a roll call vote upon any motion.
- G.H. Requests for expenditures must be submitted in writing to the Executive Board prior to the purchase being made. The Executive Board will approve requests by simple majority vote. The Executive Board has the right to decline reimbursement of any transaction that has

not been approved prior to the purchase being made or which does not comply with university guidelines. Expenses must comply with all university policies and procedures.

#### **Article IV. Elections**

##### **A. Election of Assembly Members**

1. Elections shall take place no later than March 31. Information concerning the election process will be distributed to all Staff by February 15.
2. Elections shall be held by secret ballot.

##### **B. Election of Officers**

1. Officers are elected by the 24 member Assembly, except where provided otherwise herein.
2. Elections of Officers will occur at the first meeting of the Staff Assembly after general elections are held.
3. An office may be filled by special election if an officer is unable to complete their term.
4. Elections shall be held by secret ballot.

#### **Article V. Amendments to the Bylaws**

Notice of any proposal to amend the Bylaws shall be given in the agenda in accordance with the requirements set out in Article III, above. An affirmative vote of the majority of the Assembly members is required for adoption. The amended Bylaws shall be presented, when approved, to the College Board of Visitors.

#### **Article VI. Parliamentary Authority**

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Assembly to the extent they apply.

#### **Addendum**

##### **Process for Officer Voting**

- A. A Tribe Response form will be created listing all of the available Officer positions. The form will allow individuals to nominate themselves or other Senators.
- B. The retiring President will contact Senators by email listing the Officer positions that are open, provide a brief description of each position (as stated in the Bylaws), and direct Senators to use the Tribe Response form for nominations. There will also be an opportunity for Senators to write-in nominees at the Staff Assembly meeting where voting will take place (Voting Meeting) if they are unable to access a computer before the meeting.

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- C. Prior to the Voting Meeting, a paper ballot will be created based on nominations submitted through the Tribe Response form. There will also be space to write-in nominees for all Officer positions.
- D. At the Voting Meeting, ballots will be distributed to all Senators.
- E. The retiring President will move through each Officer position.
- F. Prior to voting on each Officer position:
1. The Assembly will be asked for any additional nominations. Nominated individuals will be written-in on all ballots.
  2. The Assembly will ask if anyone would like to be removed from consideration.
  3. The Assembly will allow time for remarks from nominees.
  4. Nominees will be asked to leave the room and the meeting will be opened up to discussion on the nominees.
  5. Voting will occur by secret ballot, per Bylaws.
  6. Two Senators will tally the votes and announce the new Officer based on majority vote. A run-off of the top two candidates will be required if a nominee does not receive the majority of votes.
- G. The Assembly will repeat this process for each of the positions.

Revisions approved by Staff Assembly 9/20/16; approved by Board of Visitors \_\_\_\_\_

COMMITTEE ON STUDENT AFFAIRS

April 20, 2017

11:30 a.m. – 12 Noon

Board Room - Blow Memorial Hall

Lisa E. Roday, Chair

William H. Payne II, Vice Chair

I. Introductory Remarks - Ms. Roday

*Williamsburg Health Foundation Award Video*

II. Vice President's Update – Virginia M. Ambler

A. Radio Station WCWM-FM Annual Report 2016-2017 - Enclosure I.

B. Introduction of Community Engagement at W&M: A Culture of Service

*Drew Stelljes, Assistant Vice President for Engagement and Leadership*

*Melody Porter, Director, Office of Community Engagement*

III. Student Liaisons Report

*Rachel Smith and J.C. LaRiviere, Student Liaisons to the Board*

IV. Adjourn to lunch

Community Engagement at W&M – presentation and discussion will begin at 2:00 p.m.



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**COLLEGE OF WILLIAM AND MARY  
WCWM-FM ANNUAL REPORT 2016-2017**

In accordance with the Board of Visitors' operating policies for WCWM-FM, the following report is submitted as an annual review of the station's operations for 2016-17.

WCWM-FM (90.9 MHz.) is a student-funded, student-run, radio station falling under William and Mary's Media Council. The operating budget for the FY17 is \$19,625 which is derived from the Student Activities portion of the General Fee allocated by the Media Council. This budget covers basic operating expenses such as a contracted engineer, electricity, phone service, memberships, subscriptions and computer leases. Major repairs, equipment purchases or replacement items, when necessary, are covered through the reserve fund maintained by the Media Council.

WCWM's membership consists of undergraduate and graduate students who show an interest in working at the station. The station actively recruits new freshmen and transfer students at Organization & Activities fairs (held in August and January). Those interested in becoming a member can also join by contacting the station and attending the weekly station meetings.

Training and orientation sessions for members are conducted each semester. DJ's are required to participate in pre-established training sessions and complete a required number of volunteer hours before they are allowed to go on the air. This training is vital to the success of the station. WCWM's leadership is primarily responsible for training. Our contracted engineer, Mr. Joe Wetherbee, holds training sessions for the station's leaders at the beginning of each semester to discuss FCC guidelines and general station protocol. 27 new DJ's were recruited and trained this year.

WCWM contracts RDX Systems to perform monthly inspections, measurements and calibrations and to monitor transmission frequency to maintain WCWM transmitters in accordance with FCC regulations. RDX Systems provide on call emergency repair service 24-hour per day, seven days a week and responds to emergency calls within 24 hours. RDX Systems is also used for consulting in areas of equipment upgrades and purchases.

The station's capital expenditures this year consist of repairs and improvements made to the transmitter and the STL (Studio Transmitter Links) including antennae realignment and remote control modifications.

WCWM continues to host a Spring WCWMFest at William and Mary. This event is open campus wide. This year marked the highest attendance in the Festival's history with 986 people registered. Performances included: The Duskwhales, The Masaharou Effect, and Students of Hip Hop Legacy. The event was financially supported by Media Council and Alma Mater Productions.

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Other highlights from 16-17 include:

- Increased participation in the Virginia College Radio Network
- Participation in the Virginia College Radio Symposium (hosted in Charlottesville, VA)
- Continued work on the Record Library Cataloguing project (collection can be viewed at: <https://www.discogs.com/user/WCWM>)
- Development of a new and improved website: <https://wcwm.wm.edu/>

Under the leadership of Station Manager, Elizabeth Fulham, the station also restructured leadership roles to allow for more effective transitions and productive continuation of projects. In FY18, WCWM will pay close attention to the renovations taking place at Phi Beta Kappa Hall as the station transmitter and booster reside at the building. It is not yet clear if there will be impact to navigate as a result of the renovation but we are in close contact with Facilities Management to navigate this inquiry in the upcoming year.

Anne Arseenau, Director  
Office of Student Leadership Development

Patricia Fredrick, Associate Director  
Office of Student Leadership Development

COMMITTEE ON ATHLETICS  
April 20, 2017  
2:45 – 3:30 p.m.  
Board Room – Blow Memorial Hall

DeRonda M. Short, Chair  
H. Thomas Watkins III, Vice Chair

- I. Introductory Remarks and Welcome
- II. Approval of Minutes – February 9, 2017
- III. Competitive Excellence Report Update
  - A. 2016-2017 Sports Sheets
  - B. 2016-2017 Sport Summits
  - C. Events
- IV. Closed Session (if necessary)
- V. Winter / Spring Sports Update
- VI. Transition / Samantha Huge
- VII. Closing Comments
- VIII. Adjourn



COMMITTEE ON ATHLETICS  
MINUTES – FEBRUARY 9, 2017

**MINUTES**  
**Committee on Athletics**  
**February 9, 2017**  
**Holly Room – School of Education**

Board of Visitors' Athletics Committee members present: DeRonda M. Short, Chair; H. Thomas Watkins III; Vice Chair; S. Douglas Bunch, Thomas R. Frantz; Sue H. Gerdelman; and faculty committee representative Rex K. Kincaid.

Other Board members present: Rector Todd A. Stottlemeyer; John E. Littel, William H. Payne II;

W&M Foundation Athletics Sub-committee members present: Craig Staub, Chair; Maryellen Feeley, Vice Chair; Cliff Fleet, Mike Foradas, Melissa Friedery, Nancy Gofus, Andrew Horrocks, David Kelley, Audra Mallow, Scott Perkins, John Reilly, Mike Sapnar

Others present: Al Albert, Mark Begly, Henry Broaddus, Terry Driscoll, Bobby Dwyer, Lee Foster, Michael Fox, Nick Georges, Heather Golden, Carey Goodman, Earl Granger, Peel Hawthorne, Matthew Lambert, Carrie Letourneau, Deborah Love, Jake Perez, Brian Whitson, Sandra J. Wilms and other College staff.

Chair DeRonda M. Short called the meeting to order at 4:15 p.m.

Recognizing that a quorum was present, Ms. Short asked for a motion to approve the minutes of the November 17, 2016 meeting of the Board of Visitors Committee on Athletics. Motion was made by Ms. Gerdelman, seconded by Mr. Frantz and approved by voice vote of the Committee.

Noting that this was a joint meeting of the Board of Visitors' Committee on Athletics and the Athletics Sub-Committee of the College of William & Mary Foundation, Ms. Short welcomed the members of the Foundation Sub-Committee.

In opening remarks, Ms. Short advised that several individual student-athletes had been recognized since the last meeting, including five Major Academic awards, one All-America, eight All Conference, one National Athlete of the Week, and 17 CAA Athletes of the Week. She provided an update on the Board of Visitors fundraising effort in support of each sport, noting that there was 100% participation by all Board members but contributions were still welcome. A list of athletic events through May was distributed with a request to pick at least one event to attend to show support; she encouraged Professor Kincaid to challenge faculty members to also attend at least one event as well. Ms. Short commented on the progress being made by the Search Committee for the next Athletic Director.

Foundation Athletics Sub-committee Chair Craig Staub had brief opening remarks and moved adoption of the minutes of the Foundation Athletics Sub-Committee meeting of October 13, 2016.

Ms. Short moved that the Committee on Athletics convene in Closed Session for the purpose of discussing specific recommendations related to fundraising initiatives, priorities and strategies, as provided for in Section 2.2-3711.A.8., of the Code of Virginia. Motion was seconded by

Committee on Athletics  
MINUTES  
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Ms. Gerdelman and approved by voice vote. Observers were asked to leave the room and the Committee went into closed session at 4:22 p.m.

The Committee reconvened in open session at 4:31 p.m. Ms. Short reviewed the topic discussed in closed session and moved adoption of the **Resolution** certifying 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 conducted by Secretary to the Board Michael Fox. (Certification **Resolution** is appended.)

Director of Athletics Terry Driscoll introduced Nick Georges, Assistant Director of Athletic Development, who reported on FY17 fundraising efforts, focusing on team reunions. Associate Director of Development Al Albert reported on the support group for all sports now called the Friends Council, noting a one-time gift of \$2500 to a sport-specific endowment would allow the donor to become a lifetime member of the Council. Mr. Albert also reported on the Alumni Athletic Giving Challenge, in which the alumni of each term were challenged against the alumni of others. Mr. Albert also reviewed several off-campus fund raising events. A brief discuss ensued.

Assistant Director of Athletics Development Carey Goodman discussed development of the Women in Action program and several planned regional events. She outlined the development of the Women's Leadership Council and reported that the April 8 Celebration of Women's Athletics event would include a lifetime achievement awards ceremony. A brief discussion ensued.

Mr. Driscoll reported on the general education program on prevention of sexual assault and harassment provided for coaches, staff and student-athletes, noting the utilization of the NCAA program as well as campus resources, guest speakers as well as programs for the individual teams and various seminars. A general discussion ensued.

Mr. Driscoll provided an update on winter/spring sports, and reviewed on-campus events from February through June, noting this was a very competitive year. A brief discussion ensued.

There being no further business, the Committee adjourned at 5:32 p.m.

February 9, 2017

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:

  
DeRonda M. Short  
Chair  
Committee on Athletics

COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES

April 21, 2017

8:00 – 9:00 a.m.

Board Room – Blow Memorial Hall

Thomas R. Frantz, Chair  
H. Thomas Watkins III, Vice Chair

- I. Introductory Remarks – Mr. Frantz
- II. Update on Regional Activity
- III. Strategic Planning Dashboard - Enclosure J.
- IV. Closed Session (if necessary)
- V. Adjourn



# STRATEGIC PLANNING DASHBOARD

CHALLENGE : Leading Liberal Arts University										COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN	
1	Undergraduate acceptance rate		33.7%	33.2%	33.0%	34.5%	36.5%	34%	30% (2015-16)	9% (2015-16)	
2	Undergraduate yield rate		36.8%	31.7%	31.4%	29.5%	28.7%	34%	40% (2015-16)	56% (2015-16)	
3	Undergraduate SAT scores: 25th - 75th percentile range		1250-1450	1270-1460	1270-1470	1260-1460	1250-1470	1250-1450	1250-1460 (2015-16)	1370-1560 (2015-16)	
4	Undergraduate graduation rate: completions within 6 years		91%	90%	90%	91%	Available 4/2018	95%	93% (2009 cohort)	96% (2009 cohort)	
5	Student-faculty ratio		11:1	12:1	12:1	12:1	12:1	12:1	15:1 (2015-16)	7:1 (2015-16)	
6	Small undergraduate classes: percent with 2-19 students		49%	48%	48%	49%	49%	50%	56% (2015-16)	70% (2015-16)	
7	USNWR: Best Undergraduate Teaching		N/A	2	4	12	Available 9/2017	1	N/A	4 (2015-16)	
8	Gap between avg. faculty salary and 60th percentile of SCHEV peers		N/A	20.1%	15.7%	17.7%	Available 4/2018	60th pctl.	N/A	N/A	
CHALLENGE : Diversity										COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN	
9	Undergraduate students who are members of historically underrepresented groups		20%	28%	29%	29%	29%	N/A	29% (2015-16)	37% (2015-16)	
10	Graduate/professional students who are members of historically underrepresented groups		13%	15%	14%	16%	18%	N/A	18% (2015-16)	23% (2015-16)	
11	Undergraduate Pell grant recipients		9%	12%	11%	11%	Available 3/2018	N/A	13% (2014-15)	16% (2014-15)	



# STRATEGIC PLANNING DASHBOARD


CHALLENGE : Global Engagement										COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN	
12	Undergraduate students with international citizenship		2%	4%	5%	6%	6%	N/A	5% (2015-16)	13% (2015-16)	
13	Graduate students with international citizenship		8%	15%	15%	14%	14%	N/A	16% (2015-16)	30% (2015-16)	
14	Undergraduate students who study abroad		N/A	48%	50%	51%	Available 9/2017	60%	N/A	N/A	
15	Total international student enrollment		N/A	575	667	687	691	600	N/A	N/A	
16	Total countries with students enrolled		N/A	55	58	65	61	60	N/A	N/A	
CHALLENGE : Lifelong Connection										COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN	
17	Alumni giving participation rate: undergraduates with degrees		21.9%	24.9%	27.1%	28.6%	Available 9/2017	40%	20% (2015-16)	28% (2015-16)	
CHALLENGE : Communications										COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN	
18	USNWR: National Universities		32	33 (tie)	34 (tie)	32 (tie)	Available 9/2017	N/A	24 (tie) (2015-16)	14 (2015-16)	
19	USNWR: Public Universities		6	6	6	6	Available 9/2017	N/A	2 (tie) (2015-16)	N/A	



# STRATEGIC PLANNING DASHBOARD

= NEW DATA

= UNAVAILABLE DATA

CHALLENGE : Business Plan										COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN	
20	USNWR: Financial Resources		111	110	113	112	Available 9/2017	70	55 (2015-16)	22 (2015-16)	
21	Total sponsored program expenditures (in millions)		\$50	\$59	\$61	\$63	Available 4/2018	\$60	\$329 (2014-15)	\$110 (2014-15)	
22	Debt service as percent of operating expense		N/A	5.7%	5.6%	5.9%	Available 9/2017	7%	N/A	N/A	
23	Annual giving to the Fund for W&M plus expendable scholarships (in millions)		\$5.6	\$6.8	\$8.6	\$8.2	Available 9/2017	\$9	N/A	N/A	
24	Total annual giving not including gifts >\$100K (in millions)		\$13.6	\$19.0	\$20.6	\$21.3	Available 9/2017	\$22	N/A	N/A	
25	Total new private gifts and commitments (in millions)		\$39	\$104	\$106	\$143	Available 9/2017	\$100	N/A	N/A	
26	Endowment per student (year end)		N/A	\$99,388	\$100,572	\$99,381	Available 10/2017	\$175,000	\$277,100 (2014-15)	\$349,520 (2014-15)	
27	Total endowment (in millions)		\$586	\$798	\$811	\$804	Available 10/2017	\$1,500	\$6,181 (2014-15)	\$3,073 (2014-15)	
28	Average per-borrower cumulative undergraduate debt		\$16,765	\$25,733	\$26,017	\$26,400	Available 2/2018	\$20,000	\$24,905 (2015 grads)	\$22,197 (2015 grads)	
29	Undergraduate students who graduate with debt		39%	38%	37%	35%	Available 2/2018	40%	35% (2015 grads)	34% (2015 grads)	
CHALLENGE : Administrative Resources and Infrastructure										COMPARISONS	
	MEASURES	10-yr Trend (up=positive)	10 Yrs Ago (2007-08)	2013-14	2014-15	2015-16	2016-17	TARGET	UVA	BROWN	
30	All E&G Facilities Condition Index		12.4%	5.7%	5.8%	4.8%	4.6%	10%	5% (2014-15)	N/A	



DASHBOARD NOTES

The dashboard contains selected measures keyed to challenge areas within the strategic plan. W&M tracks many of these measures against a set of 16 peer universities identified in the strategic planning process. This dashboard contains publicly available data for two of those schools for illustrative purposes. Comparisons with other schools are challenging to say the least, and require careful analysis. UVA and Brown, for example, both have engineering and medical schools and W&M does not.

Source Notes by Dashboard Measure Number

1	Integrated Postsecondary Education Data System (IPEDS) of US Dept. of Education Nat’l Center for Education Statistics (Data for required reports could vary among school by one year for some measures).
2	IPEDS. See note 1.
3	US News & World Report (USNWR): rankings published in September based on data submitted in previous spring. Reported for year data collected. Calculated by adding the 25th and 75th percentiles for Critical Reading and the percentiles for Math.
4	IPEDS. See note 1.
5	USNWR. See note 3. Does not include faculty or students in stand-alone graduate or professional programs (e.g., Law)
6	Common Data Set (or institutional website as available).
7	USNWR. See note 3.
8	IPEDS HR data reporting.
9	IPEDS. See note 1. Underrepresented groups include American Indian or Alaska Native, Asian, Native Hawaiian/Other Pacific Islander, Black or African American, Hispanic, Two or more races. Underrepresented groups do not include White, Unknown, Nonresident aliens.
10	IPEDS. See note 1. Underrepresented groups include American Indian or Alaska Native, Asian, Native Hawaiian/Other Pacific Islander, Black or African American, Hispanic, Two or more races. Underrepresented groups do not include White, Unknown, Nonresident aliens.
11	IPES. See note 1. Calculated by dividing the number of Pell Grant recipients by the total number of undergraduates—financial aid cohort. Data unavailable prior to 2008-09, so percent receiving federal aid used as a proxy.
12	IPEDS. See note 1. This measure reflects the IPEDS variable “nonresident alien,” which is defined as “a person who is not a citizen or national of the United States and who is in this country on a visa or temporary basis and does not have the right to remain indefinitely.”
13	IPEDS. See note 12.
14	Institute of International Education, “Open Doors Data” reports.
15	W&M records.
16	W&M records. Total number of countries represented by W&M students.

DASHBOARD NOTES

The dashboard contains selected measures keyed to challenge areas within the strategic plan. W&M tracks many of these measures against a set of 16 peer universities identified in the strategic planning process. This dashboard contains publicly available data for two of those schools for illustrative purposes. Comparisons with other schools are challenging to say the least, and require careful analysis. UVA and Brown, for example, both have engineering and medical schools and W&M does not.

Source Notes by Dashboard Measure Number

17	Council for Aid to Education/Voluntary Support of Education. Money received and irrevocable commitments only. Does not include all pledges. Annual rate based on Council for Aid to Education/ Voluntary Support of Education (VSE). Uva data is not available from CAE VSE report. UVa data is from USNWR which reflects the average percentage of living alumni with bachelor's degrees who gave to their school during the previous two most recent years, e.g., USNWR 2016 release reflects the average percentage of 2013-2014 and 2014-2015.
18	USNWR/ See note 3.
19	USNWR/ See note 3.
20	USNWR/ See note 3.
21	IPEDS. See note 1.
22	National Association of College and University Business Officers (NACUBO).
23	W&M records.
24	W&M records. Gifts of more than \$100,00 not included.
25	W&M records. New gifts plus new commitments.
26	National Association of College and University Business Officers (NACUBO).
27	(NACUBO). See not 26.
28	Common Data Set (or institutional website, as available). CDS_H5: Average cumulative principal borrowed by undergraduate borrowers who started as freshmen at the institution and who had earned bachelor's in the current data year.
29	Common Data Set (or institutional website, as available). CDS_HS4:Note that transfer students and debt accumulated at other institutions are excluded. Only students who started at and graduated from the respective institution are included, and only the debt those students accumulated while enrolled at that institution is reported.
30	The facilities Condition Index (FCI) is a fitness indicator for the College's facilities and infrastructure. The FCI is the ratio of known maintenance deficiencies to the current replacement value of academic facilities. Industry standards suggest that an FCI of 5% or less indicates good condition, 5% to 10% fair condition, and above 10% poor condition. "All E&G Facilities" are those facilities supported by general funds allocated by the Commonwealth. These facilities include "major" E&G facilities (classrooms, class lab facilities, Wren Building, Admissions, Blow Memorial Hall, Cohen Career Center) and "minor" E&G facilities (e.g., Jamestown Road Houses, Galt Houses, Quonset Huts, physical plant-related families). E&G facilities do not have a revenue generating component and exclude facilities that are self-supporting such as dormitories, athletic facilities, food services facilities.

COMMITTEE ON FINANCIAL AFFAIRS

April 21, 2017

9:00-10:00 a.m.

Board Room - Blow Memorial Hall

H. Thomas Watkins III, Chair

James A. Hixon, Vice Chair

- I. Introductory Remarks - Mr. Watkins
- II. Approval of Minutes – February 10, 2017
- III. Report by Senior Vice President for Finance and Administration Samuel E. Jones  
And Chief Financial Officer Amy S. Sebring
  - A. FY 2017-18 Operating Budget Proposal. **Resolution 23**.
  - B. FY 2017-18 Operating Budget Detail for Educational and General Programs. Enclosure K.
  - C. FY 2017-18 Operating Budget Detail for Sponsored Programs. Enclosure L.
  - D. FY 2017-18 Operating Budget Detail for Student Financial Assistance. Enclosure M.
  - E. FY 2017-18 Operating Budget Detail for Board of Visitors Private Funds. Enclosure N.
  - F. FY 2017-18 Operating Budget Detail for Auxiliary Enterprises. Enclosure O.
  - G. FY 2017-18 Tuition and Fee Structure for Full- and Part-Time Students. **Resolution 24**.
  - H. 2016-17 Operating Budget Summary. Enclosure P.
- IV. Report from Virginia Institute of Marine Science Dean John T. Wells
  - A. FY 2017-18 Operating Budget. **Resolution 25**.
  - B. 2016-17 Operating Budget Summary. Enclosure Q.
- IV. Investments Subcommittee Report – Mr. Hixon
- V. Closed Session (if necessary)
- VI. Discussion
- VIII. Adjourn

COMMITTEE ON FINANCIAL AFFAIRS  
MINUTES – FEBRUARY 10, 2017

**MINUTES**  
**Committee on Financial Affairs**  
**February 10, 2017**  
**Board Room - Blow Memorial Hall**

Attendees: H. Thomas Watkins III, Chair; James A Hixon, Vice Chair; S. Douglas Bunch; Lynn M. Dillon; Thomas R. Frantz; Anne Leigh Kerr; John E. Littel; Christopher M. Little; Brian P. Woolfolk; and faculty committee representative Catherine A. Forestell. Board members present: Rector Todd A. Stottlemeyer; Sue H. Gerdelman; William H. Payne II; Lisa E. Roday, Karen Kennedy Schultz; DeRonda M. Short; W&M Student Representative Eboni S Brown, RBC Faculty Representative Jill Mitten and Staff Liaison David Morales. Others in attendance: President W. Taylor Reveley III; Provost Michael R. Halleran; Virginia M. Ambler; Henry R. Broaddus; Edward D. Driscoll; Kent Erdahl; Michael J. Fox; Samuel E. Jones; Amy S. Sebring; Virginia Institute of Marine Science Dean/Director John T. Wells; and other College and VIMS staff.

Chair Thomas Watkins convened the meeting at 8:00 a.m. Recognizing that a quorum was present, Mr. Watkins requested a motion to approve the minutes of the November 18, 2016 meeting. Motion was made by Mr. Little, seconded by Ms. Dillon, and approved by voice vote of the Committee.

Senior Vice President for Finance and Administration Samuel Jones provided an overview of the State budget, notating a total projected revenue shortfall of \$1,064.1 million for FY 2016 through FY 2018. Proposed General Assembly budget actions for FY 2017 include elimination of the State's share of the 3% raise and recovery of VRS pre-payments. FY 2018 actions include a salary increase for faculty and staff; reduction in operating support; and recovery of VRS pre-payments. Capital Outlay budget actions include the addition of alternative financing language and bond authority for the College's West Utilities and Dorm Renovation projects. In response to the FY 2017 reduction in State support, the College decreased the overall rate of spending and shifted the effective date of the Board approved 3% salary increase for faculty and staff to December 10, 2016. As part of the budget planning process for FY 2018, and in preparation for updating the College's Six-Year Financial Plan, departments will be asked to evaluate and submit for review the impact of 2% and 4% budget reductions. Final FY 2018 budget recommendations will be presented to the Board for approval at the April meeting.

Virginia Institute of Marine Science Dean and Director John Wells reviewed the outcome of the Governor's budget and General Assembly actions, which included the total restoration of a proposed 5% reduction affecting the VIMS campus. Dr. Wells also discussed the potential significant impact on VIMS of the EPA freeze on current research grants and contracts. Although the freeze was eventually lifted, faculty, staff, and students remain concerned, and collectively, wrote more than 60 letters to Congressmen Wittman and Taylor expressing the need to support the EPA Chesapeake Bay Program funding.

Investments Subcommittee Chair James Hixon reported the market value of the Board of Visitors' endowment was at \$78.3 million as of January 31, 2017, reflecting a performance rate of 6.8% (net of fees) for the fiscal year period through the end of January. The Subcommittee is reviewing options to adjust strategic allocations to enhance the overall risk/return of the BOV portfolio and will be considering further diversification to potentially offset any pending volatility. Mr. Hixon reported that the Subcommittee approved a change in the Green Fund by reallocating \$35,000 to the TIAA-CREF Social Choice Bond Fund from the AGG ETF.

There being no further business, the Committee adjourned at 8:36 a.m.

**COLLEGE OF WILLIAM AND MARY**  
**FY 2017-18 OPERATING BUDGET PROPOSAL**

This Budget Summary provides an overview of William & Mary's proposed operating budget for fiscal year 2017-2018 (FY 2018), including both sources and uses of funds, and identifies recommended budget actions. The budget for the Virginia Institute of Marine Sciences is presented separately under Resolution 25.

**Background**

The FY 2018 operating budget as presented combines the university's state appropriated funds as well as private funds maintained locally at the College. Projected state appropriations reflect actions of the 2017 General Assembly as approved by the Governor. Specifically, the FY 2018 operating budget includes reductions in state funding resulting from the Commonwealth's revised revenue forecasts, which projects slower than anticipated growth through the end of FY 2018. The private funds budget reflects unrestricted and restricted gifts as well as endowment earnings received by the College. It does not include funds budgeted as part of the College of William and Mary Foundation or other university-affiliated foundations.

Development of the FY 2018 budget occurs within the context of the university's strategic planning process and the Six-Year Plan as approved by the Board of Visitors. To the extent resources are available, expenditures in support of the College's academic program reflect the priorities outlined in these plans. In addition, the budget includes \$2.65 million generated through a combination of budget reallocations, business innovation, and targeted vacancy savings.

**William & Mary Promise**

The budget as proposed maintains the William & Mary Promise for the fifth year. The Promise is an innovative business model that enhances the quality of a William & Mary education while improving predictability and affordability for in-state undergraduate students. Key pieces of the new model include improved predictability through a guaranteed four-year tuition for in-state undergraduate students, more financial aid for qualifying low and middle-income Virginia families, lower assumptions regarding average student loan debt for Virginia students, better efficiency through innovation, more seats at William & Mary for Virginia students, and more resources to recruit and retain the superb faculty crucial to continued academic excellence.

**Funding Priorities**

FY 2018 operating budget recommendations recognize the need for William & Mary to make sustained investments in university programs. The university continues to use all available fund sources to support its various programs and activities. As a result, priorities reflected in the proposed budgets are as follows:

- Maintain all elements of the William & Mary Promise;
- Maintain and enhance the quality of academic programs, including the competitiveness of faculty salaries;



- Address Strategic Plan, Six Year Plan, and Commonwealth priorities, including expanded aid for middle-income Virginia families, within budget constraints;
- Balance revenue need with student affordability;
- Use all available fund sources to address funding requirements; and,
- Continue to aggressively seek private funds and other revenue sources.

The university's FY 2018 proposed total operating budget eclipses \$400 million, with anticipated revenue of \$403.93 million and expenditures of \$392.78 million as shown in the table below.

### FY 2018 W&M OPERATING BUDGET, ALL SOURCES AND USES\*

REVENUES	SOURCES OF FUNDING					Subtotal
	Educational & General	Sponsored Programs	Financial Aid	BOV Private Funds	Auxillaries	
State General Fund	43,182,499	75,000	4,519,258	-	-	47,776,757
Tuition and Fees	154,190,384	-	35,598,771	-	-	189,789,155
Sponsored Programs	-	31,650,000	-	-	-	31,650,000
Auxiliary User Fees	-	-	900,000	-	109,717,916	110,617,916
BOV Private Funds	-	-	-	24,096,324	-	24,096,324
<b>Total</b>	<b>197,372,883</b>	<b>31,725,000</b>	<b>41,018,029</b>	<b>24,096,324</b>	<b>109,717,916</b>	<b>403,930,152</b>

EXPENDITURES	USES OF FUNDING					Subtotal
	Educational & General	Sponsored Programs	Financial Aid	BOV Private Funds	Auxillaries	
Instruction	112,872,320	-	-	1,219,259	-	114,091,579
Research	1,009,170	-	-	636,476	-	1,645,646
Public Service	8,021	-	-	14,283	-	22,304
Academic Support	30,297,231	-	-	1,094,111	-	31,391,342
Student Services	8,974,583	-	-	310,091	-	9,284,674
Institutional Support	24,686,554	-	-	8,448,368	-	33,134,922
Plant Operations	19,525,004	-	-	232,618	-	19,757,622
Financial Aid	-	-	41,018,029	3,874,185	-	44,892,214
Sponsored Programs	-	31,725,000	-	-	-	31,725,000
Auxiliary Services	-	-	-	-	106,831,305	106,831,305
<b>Total</b>	<b>197,372,883</b>	<b>31,725,000</b>	<b>41,018,029</b>	<b>15,829,391</b>	<b>106,831,305</b>	<b>392,776,608</b>

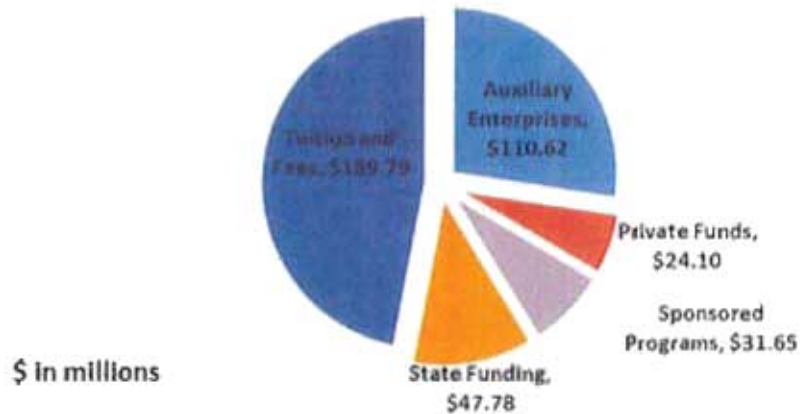
\* Excludes funds budgeted through the College of William and Mary Foundation and other affiliated foundations.

Tuition and fee revenue comprises the largest single source of revenue for the College at just under \$190 million, followed by Auxiliary Enterprises revenue at \$110.62 million as shown in the following chart.

April 19-21, 2017

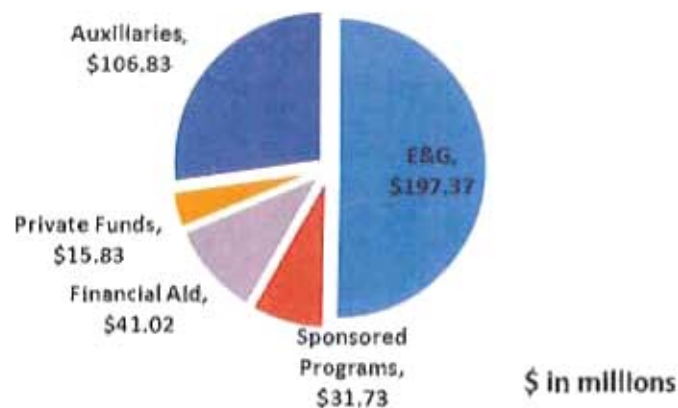
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**FY 2018 Operating Budget Revenue,  
\$403.93 million**



At \$197.37 million, E&G Programs make up the largest expenditure category followed by Auxiliary Enterprises at \$106.83 million. Combined, those two programs account for three-fourths of the College's operating budget.

**FY 2018 Operating Budget Expenditures,  
by Program  
\$392.78 million**



Detail for each of the major program areas are provided in Enclosures K through O.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the FY 2018 Operating Budget of the College as displayed herein; and

BE IT FURTHER RESOLVED, That the Board of Visitors approves this FY 2018 budget and revisions thereto resulting from the carry forward of any unspent fund balances as of July 1, 2017.



**COLLEGE OF WILLIAM AND MARY**  
**FY 2017-18 OPERATING BUDGET DETAIL**  
**FOR EDUCATIONAL AND GENERAL PROGRAMS**

Educational and General (E&G) Programs constitute those activities that support the delivery of academic services to William & Mary's students and the Commonwealth. These activities include instruction, state supported research and public service, academic support including library operations and information technology, student services, institutional or administrative support, and plant operations as they relate to academic facilities.

The E&G program is the largest program at the College, representing approximately 50.3% of its annual expenditures, and is comprised of seven subprograms. These subprograms directly support the College's mission of teaching, research, and public service.

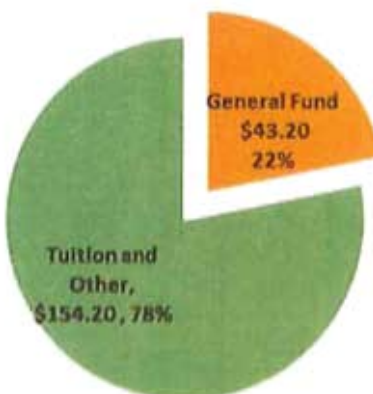
**Subprogram****Major Activity**

<i>Instruction</i>	<i>Instructional faculty; departmental operating costs</i>
<i>Research</i>	<i>Targeted, state supported research</i>
<i>Public Service</i>	<i>Community outreach activity</i>
<i>Academic Support</i>	<i>Library materials, access, and services; information technology; dean and directors school level costs</i>
<i>Student Services</i>	<i>Registrar; admissions; financial aid; career services; etc.</i>
<i>Institutional Support</i>	<i>Executive management; fiscal services; human resources; police; purchasing; fund raising etc.</i>
<i>Physical Plant</i>	<i>Buildings/grounds maintenance; plant personnel, utilities</i>

**Program Revenues and Expenditures**

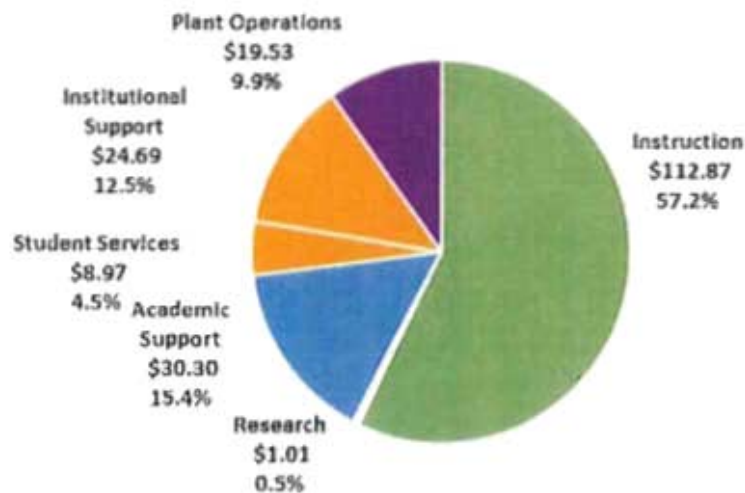
E&G Programs are supported primarily from the state general fund and student tuition which are appropriated as nongeneral funds of the Commonwealth. For FY 2018, general fund support (state tax dollars) for the College will decrease by \$2.15 million, offset by state support for salary and fringe increases. Tuition and other E&G revenue will increase by \$4.03 million. In total, state general fund support will provide 21.9% and non-general funds 78.1% of the \$197.4 million available to the program. Expenditures across the program reflect the College's priority in allocating incremental funds to implement its Strategic and Six-Year Plans including support for faculty and staff salaries, increased health insurance costs, and academic and business improvements.

Sources of E&G Revenue  
\$197.37 million  
(\$ in millions)



The College allocates over 72.5% of its available E&G resources to instruction and academic support (libraries and information technology) -- the heart of its activities. A complete breakdown by subprogram is provided in the chart below.

Expenditures by E&G Program  
\$197.37 million  
(\$ in millions)



April 19-21, 2017

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The proposed budget includes the fully annualized cost of the salary increase provided to faculty and staff effective December 10, 2016 and provides an additional salary increase of 3% effective July 10, 2017 as authorized by the Governor and General Assembly. The state provided funding for its share of a 2% salary increase for faculty, but provided institutions of higher education with the ability to increase salaries at a higher rate with institutional funds. Even at 3%, the proposed salary increases for FY 2018 are lower than originally proposed in the revised Six-Year Plan for the 2016-18 biennium due to the overall reduction in state general fund support for FY 2018 approved as part of the Commonwealth's efforts to balance the state budget.

W&M's FY 2018 proposed budget continues to fund key strategic initiatives included in the six-year plan, including:

- the university's on-going commitment to support student financial aid for in-state undergraduate students under the Promise,
- incremental funding for the CRM implementation,
- the university's diversity initiative,
- enrollment growth,
- the new curriculum, and
- the evolving engineering and design program.

Funding for other programs and initiatives have been slowed or deferred to FY 2019. The FY 2018 budget also includes actions across the academic and administrative enterprise to reduce costs and to maximize potential revenue or minimize expenses through business innovation. For FY 2018, the budget assumes that the university will fully meet the \$5 million goal established under the Promise and will realize another \$2.65 million through a combination of budget reallocations, business innovation, and targeted vacancy savings. Finally, as required by the Commonwealth, in FY 2018 a one-time cash transfer of \$680,630 will be done as the final installment of the nongeneral fund share of the state's payment to fund the Virginia Retirement System.

Looking specifically at state funds, the Commonwealth of Virginia's appropriation for William & Mary decreased from \$43.5 million in FY 2017 to \$41.4 million in FY 2018, a 4.9% decrease. The reduction in core E&G support will be offset, in part, by an estimated \$1.76 million from central appropriations representing the State's share of FY 2017 fringe benefit increase, and FY 2018 salary and fringe increases. These amounts exclude the one time VRS payment noted above.

In addition to the State support noted above, revenue to support the FY 2018 E&G budget is generated by implementing the fifth year of the William and Mary Promise (tuition for incoming in-state undergraduate students approved by the Board of Visitors in November, 2016) and tuition increases for out-of-state undergraduate (+\$1,267), and graduate and professional students (increases ranging from \$150 to \$2,166 depending on market).

Estimated nongeneral funds, principally tuition revenue, available for expenditure in FY 2018 total \$154.19 million, an increase of 2.95%, or \$4.42 million, above the prior year's budget. The increase in nongeneral funds, supports the College's share of the State approved faculty and staff salary increases effective July 10, 2017, the annualization costs of the December 10, 2016 salary increases, as well as State mandated increases in the employer share of health insurance costs. As noted above, additional funds to support selected strategic initiatives consistent with the Six-Year Plan are allocated to the extent possible given constrained resources.

In total, these actions result in FY 2018 Educational and General Program operating budget of \$197.4 million, an increase of \$4.03 million or 2.09%.

The table below provides the estimated allocation of these funds by program.

REVENUE	FY 2017 Estimated Actual	FY 2018 Proposed Budget	\$ Change from Prior Year	% Change from Prior Year
General Fund	43,569,022	43,182,499	(386,523)	-0.89%
Nongeneral Fund	149,770,781	154,190,384	4,419,603	2.95%
<b>Total Revenue</b>	<b>\$193,339,803</b>	<b>\$197,372,883</b>	<b>\$4,033,080</b>	<b>2.09%</b>
<b>EXPENDITURES</b>				
Instruction	109,836,678	112,872,320	3,035,642	2.76%
Research	894,710	1,009,170	114,460	12.79%
Public Service	8,021	8,021	-	0.00%
Academic Support	29,584,535	30,297,231	712,696	2.41%
Student Services	8,723,978	8,974,583	250,605	2.87%
Institutional Support	24,917,295	24,686,554	(230,741)	-0.93%
Plant Operations	19,374,586	19,525,004	150,418	0.78%
<b>Total Expenditures</b>	<b>\$193,339,803</b>	<b>\$197,372,883</b>	<b>\$4,033,080</b>	<b>2.09%</b>

April 19-21, 2017

Page   1   of   1  **COLLEGE OF WILLIAM AND MARY****FY 2017-18 OPERATING BUDGET DETAIL  
FOR SPONSORED PROGRAMS**

Sponsored programs activity reflects estimated FY 2018 expenditures of \$31.73 million primarily from federal grants and contracts. Due to the continued uncertainty of research support from the federal government, on-going grant and new contract awards for FY 2018 are estimated to remain at FY 2017 levels. In all areas, students continue to benefit directly as they work alongside faculty on major research projects, often resulting in joint publication of the results.

In addition to covering direct costs of research programs, sponsored research activity also provides indirect cost recoveries to the university, which are included in the expenditure projections for FY 2018. Indirect cost recoveries enable the College to reinvest funds back into its research programs, including support for faculty start-up, grant matching funds, technology transfer, debt service payments associated with construction of various science facilities, and participation in high speed network systems. The university is in the process of revising its indirect cost rate with the federal government for FY 2018 and FY 2019. The projected budget outlined below reflects an anticipated decline in the rate and resulting recoveries for FY 2018.

**The College of William and Mary  
Sponsored Programs  
2017-2018 Operating Budget Detail**

	<b>Estimated FY 2016-17 Budget</b>	<b>Projected FY 2017-18 Budget</b>	<b>Change from Prior Year</b>
<b>REVENUE</b>			
General Fund	\$ 75,000	\$ 75,000	\$ 0
Grant Awards - Direct Costs	27,350,000	27,350,000	0
Indirect Cost Recoveries	<u>4,500,000</u>	<u>4,300,000</u>	<u>(200,000)</u>
<b>Total Revenue</b>	<b>\$ 31,925,000</b>	<b>\$ 31,725,000</b>	<b>(\$200,000)</b>
<b>EXPENDITURES</b>	<b>\$ 31,925,000</b>	<b>\$ 31,725,000</b>	<b>(\$200,000)</b>

April 19-21, 2017

Page   1   of   1  **COLLEGE OF WILLIAM AND MARY****FY 2017-18 OPERATING BUDGET DETAIL  
FOR STUDENT FINANCIAL ASSISTANCE**

The university's FY 2018 operating budget for student financial assistance totals \$44.89 million, consisting of \$4.52 million in state general fund support from a combination of the university's line item appropriation and funding through other state financial aid programs, \$36.50 million provided through a combination of tuition revenue and auxiliary support, and \$3.87 million in private funds. This allocation represents a \$4.36 million, or 10.75%, increase in the amount of student aid available to our undergraduate and graduate students.

	<b>Estimated FY 2016-17 Actual</b>	<b>Proposed FY 2017-18 Budget</b>	<b>Change from Prior Year</b>
<b>REVENUE:</b>			
State General Fund	\$4,464,042	\$4,519,258	\$55,216
Tuition Revenue*	31,502,295	35,598,771	4,096,476
Auxiliary Enterprises	900,000	900,000	0
Private Funds	3,668,600	3,874,185	205,585
<b>Total Revenue</b>	<b>\$40,534,937</b>	<b>\$44,892,214</b>	<b>\$4,357,277</b>
<b>EXPENDITURES:</b>	<b>\$40,534,937</b>	<b>\$44,892,214</b>	<b>\$4,357,277</b>

For undergraduates, new investment is targeted toward low- and middle-income Virginia students through the William & Mary Promise. The Promise allows the university to enhance the quality of a William & Mary education while improving predictability and affordability for in-state undergraduate students. Key elements of the new model include improved predictability through a four-year tuition guarantee for in-state undergraduate students, more financial aid for qualifying low and middle-income Virginia families, and lower average student loan debt for Virginia students.

The \$4.1 million increase in financial assistance from tuition revenue is due to a combination of factors including a \$2.3 million increase for undergraduate students under the Promise. In addition, the Law School's financial aid has increased to provide competitive offers with peer institutions nationally, and the School of Business has increased to support new and growing graduate programs, including the Online MBA.

## COLLEGE OF WILLIAM AND MARY

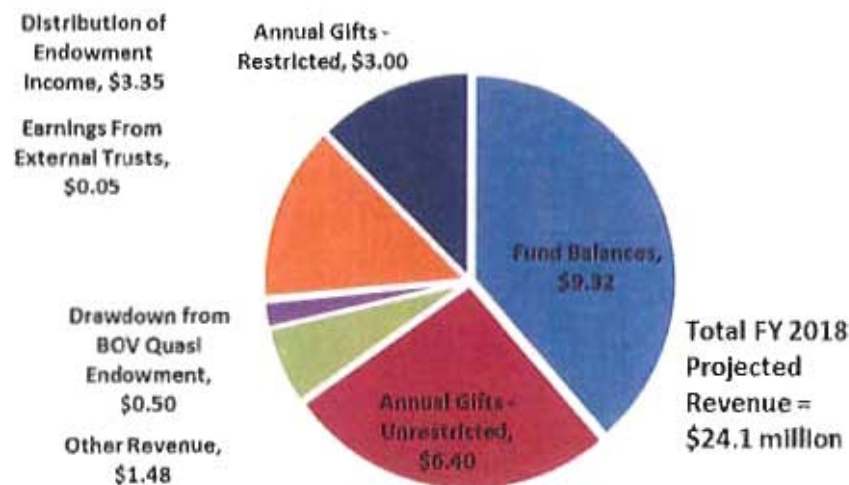
**FY 2017-18 OPERATING BUDGET DETAIL  
FOR BOARD OF VISITORS PRIVATE FUNDS**

The Board of Visitors of the College of William and Mary is charged with the responsibility of administering endowed and other expendable private funds for restricted and unrestricted purposes. As a result, each year the Board authorizes a private funds revenue and expenditure budget consistent with: a) donor guidance on restricted endowment and expendable funds; b) Board policy on the spending of endowment income; and c) projections of unrestricted revenue, expense, and available fund balances.

For FY 2018, a spending rate of 4.75% is applied to a rolling three year average value of Board of Visitors endowments to determine income available from each endowment. This spending rate is unchanged from FY 2017 and is established with consideration of the criteria outlined in UPMIFA (Code of Virginia, Section 64.2-1102) as outlined on pages 5-8 of this item.

FY 2018 begins with an estimated beginning fund balance of approximately \$9.32 million and projected revenues of \$14.78 resulting in \$24.1 million available for expenditure.

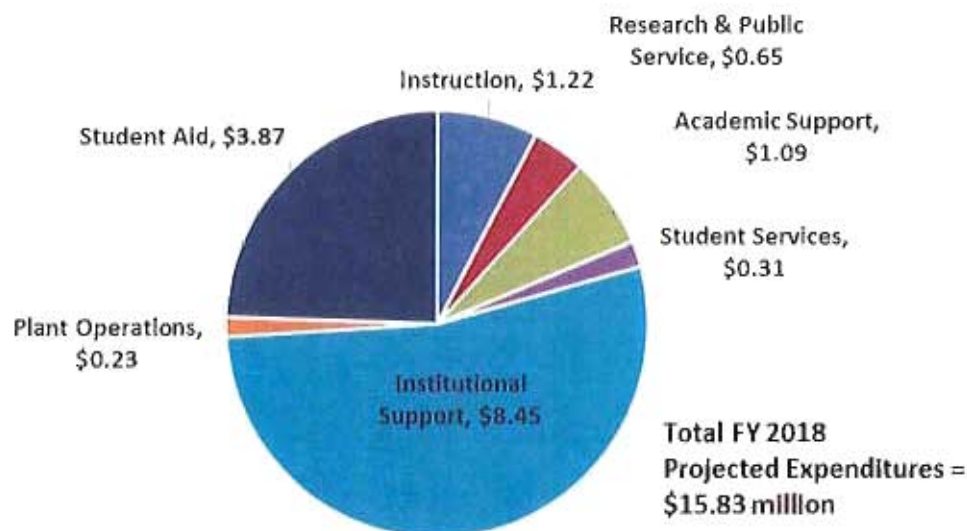
**FY 2018 Private Funds Revenue, by Source  
(\$ in millions)**



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**FY 2018 Private Funds Expenditures, by Program  
(\$ in millions)**



Budgeted expenditures total \$15.83 million. Unrestricted funds, which is a subset of the private funds budget, and can be used at the Board's discretion, have an estimated beginning fund balance of approximately \$392,000, estimated revenues of \$8.7 million, and projected expenditures of \$10.48 million. Revenue and expenditure details follow in the tables below. There is an intentional drawdown against overall private fund balances as costs for the university's advancement operation are shifted from the College of William and Mary Foundation to the university.



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A more detailed review of revenues and expenditures is provided in the tables below.

	ACTUAL FUND BALANCE 6/30/2016	ESTIMATED RESTRICTED ENDOWMENTS 6/30/2017	ESTIMATED RESTRICTED GIFT FUNDS 6/30/2017	ESTIMATED UNRESTRICTED FUNDS 6/30/2017	ESTIMATED TOTAL FUND BALANCE 6/30/2017
<b>BEGINNING FUND BALANCE (cash, receivables &amp; payables)</b>	\$9,129,252	\$290,153	\$8,634,339	\$391,741	\$9,316,233
	ESTIMATED ACTUAL FY 2016-17	RESTRICTED ENDOWMENT REVENUES FY 2017-18	RESTRICTED GIFT REVENUES FY 2017-18	UNRESTRICTED REVENUES FY 2017-18	TOTAL REVENUES FY 2017-18
<b>REVENUES</b>					
Distribution of Endowment Income	\$3,369,984	\$2,838,540	\$0	\$515,551	\$3,354,091
Administrative Overhead Allocation	300,000	0	0	300,000	300,000
Transfers from Other Sources	340,000	0	0	340,000	340,000
Interest on Cash Balances	310,000	0	10,000	310,000	320,000
Annual Gifts:					
Restricted	3,015,000	0	3,000,000	0	3,000,000
Unrestricted	6,300,000	0	0	6,400,000	6,400,000
Drawdown from BOV Quasi Endow	500,000	0	0	500,000	500,000
Earnings From External Trusts	48,000	46,000	0	0	46,000
Other Revenue	600,000	0	220,000	300,000	520,000
<b>TOTAL PROJECTED REVENUES</b>	<b>\$14,782,984</b>	<b>\$2,884,540</b>	<b>\$3,230,000</b>	<b>\$8,665,551</b>	<b>\$14,780,091</b>
<b>AVAILABLE FOR EXPENDITURE</b>	<b>\$23,912,236</b>	<b>\$3,174,693</b>	<b>\$11,864,339</b>	<b>\$9,057,292</b>	<b>\$24,096,324</b>

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	ESTIMATED ACTUAL FY 2016-17	RESTRICTED ENDOWMENT BUDGET FY 2017-18	ESTIMATED RESTRICTED GIFT EXPENDITURES FY 2017-18	UNRESTRICTED BUDGET FY 2017-18	BUDGET FY 2017-18
<b>BUDGETED EXPENDITURES</b>					
<b>INSTRUCTION:</b>					
Faculty Awards and Prizes	\$33,660	\$33,615	\$0	\$0	\$33,615
Eminent Scholars	111,338	111,153	0	0	111,153
Faculty Salary Pool	1,119,711	144,455	135,000	164,086	443,541
Fringe Benefits & Disability Insurance	115,000	0	0	115,000	115,000
Faculty of Arts & Sciences	398,526	98,759	350,000	0	448,759
School of Business	20,000	0	20,000	0	20,000
School of Education	5,000	0	5,000	0	5,000
School of Law	22,156	22,191	0	0	22,191
School of Marine Science	15,000	0	20,000	0	20,000
<b>SUBTOTAL</b>	<b>\$1,840,391</b>	<b>\$410,173</b>	<b>\$530,000</b>	<b>\$279,086</b>	<b>\$1,219,259</b>
<b>RESEARCH</b>	<b>\$601,447</b>	<b>\$120,582</b>	<b>\$505,000</b>	<b>\$10,894</b>	<b>\$636,476</b>
<b>PUBLIC SERVICE</b>	<b>\$14,305</b>	<b>\$13,283</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$14,283</b>
<b>ACADEMIC SUPPORT:</b>					
Reves Center	11,500	0	0	19,924	19,924
School of Law	82,287	83,038	0	0	83,038
Museums	446,724	430,998	15,000	0	445,998
VIMS	10,347	5,338	5,000	0	10,338
Library Support	420,661	302,065	130,000	0	432,065
Other	102,358	37,748	65,000	0	102,748
<b>SUBTOTAL</b>	<b>\$1,073,877</b>	<b>\$859,187</b>	<b>\$215,000</b>	<b>\$19,924</b>	<b>\$1,094,111</b>
<b>STUDENT SERVICES:</b>					
Activities and Services	381,279	0	120,000	156,272	276,272
Athletics	33,365	6,531	0	27,288	33,819
<b>SUBTOTAL</b>	<b>\$414,644</b>	<b>\$6,531</b>	<b>\$120,000</b>	<b>\$183,560</b>	<b>\$310,091</b>
<b>INSTITUTIONAL SUPPORT:</b>					
Admin Salary Supplements & Taxes	\$516,575	\$0	\$0	\$385,000	\$385,000
Board of Visitors	17,000	0	0	17,000	17,000
Office Funds & Contingencies	104,000	0	0	104,000	104,000
Administrative Costs	188,000	0	130,000	118,000	248,000
Advancement	5,635,000	0	0	7,400,000	7,400,000
Other Institutional Support	270,055	18,503	6,000	269,865	294,368
<b>SUBTOTAL</b>	<b>\$6,730,630</b>	<b>\$18,503</b>	<b>\$136,000</b>	<b>\$8,293,865</b>	<b>\$8,448,368</b>
<b>FACILITIES AND OPERATIONS</b>	<b>\$221,453</b>	<b>\$32,618</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$232,618</b>
<b>STUDENT AID:</b>					
Awards and Prizes	7,160	5,250	1,000	0	6,250
Fellowships	180,740	64,631	56,000	56,325	176,956
Scholarships	3,461,356	1,353,782	700,000	1,537,197	3,590,979
Activity Support	0	0	0	50,000	50,000
Athletic Grants	50,000	0	0	50,000	50,000
<b>SUBTOTAL</b>	<b>\$3,699,256</b>	<b>\$1,423,663</b>	<b>\$757,000</b>	<b>\$1,693,522</b>	<b>\$3,874,185</b>
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$14,596,003</b>	<b>\$2,884,540</b>	<b>\$2,464,000</b>	<b>\$10,480,851</b>	<b>\$15,829,391</b>
<b>PROJECTED YEAR-END BALANCES</b>	<b>\$9,316,233</b>	<b>\$290,153</b>	<b>\$9,400,339</b>	<b>(\$1,423,559)</b>	<b>\$8,266,933</b>

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**THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA  
OFFICE OF INVESTMENT ADMINISTRATION**

5300 Discovery Park Blvd., 3<sup>rd</sup> Floor

Williamsburg, VA 23188-2695

Phone: 757/221-2746; Fax 757/221-2752 Email: [wdcopa@wm.edu](mailto:wdcopa@wm.edu)

April 5, 2017

To: The Investments Sub-Committee of the Financial Affairs Committee of the Board of Visitors

From: William D. Copan, Jr., Assistant Vice President for Investment Administration

Subject: UPMIFA Considerations in Spending from Endowment in the Proposed FY 2018 Budget

This memo is intended to inform you of certain provisions articulated in the Uniform Prudent Management of Institutional Funds Act ("UPMIFA") as amended by the Commonwealth of Virginia's General Assembly in 2012.

Per UPMIFA guidelines cited in the **Code of Virginia Title 64.2-1102 (2012), Appropriation for expenditure or accumulation of endowment fund; rules of construction**, Board fiduciaries need to recognize the following considerations specifically with respect to adoption of the annual BOV Private Funds operating budget:

"A. Subject to the intent of a donor expressed in the gift instrument, an institution may appropriate for expenditure or accumulate so much of an endowment fund as the institution determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. Unless stated otherwise in the gift instrument, the assets in an endowment fund are donor-restricted assets until appropriated for expenditure by the institution. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:

1. The duration and preservation of the endowment fund;
2. The purposes of the institution and the endowment fund;
3. General economic conditions;
4. The possible effect of inflation and deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of the institution; and
7. The investment policy of the institution.

B. To limit the authority to appropriate for expenditure or accumulate under subsection A, a gift instrument shall specifically state the limitation.

C. Terms in a gift instrument designating a gift as an endowment, or a direction or authorization in the gift instrument to use only "income," "interest," "dividends," or "rents, issues, or profits," or "to preserve the principal intact," or words of similar import:

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1. Create an endowment fund of permanent duration unless other language in the gift instrument limits the duration or purposes of the fund; and
2. Do not otherwise limit the authority to appropriate for expenditure or accumulate under subsection A.”

In the absence of any donor specifications contained in a gift instrument, UPMIFA gives authority to the governing board to spend from the endowment as long as the aforementioned considerations are taken into account. With respect to the BOV’s compliance with criteria cited in subsection A, the following clarifications apply:

1. **No prohibitions against spending.** Staff have researched that 7 individual true endowment funds had a market value at December 31, 2016 beneath their respective historical gift value, i.e. “underwater”, by a total of \$234,847. This compares to the prior year when 7 endowment funds had a market value beneath their respective historical gift value by a difference of \$494,494. The total dollar amount of funds “underwater” equate to 0.30% of the BOV endowment’s 12/31/16 market value of \$77,026,379. The respective funds are not subject to donor imposed prohibitions against spending when the fund is “underwater.” Endowment funds that are subject to revenue sources outside that of distributions from the investment pool will be budgeted according to trend estimates (e.g. pattern of dividend yield).
2. **Duration and preservation of the endowment fund.** The BOV has contracted with the Optimal Service Group of Wells Fargo Advisors as its investment consultant and accordingly that engagement includes design and execution of a long-term investment approach for the BOV endowment pool that provides for broadly diversified asset allocation, best insuring the preservation of the endowment. Contributions to endowment are invested in perpetuity with a goal of providing current support to the College as well as maintaining intergenerational spending power of gift assets.
3. **Purposes of the institution and the endowment fund.** The College was chartered in 1693 as an institution of higher education. Since that time, the College has been the recipient of private contributions that are used to further the mission and initiatives of the College. Contributions to endowment are administered by the College staff in keeping with governance policies and oversight of the Board of Visitors as well as following any donor imposed restrictions with respect to use of payout from the invested endowment.
4. **General economic conditions.** Representatives from Wells Fargo Advisors are invited to attend regularly scheduled meetings of the Board in order to provide informational updates on the invested endowment portfolio. Part of their discussion time focuses on general economic conditions, domestic and global, that affect held investments.
5. **The possible effect of inflation and deflation.** Representatives from Wells Fargo Advisors, in regularly scheduled meetings with the BOV, typically address the various causal relationships that affect investment performance, including that of the possible effect of inflation and deflation on held investments in the manager portfolios.
6. **The expected total return from income and the appreciation of investments.** The BOV’s average annualized compounded returns versus the portfolio’s policy benchmark and the net difference in added value are displayed below:

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	One Year Thru 12/31/16	Three Years Thru 12/31/16	Five Years Thru 12/31/16	Ten Years Thru 12/31/16
<b>BOV</b>	8.1%	2.8%	7.4%	4.5%
<b>Policy Benchmark</b>	6.8%	4.8%	8.2%	4.7%
<b>Added Value</b>	1.3%	-2.0%	-0.8%	-0.2%

These total return statistics are net of fees and include both income and appreciation. As a policy objective, the BOV seeks to achieve maximum long-term total returns within prudent levels of risk. Risk is reduced within the portfolio by employing broadly diversified asset classes, strategies, and multiple professional investment managers. Asset allocation within the BOV portfolio is derived following intensive due diligence by the Wells Fargo consultants and review by the BOV Investments Sub-Committee, whereby additions or deletions of managers or strategies are made thoughtfully considering the risk and performance impact on the portfolio in both the short and long term. Actual performance relative to the established policy benchmark can vary widely year to year and through business cycles, however, over longer time periods positive absolute returns should be sufficiently high to support a prudent spending rate. The 2018 BOV budget has a recommended spending rate of 4.75%.

7. **Other resources of the institution.** The College's comprehensive operating budget includes revenue from both the Commonwealth and private sources. Besides state appropriations, private support can come from tuition and fees, grants and contracts, endowment payout, distributions from external funds held in trust by others, income from specifically held securities, expendable gift contributions, interest income from working capital, and other miscellaneous revenue sources. Funds with donor restrictions as to use are budgeted accordingly and unrestricted funds are allocated for discretionary use following review and endorsement by the President of the College, incorporating his/her priorities and most pressing needs.
8. **The Investment Policy of the institution.** The BOV passed a revised Investment and Spending Policy for Endowment at its April 22-24, 2015 meeting. Contained in the policy are specific guidelines that apply to corporate governance, investment objectives, delegation of management and investment functions, portfolio composition and asset allocation, social responsibility, manager guidelines, and spending provisions.

With respect to criteria cited in subsection B (above) of the UPMIFA guidelines, the BOV remains compliant with any donor restrictions that cap or limit the spending authority of the Board.

With respect to criteria cited in subsection C (above) of the UPMIFA guidelines, donor restrictions are documented in gift agreements, trust documents, bequest agreements (wills and estates), and other donor correspondence. Any restrictions or limitations with respect to use or spending are articulated in these types of documents.

### Management Recommendation

In view of the fiduciary responsibilities required by UPMIFA as cited in the Code of Virginia for a governing board to appropriate spending from an endowment pool, this memorandum serves to inform you of those various considerations that need to be taken into account before a board takes action on spending.

Board of Visitors

Enclosure   N  

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Accordingly, following review by internal management we see no impediments to the spending recommendations outlined in the BOV Private Funds Budget for FY 2018, considering current economic conditions and the performance of the BOV portfolio over the past year and annualized over longer term time periods. Furthermore, management does not believe that spending from underwater funds will materially impact the corpus of those funds in the long term such that they will not be able to recover to their historical valuation at time of gift during a sustained cycle of capital market recovery.

**The Association of Governing Boards has counseled member institutions to make a management recommendation a point of record. Accordingly, this memorandum should be referenced in the Board's budget review process and later included with the minutes from the April meeting.**

Please let me know if I can be of further assistance with respect to this governance issue.

C: President W. Taylor Reveley, III  
Samuel E. Jones

April 19-21, 2017

Page   1   of   5  **COLLEGE OF WILLIAM AND MARY****FY 2017-18 OPERATING BUDGET DETAIL  
FOR AUXILIARY ENTERPRISES**

The distinguishing characteristic of Auxiliary Enterprises is that they exist to furnish goods/facilities and services to students, faculty or staff and charge a fee that is directly related to, although not necessarily equal to, the cost of the service. Activities or programs are placed in this category based on the nature of the service being provided and the client served rather than solely on the basis of their being financially self-supporting.

An institution's auxiliary enterprise activities in total, and Intercollegiate Athletics specifically, are expected to be "self-supporting", including direct and indirect costs. Cash balances are expected to be established and maintained in order to provide an operating reserve as well as support for future capital investment.

Operating budgets for College Auxiliary Enterprises in FY 2018 include the following:

Food Service	Vending Program
Student Housing	Concert Series
Student Health and Wellness	Recreation Center/Sports
Student Unions	Orientation
Kaplan Arena	Campus Parking
Student Bus Service	Bookstore
General Auxiliary Services	Highland
Telecommunications/Networking	Intercollegiate Athletics
Conference Services	PC Maintenance
Tennis Center	Licensing
Express Program	I.D. Program

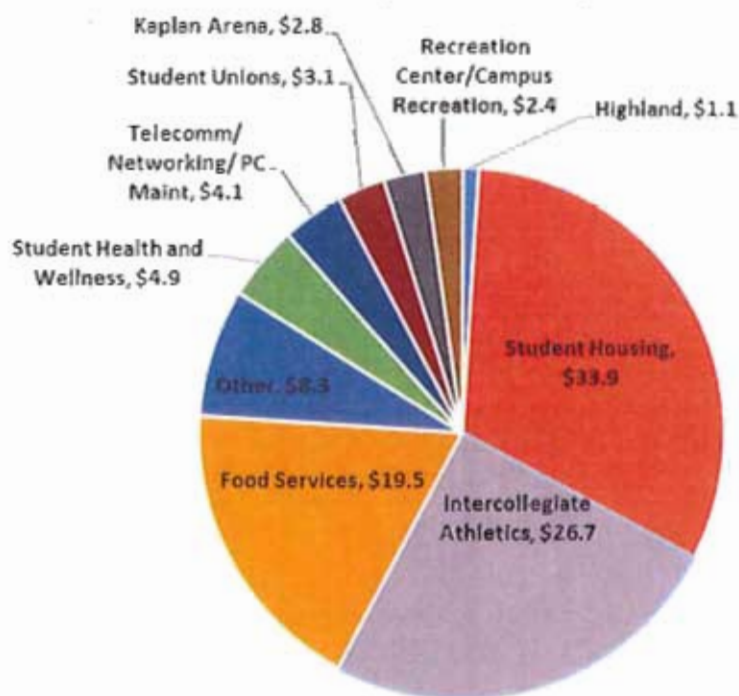
Auxiliary Enterprises is the second largest program in the College's operations, with projected revenues of \$110.6 million, and expenditures of \$106.8 million (excluding \$900,000 allocated for student aid). Revenue for auxiliary programs comes primarily through student fees designated to specific activities. FY 2018 expenditures are expected to increase to \$106.8 million, driven primarily by increases in salaries, health insurance, debt service, and increased cost recoveries to the College for administrative services. As a result, the expected contribution to cash reserves in FY 2018 is approximately \$3.7 million of which \$900,000 will be used for student financial aid, consistent with prior year actions.

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A breakdown of projected auxiliary enterprise expenditures by major program follows.

**FY 2018 Projected Auxiliary Enterprise Expenditures by Major Program**  
(\$ in millions)





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The table below provides a more detailed look of the estimated actual for FY 2017 and the proposed budget for FY 2018 by each program.

**FY 2018 PROPOSED AUXILIARY ENTERPRISE BUDGET**

Auxiliary Services	FY 2017 Estimated Actual			FY 2018 Proposed Budget		
	Revenues	Expenditures	Net Operating Margin	Revenues	Expenditures	Net Operating Margin
Campus Parking	2,021,475	1,932,641	88,834	2,167,479	2,137,920	29,559
College Bookstore	915,000	577,905	337,095	915,000	617,189	297,811
Conference Services	881,880	938,640	-56,760	853,249	852,309	940
Cultural Activities	317,100	380,000	-62,900	332,200	380,000	(47,800)
Express Program	1,279,723	1,279,723	0	1,028,000	1,028,000	0
Food Services	21,254,117	19,064,583	2,189,534	22,097,500	19,513,008	2,584,492
General Auxiliary Services	1,587,380	897,284	690,096	1,647,700	877,550	770,150
Highland	883,561	1,064,427	-180,866	921,290	1,051,366	(130,076)
ID Program	446,425	490,288	-43,863	457,748	449,653	8,095
Intercollegiate Athletics	25,433,494	25,433,494	0	26,729,433	26,729,433	0
Kaplan Arena	2,565,800	2,528,346	37,454	2,765,484	2,765,484	0
Licensing	165,000	6,545	158,455	175,000	19,009	155,991
Orientation	532,495	532,495	0	565,483	564,778	705
PC Maintenance	270,982	277,990	-7,008	315,532	311,490	4,042
Radio System Rental	120,000	110,000	10,000	120,000	110,000	10,000
Recreation Center/Campus Recreation	2,296,770	2,310,967	-14,197	2,411,050	2,410,247	803
Student Bus Service	471,799	454,780	17,019	479,350	472,842	6,508
Student Health and Wellness	4,692,900	4,681,102	11,798	4,993,632	4,912,731	80,901
Student Housing	32,970,000	32,529,100	440,900	33,929,952	33,929,952	0
Student Unions	3,088,227	3,170,999	-82,772	3,138,200	3,131,032	7,168
Telecommunications/Networking	3,520,739	3,231,957	288,782	3,754,475	3,754,475	0
Tennis Center	679,738	704,122	-24,384	692,500	713,273	(20,773)
Vending Program	151,722	55,795	95,927	97,659	14,564	83,095
William Small Physics Laboratory	30,000	85,000	-55,000	30,000	85,000	(55,000)
<b>TOTAL, AUXILIARY ENTERPRISES</b>	<b>106,576,327</b>	<b>102,738,183</b>	<b>3,838,144</b>	<b>110,617,916</b>	<b>106,831,305</b>	<b>3,786,611</b>

The three largest programs within Auxiliary Enterprises are Student Housing, Intercollegiate Athletics, and Food Services, generating a combined \$82.8 million or almost 75% of the overall budget.

Overview of Student Housing

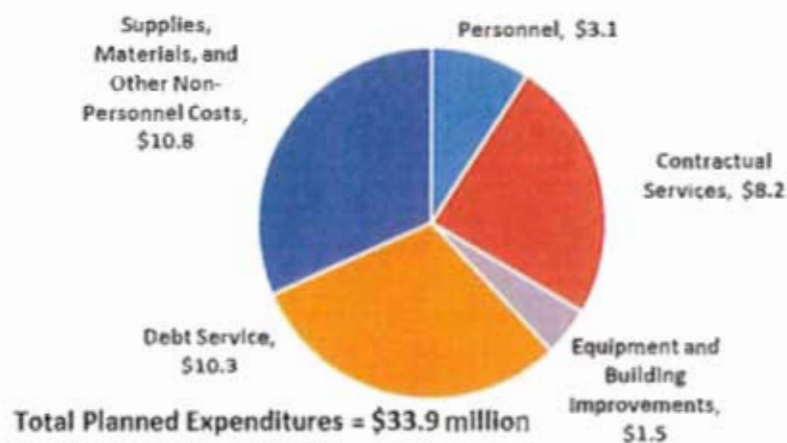
Approximately 5,000 students, or an average of 75% of W&M's undergraduate population and 15% of its graduate and first professional population, participate in the university's student housing and residential life program annually. All undergraduate freshmen are required to live on campus. After their first year, undergraduate students can opt to live in university supported housing or seek housing in the Williamsburg area. The residential life program is managed by 13 professional staff and seven operational staff overseeing 75 buildings. Among the various housing options, W&M offers 10 living-learning communities and houses 12 fraternities and 11 sororities.

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Of the \$33.9 million student housing budget, approximately \$10.8 million is used to support facility maintenance, utilities and custodial costs, with minor repairs and equipment accounting for another \$1.5 million. An additional \$10.3 million supports debt service, with the remainder supporting personnel, other operational costs and leases for five residences (Brown Hall, CW House, Ludwell Apartments, Richmond Hall and Tribe Square).

**Student Housing and Residence Life  
FY 2018 Proposed Operating Expenses  
(\$ in millions)**



### Overview of Food Services

W&M Food Services offers a variety of eating options for students, faculty, staff and visitors, including meal plans that provide for a set number of meal swipes at one of three residential facilities (Commons Dining Hall, Center Court at Sadler Center, and Marketplace in the Campus Center) as well as Dining Dollars that can be used at a number of retail facilities including: Marketplace, Aromas (Svem Library), Boehly Café and Argo Tea (School of Business), Cosi (Sadler Center), Element Café (Integrated Sciences Center), Monticello Café (School of Education), Tribe Square Restaurants (Pita Pit and The Crust), Dominos, and Zime (School of Law).

For the Fall of 2016, W&M sold 4,629 mandatory meal plans to all undergraduates in university-managed housing. In total, W&M's Food Services program currently serves over 9,500 meals a day. In FY 2016, W&M Food Services served over 1.2 million residential dining meals and over 900,000 retail meals. In addition, W&M Food Services served over 141,500 catered meals spanning 1,865 events, 113,050 conference meals, and more than 23,000 concession sales.

Food Services are contracted through Sodexo, which employs 21 salaried managers and 345 hourly employees to support W&M's needs. The Food Services budget is based on a contracted daily rate paid by the university to Sodexo as well as funding to support dining facilities, equipment, utilities and debt service for dining operations.

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Page   5   of   5  Overview of Intercollegiate Athletics

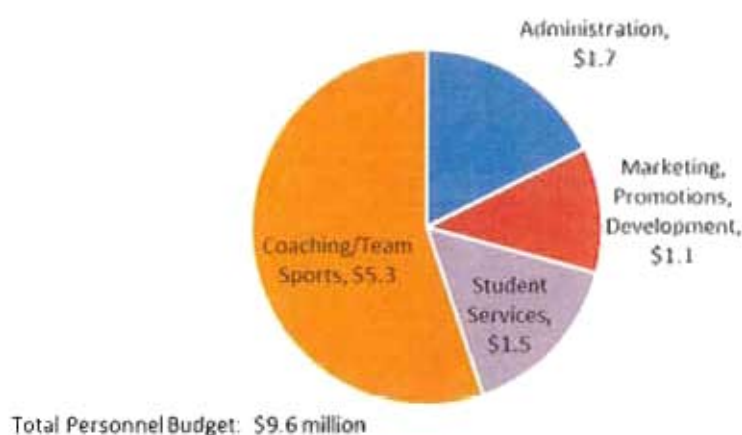
The Intercollegiate Athletics program at W&M is comprised of 23 varsity sports with over 500 student athletes. The program is managed by a total of 132 employees, including 63 coaches. W&M boasts the highest graduation rate for scholarship athletes of any public university in the country with a 92% six-year graduation rate. In the Fall of 2010, William & Mary became the first institution in the Colonial Athletic Association to reach 100 CAA titles. In total, the university now claims 131 CAA titles, far and away the most in league history.

Through the 2015-16 academic year, 335 student-athletes have been elected to Phi Beta Kappa, while four Rhodes Scholars were W&M student-athletes. In addition, 67 W&M student athletes have been named Scholar-Athlete of the Year in his or her sport since the awards inception in 2002-03.

Of the \$26.7 million budget, Athletics generates just under 15% of its revenue through ticket sales, concessions, conference distributions, royalties, sponsorships, and other operating revenue. Gifts and endowment income contribute just over 30%, with the remaining support coming from student fees and institutional support.

On the expenditure side, approximately \$9.6 million or 36% supports personnel expenses in four major areas: Administration, Marketing/Promotion, Student Services, and Coaching.

FY18 Athletics Personnel Budget, by Area  
(\$ in millions)



Operations, including direct costs related to event management, comprise another \$7.2 million or 27% of the athletics department operating budget, with grant-in-aid for scholar athletes comprising approximately \$9.9 million or 37% of the overall operating budget for Athletics.

**COLLEGE OF WILLIAM AND MARY****FY 2017-18 TUITION AND FEE STRUCTURE  
FOR FULL- AND PART-TIME STUDENTS**

Consistent with tuition and fee authority granted to William & Mary in the Code of Virginia, the attached schedules for undergraduate, graduate, first professional, and special program tuition, student fees, and room and board are recommended for approval by the Board of Visitors of the College of William and Mary in Virginia.

For FY 2018, the university maintains the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with other elements of the plan, provides a four-year tuition guarantee for incoming Virginia undergraduates, reducing net tuition and the anticipated student loan burden for the vast majority of middle-income families, while providing the university with the resources necessary to implement its Six-Year and Strategic Plans.

In November, 2016, the Board of Visitors approved **Resolution 9 - Continuation: William & Mary Promise**, setting the FY 2018 in-state undergraduate tuition rate for new students at \$16,370. Under the Promise this tuition is guaranteed for four years. Tuition for in-state undergraduates admitted for FY 2015, FY 2016, and FY 2017 remains at \$12,428, \$13,978, and \$15,674 respectively. Total cost (tuition, fees, room, and board) for in-state undergraduates will range from \$29,901 to \$33,843, depending on class. Out-of-state undergraduate tuition will increase by \$1,267 (3.5%) to \$37,425 with a total cost of \$55,469. Tuition and fee increases for full-time in-state and out-of-state graduate and professional students range from \$150 to \$2,166, reflecting market conditions in each area.

Revenue generated through the proposed increases allows the university to implement the William & Mary Promise and maintain the top priorities of the university's Six-Year and Strategic Plans, despite a reduction in state general fund support. In addition to increased funding for student financial aid, these revenues provide support for a 3% salary increase for faculty and staff, consistent with the authority provided by the 2017 General Assembly, the College's share of state-mandated increases in health insurance costs, and targeted investments in College programs and activities consistent with its long-term plans.

Fee allocations for auxiliary services, facility debt service, student activities, and average charges for room and board support projected expenditures for operations and required debt service on facilities while allowing some contribution to the College's auxiliary reserve.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the Tuition and Fees outlined in Tables 1-8 for FY 2018. Pursuant to Section 23.1-1301 A.5., Code of Virginia, the Board further delegates authority to the Provost and Senior Vice President for Finance and Administration to establish: 1) course fees as needed to offset materials, supplies or additional course-specific costs not covered by general tuition and fees, and 2) special program fees for study abroad programs, on-line programs, certificate or other professional programs. The Provost and Senior Vice President for Finance and Administration shall update the Board annually on any program tuition and fees approved under this delegation.

**TABLE 1. TUITION AND FEE SUMMARY  
UNDERGRADUATE PROGRAMS, BY RESIDENCY**

<b>UNDERGRADUATE, FULL-TIME</b>						
	<b>FY 2017</b>		<b>Proposed FY 2018</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b><i>Tuition</i><sup>1</sup></b>						
Seniors	12,428	36,158	12,428	37,425	-	1,267
Juniors	13,978	36,158	13,978	37,425	-	1,267
Sophomores	15,674	36,158	15,674	37,425	-	1,267
New Students	N/A	36,158	16,370	37,425	N/A	1,267
<b><i>Standard Fees</i><sup>2</sup></b>						
General Fee (See Table 6 Detail)	4,126	4,126	4,309	4,309	183	183
Facility Fee (See Table 7 Detail)	1,262	1,262	1,229	1,229	(33)	(33)
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	31	62	31	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>5,524</b>	<b>6,080</b>	<b>5,674</b>	<b>6,245</b>	<b>150</b>	<b>165</b>
<b><i>Room and Board</i></b>						
Room, Wtd. Avg.	6,944	6,944	7,183	7,183	239	239
Board (19 meals)	4,438	4,438	4,616	4,616	178	178
<b>Subtotal, Room and Board</b>	<b>11,382</b>	<b>11,382</b>	<b>11,799</b>	<b>11,799</b>	<b>417</b>	<b>417</b>
<b><i>Total Cost</i></b>						
Seniors	29,334	53,620	29,901	55,469	567	1,849
Juniors	30,884	53,620	31,451	55,469	567	1,849
Sophomores	32,580	53,620	33,147	55,469	567	1,849
New Students	N/A	53,620	33,843	55,469	N/A	1,849
<b>UNDERGRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>3</sup></b>						
<b><i>Tuition</i></b>						
<b>All Students, Per Credit Hour</b>	<b>400</b>	<b>1,150</b>	<b>420</b>	<b>1,195</b>	<b>20</b>	<b>45</b>

**Notes:**

<sup>1</sup> Recommend that tuition for in-state students who entered prior to the Promise Increase from \$9,264 in FY17 to \$9,672 in FY 2018.

<sup>2</sup> Course specific or program specific fees may also apply.

<sup>3</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.

**TABLE 2. TUITION AND FEE SUMMARY  
GRADUATE PROGRAMS, BY RESIDENCY**

<b>GRADUATE (M.A., M.S., M.Ed., Ph.D., Ed.D), FULL-TIME</b>						
	<b>FY 2017</b>		<b>Proposed FY 2018</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b><i>Tuition</i></b>						
Arts & Science/Education/VIMS	9,000	24,686	9,630	25,920	630	1,234
Master of Public Policy (M.P.P.)	20,000	30,000	22,000	32,000	2,000	2,000
<b><i>Standard Fees<sup>1</sup></i></b>						
General Fee (See Table 6 Detail)	4,126	4,126	4,309	4,309	183	183
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	30	62	30	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>4,261</b>	<b>4,818</b>	<b>4,444</b>	<b>5,016</b>	<b>183</b>	<b>198</b>
<b><i>Graduate Program Fees</i></b>						
Arts & Sciences/Education/VIMS Facility Fee	961	960	928	928	(33)	(32)
<b><i>Total Tuition and Fees, By Program</i></b>						
<b>Arts &amp; Sciences/Education/VIMS (M.A., M.S., M.Ed., Ph.D., Ed.D)</b>	<b>14,222</b>	<b>30,464</b>	<b>15,002</b>	<b>31,864</b>	<b>780</b>	<b>1,400</b>
<b>Master of Public Policy (M.P.P.)</b>	<b>25,222</b>	<b>35,778</b>	<b>27,372</b>	<b>37,944</b>	<b>2,150</b>	<b>2,166</b>
<b>GRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b>						
<b><i>Tuition</i></b>						
Arts & Sciences/Education/VIMS	500	1,200	535	1,265	35	65

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.

**TABLE 3. TUITION AND FEE SUMMARY - TRADITIONAL PROGRAMS  
SCHOOL OF LAW, BY RESIDENCY**

<b>LAW (J.D., LL.M.), FULL-TIME</b>						
	<b>FY 2017</b>		<b>Proposed FY 2018</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b>Tuition</b>						
Juris Doctor (J.D.)	26,411	34,854	27,261	35,689	850	835
Master of Law (LL.M.)	26,411	34,854	27,261	35,689	850	835
<b>Standard Fees<sup>1</sup></b>						
General Fee (See Table 6 Detail)	4,126	4,126	4,309	4,309	183	183
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	30	62	30	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>4,261</b>	<b>4,818</b>	<b>4,444</b>	<b>5,016</b>	<b>183</b>	<b>198</b>
<b>Law School Fees</b>						
Law Facility Fee	692	692	659	659	(33)	(33)
Law North Wing Building Fee	230	230	230	230	-	-
Law Library Building Fee	340	340	340	340	-	-
Law Printing/Activity Fee	30	30	30	30	-	-
<b>Total Tuition and Fees, by Program</b>						
Juris Doctor (J.D.)	31,964	40,964	32,964	41,964	1,000	1,000
Master of Law (LL.M.)	31,964	40,964	32,964	41,964	1,000	1,000
<b>LAW, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b>						
<b>Tuition</b>						
Law, Part-Time	800	1,200	825	1,225	25	25

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.

**TABLE 4. TUITION AND FEE SUMMARY  
BUSINESS, BY RESIDENCY**

<b>BUSINESS (MAcc, MBA, MSBA), FULL-TIME</b>						
	<b>FY 2017</b>		<b>Proposed FY 2018</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b><i>Tuition</i></b>						
Master of Accountancy (MAcc)	26,300	36,000	26,300	36,000	-	-
Master of Business Administration (MBA)	26,000	36,000	26,000	36,000	-	-
Master of Science in Business Analytics (MSBA)	33,000	39,000	34,000	40,200	1,000	1,200
<b><i>Standard Fees</i><sup>1</sup></b>						
General Fee	4,126	4,126	4,309	4,309	183	183
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	30	62	30	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>4,261</b>	<b>4,818</b>	<b>4,444</b>	<b>5,016</b>	<b>183</b>	<b>198</b>
<b><i>Business School Fees</i></b>						
Business Facility Fee	995	994	962	962	(33)	(32)
Business Printing Fee	100	100	100	100	-	-
Business Program/Support Fee	600	600	600	600	-	-
<b><i>Total, Tuition and Fees, by Program</i></b>						
Master of Accountancy (MAcc)	32,256	42,512	32,406	42,678	150	166
Master of Business Administration (MBA)	31,956	42,512	32,106	42,678	150	166
Master of Science in Business Analytics (MSBA)	38,956	45,512	40,106	46,878	1,150	1,366
<b>GRADUATE AND PROFESSIONAL, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b>						
<b><i>Tuition</i></b>						
Business - Flex MBA	800	1,200	825	1,225	25	25

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.



**TABLE 5. TUITION AND FEE SUMMARY - SPECIAL RATE PROGRAMS**

TOTAL PROGRAM COST INCLUDING TUITION AND FEES				
	Description	FY 2017	Proposed FY 2018	Dollar Change
Business - Executive Master of Business Administration (EMBA) <sup>1</sup>	Five Semester Cohort Program Cost	91,500	93,900	2,400
St. Andrews Joint Degree Program (Bachelor of Arts) <sup>2</sup>	Four-Year Undergraduate Dual Degree Program	39,650	39,650	-
Miami-Dade Executive Doctorate of Education <sup>3</sup>	Three-Year Cohort Program Cost	35,000	35,000	-
Education - Executive Doctorate of Education (E-EdD) <sup>4</sup>	Two and a Half Year Cohort Program Cost	44,250	Move to a per credit hour basis, see below	N/A
TOTAL PROGRAM TUITION ONLY				
Study Abroad Programs (Eight credit hours or less) <sup>5</sup>	Short programs offered typically during the summer terms, awarding W&M credit	1,200	1,200	-
Study Abroad Programs (More than eight credit hours) <sup>5</sup>	Longer programs typically offered during the Fall or Spring semesters, awarding W&M credit	2,200	2,200	-
PER CREDIT HOUR TUITION				
Business - On-line Master of Business Administration (OMBA)	48 credit hours required over two years	1,081	1,150	69
Education - Executive Doctorate of Education (E-EdD) <sup>4</sup>	48 credit hours required over two and a half years	Program Cost Model, see above	950	N/A

**Notes:**

<sup>1</sup> Each EMBA cohort enters in January. The proposed program rate (tuition and fees) for FY 2018 reflects the requested change for January 2018.

<sup>2</sup> W&M students pay \$39,650 per academic year in tuition regardless of domicile status. Fees are assessed based on the home institution regardless of where the student is studying that year. The location of the student's first year of study is the home institution.

<sup>3</sup> Cohort start date was January 2017.

<sup>4</sup> For FY 2017, out-of-state tuition & fees for the full program were \$59,000. Proposed pricing structure would be effective Summer 2017 and would apply to both in-state and out-of-state students.

<sup>5</sup> Does not include program-specific costs related to non-educational aspects of the program for any study abroad program. For the Global Business Minor program specifically, students are also charged a separate mandatory E&G program fee listed on Table 8 to cover the additional educational costs of that program.

**TABLE 6. GENERAL FEE COMPONENTS**

	FY 2017	Proposed FY 2018	Dollar Change
<b>AUXILIARY SERVICES</b>			
Health & Wellness	508	531	23
Bus Service	58	59	1
Student Unions	356	364	8
Kaplan Arena Operations	326	348	22
General Auxiliary	210	218	8
Telecom/Networking	255	286	31
PC Maintenance	36	40	4
Intercollegiate Athletics	1,833	1,900	67
Tennis Center	20	20	-
ID Office	30	32	2
<b><i>Subtotal, Auxiliary Services</i></b>	<b>3,632</b>	<b>3,798</b>	<b>166</b>
<b>STUDENT ACTIVITIES</b>			
Green Fee	40	40	-
Cultural Fee	42	44	2
Student Activities	98	98	-
Student Affairs	33	33	-
Recreational Sports	157	168	11
Recreational Center	124	128	4
<b><i>Subtotal, Student Activities</i></b>	<b>494</b>	<b>511</b>	<b>17</b>
<b>TOTAL GENERAL FEE</b>	<b>4,126</b>	<b>4,309</b>	<b>183</b>

Note: Components of the general fee used to support debt service for facilities are now reflected in the Facilities Fee.

**TABLE 7. UNDERGRADUATE FACILITY FEE**

	<b>FY 2017</b>	<b>Proposed FY 2018</b>	<b>Dollar Change</b>
Athletic Facilities 1	42	42	-
Athletic Facilities 2	15	15	-
Cooling Tower 1	122	122	-
Cooling Tower 2	121	121	-
Integrated Science Center	238	238	-
Integrative Wellness Center*	120	120	-
Kaplan Hall 1*	21	21	-
Kaplan Hall 2*	16	16	-
Laycock Center	56	23	(33)
School of Business	302	302	-
School of Ed	30	30	-
Student Rec Ctr	110	110	-
Underground Utilities*	20	0	(20)
Utility Improvements	49	49	-
West Utilities	0	20	20
<b>TOTAL, FACILITY FEE</b>	<b>1,262</b>	<b>1,229</b>	<b>(33)</b>

\* Amounts previously included In General Fee.

**TABLE 8. MISCELLANEOUS STUDENT FEES**

	<b>FY 2017</b>	<b>Proposed FY 2018</b>	<b>Dollar Change</b>
Undergraduate Application Fee	70	75	5
Graduate Continuous Enrollment Fee (Per Semester)	100	150	50
Summer Comprehensive Fee	55	55	0
Summer Registration Fee	25	25	0
International Student Orientation Fee	130	130	0
International Student Service Fee	65	65	0
Graduation Fee	85	95	10
Orientation Fee	291	322	31
Applied Music Fee (per credit hour)	400	425	25
Reves Center - Study Abroad Registration Fee	75	75	0
<b>Arts &amp; Sciences</b>			
Graduate Application Fee	45	50	5
Master of Public Policy Student Activity Fee	400	400	0
<b>Law School</b>			
Application Fee	30	30	0
<b>School of Education</b>			
Application Fee	50	50	0
Live Text Fee	110	110	0
<b>School of Business</b>			
Application Fee	100	100	0
Undergraduate Business Major Fee	3,000	5,000	2,000
Undergraduate Business Minor Fee	1,500	2,500	1,000
Global Minor Program Fee	2,200	2,200	0
Global Minor Application Fee	75	75	0
Flex MBA Orientation Fee	300	300	0
MAcc Orientation Fee	450	450	0
MBA Orientation Fee	550	550	0
MSBA Orientation Fee	200	200	0
MBA Math Bootcamp Fee	400	400	0
MSBA Bootcamp Fee	500	750	250
OMBA Residency Fee	600	600	0
<b>DC Center</b>			
DC Semester Program Fee	500	500	0
DC Summer Institute Fee	250	250	0
DC Summer Prequel Course Fee	250	250	0
DC Spring Break Seminar Program Fee	2,500	2,500	0
DC Winter Institute Program Fee	2,500	2,500	0

Note: Excludes Course Specific Fees.

April 19-21, 2017

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**COLLEGE OF WILLIAM & MARY**  
**2016-2017 OPERATING BUDGET SUMMARY**

	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3/31/17
CASH CARRYFORWARD	\$ 1,457,852	\$ 1,183,697	\$ -0-	\$ 2,187,926
<b>REVENUE</b>				
General Funds				
Educational/General	\$ 39,724,906	\$ 41,620,263	\$ 43,569,022	\$ 33,030,473
Student Aid	4,005,811	4,127,011	4,464,042	4,464,042
Sponsored Programs	75,000	75,000	75,000	0
Nongeneral Funds				
Educational/General	132,148,391	138,684,861	149,770,781	153,138,115
Student Aid	23,854,227	27,153,194	31,502,295	31,502,295
Auxiliary Enterprise	100,854,500	105,643,193	106,576,327	94,928,443
Sponsored Programs	30,030,182	29,473,616	31,850,000	23,246,345
Private Funds	12,300,962	15,131,292	14,782,984	9,319,383
<b>Total Revenue</b>	<b>\$ 342,993,979</b>	<b>\$ 361,908,430</b>	<b>\$ 382,590,451</b>	<b>\$ 349,629,096</b>
<b>EXPENDITURES</b>				
Instruction	\$ 98,235,633	\$ 102,849,035	\$ 111,677,069	\$ 88,756,752
Research	1,432,020	1,740,212	1,496,157	1,196,473
Public Service	56,556	16,280	22,326	259,444
Academic Support	28,354,558	29,033,769	30,658,412	24,628,782
Student Services	8,182,367	8,651,646	9,138,622	7,505,621
Institutional Support	30,244,325	30,117,672	31,647,925	29,943,089
Plant Operations	16,743,301	17,405,243	19,596,039	15,741,369
Student Aid	31,650,481	35,880,902	40,565,593	39,883,872
Auxiliary Enterprise	95,962,756	102,652,730	102,738,183	78,275,887
Sponsored Programs	30,105,182	29,548,616	31,950,000	23,246,345
<b>Total Expenditures</b>	<b>\$ 340,967,179</b>	<b>\$ 357,896,105</b>	<b>\$ 379,490,326</b>	<b>\$ 309,437,634</b>

**The College of William and Mary  
Education and General  
2016-2017 Operating Budget Summary**

	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget*	Year-to-Date Through 3/31/17
CASH CARRYFORWARD	\$1,457,852	\$1,183,697	\$0	\$2,187,926
REVENUE:				
General Funds	\$39,724,906	\$41,620,263	\$43,569,022	\$33,030,473
Nongeneral Funds	132,148,391	138,684,861	149,770,781	153,138,115
Total Revenue	\$171,873,297	\$180,305,124	\$193,339,803	\$186,168,588
AVAILABLE FUNDS	\$173,331,149	\$181,488,821	\$193,339,803	\$188,356,514
EXPENDITURES:				
Instruction	\$97,355,757	\$101,054,820	\$109,836,678	\$87,565,601
Research	803,613	1,027,484	894,710	835,287
Public Service	7,888	10,198	8,021	253,777
Academic Support	26,985,292	27,937,439	29,584,535	23,319,904
Student Services	8,031,604	8,398,364	8,723,978	7,149,234
Institutional Support	21,991,544	23,908,092	24,917,295	20,441,167
Plant Operations	16,736,815	17,288,402	19,374,586	15,559,326
Total Expenditures	\$171,912,513	\$179,624,799	\$193,339,803	\$155,124,296

**The College of William and Mary  
Student Financial Assistance\*\*  
2016-2017 Operating Budget Summary**

	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3/31/17
REVENUE:				
General Funds	\$4,005,811	\$4,127,011	\$4,464,042	\$4,464,042
Nongeneral Funds	23,854,227	27,153,194	31,502,295	31,502,295
Auxiliary Enterprises	900,000	899,500	900,000	900,000
Total Revenue	\$28,760,038	\$32,179,705	\$36,866,337	\$36,866,337
EXPENDITURES:				
	\$28,760,038	\$32,179,705	\$36,866,337	\$36,866,337

\* Excludes one-time VRS payment of \$1.02 million required by the state.

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

The College of William and Mary  
Education and General  
2016-2017 Operating Budget Summary

	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3/31/17
<b>CASH CARRYFORWARD</b>	\$1,457,852	\$1,183,697	\$0	\$2,187,926
<b><u>REVENUE</u></b>				
General Funds	\$39,724,906	\$41,620,263	\$43,569,022	\$33,030,473
Nongeneral Funds	\$132,148,391	138,684,861	149,770,781	153,138,115
<b>TOTAL REVENUE</b>	\$171,873,297	\$180,305,124	\$193,339,803	\$186,168,588
<b>AVAILABLE FUNDS</b>	<b>\$173,331,149</b>	<b>\$181,488,821</b>	<b>\$193,339,803</b>	<b>\$188,356,514</b>
<b><u>EXPENDITURES</u></b>				
<b><u>Instruction</u></b>				
Personal Services	\$90,342,652	\$93,808,266	\$100,552,934	\$79,928,444
Contractual Services	3,119,977	3,329,396	7,368,913	2,831,788
Supplies and Materials	978,668	991,584	411,789	667,375
Transfer Payments	1,471,689	1,549,522	198,443	264,902
Continuous Charges	510,180	611,287	283,351	394,905
Property & Improvements	28,120	16,330	0	0
Equipment	904,471	748,435	1,021,248	3,478,187
<b>TOTAL</b>	<b>\$97,355,757</b>	<b>\$101,054,820</b>	<b>\$109,836,678</b>	<b>\$87,565,601</b>

Board of Visitors

April 19-21, 2017

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	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3/31/17
<b><u>Research</u></b>				
Personal Services	\$751,158	\$966,445	\$817,580	\$810,948
Contractual Services	26,407	32,076	50,033	19,549
Supplies and Materials	2,291	3,387	52	3,178
Transfer Payments	14,154	8,060	27,045	0
Continuous Charges	192	2,932	0	599
Property & Improvements	0	0	0	0
Equipment	9,411	14,584	0	1,013
<b>TOTAL</b>	<b>\$803,613</b>	<b>\$1,027,484</b>	<b>\$894,710</b>	<b>\$835,287</b>
<b><u>Public Service</u></b>				
Personal Services	\$0	\$0	\$2,760	\$0
Contractual Services	5,372	9,321	4,784	253,777
Supplies and Materials	16	0	477	0
Continuous Charges	2500	337	0	0
Equipment	0	540	0	0
<b>TOTAL</b>	<b>\$7,888</b>	<b>\$10,198</b>	<b>\$8,021</b>	<b>\$253,777</b>



	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3/31/17
<b><u>Academic Support</u></b>				
LIBRARIES:				
Personal Services	\$5,906,938	\$5,950,961	\$6,542,875	\$4,775,355
Contractual Services	689,998	766,155	227,905	352,580
Supplies and Materials	62,802	49,536	48,058	30,740
Transfer Payments	0	0	0	(1,100)
Continuous Charges	12,273	8,694	5,000	15,222
Property & Improvements	\$23,970	2,209	0	279
Equipment	4,072,673	4,088,043	4,523,894	3,758,357
<b>TOTAL</b>	<b>\$10,768,654</b>	<b>\$10,865,598</b>	<b>\$11,347,732</b>	<b>\$8,931,433</b>
<b>OTHER ACAD. SUPPORT:</b>				
Personal Services	\$12,968,622	\$14,182,840	\$15,588,338	\$11,518,024
Contractual Services	1,828,350	1,377,112	1,471,698	1,470,913
Supplies and Materials	123,114	142,257	84,037	130,991
Transfer Payments	98,568	16,903	10,143	70,318
Continuous Charges	257,832	606,827	345,310	537,247
Property & Improvements	1,072	19,089	0	97,144
Equipment	939,080	726,813	737,277	563,834
<b>TOTAL</b>	<b>\$16,216,638</b>	<b>\$17,071,842</b>	<b>\$18,236,803</b>	<b>\$14,388,471</b>
<b>TOTAL ACADEMIC SUPPORT</b>	<b>\$26,985,292</b>	<b>\$27,937,439</b>	<b>\$29,584,535</b>	<b>\$23,319,904</b>

	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3/31/17
<b><u>Student Services</u></b>				
Personal Services	\$6,569,256	\$6,854,529	\$7,661,594	\$5,819,206
Contractual Services	1,070,495	1,103,198	962,511	1,024,153
Supplies and Materials	157,430	165,610	40,459	114,899
Transfer Payments	116,158	167,618	15,039	101,337
Continuous Charges	17,935	28,632	3,650	37,490
Property & Improvements	8	560	0	0
Equipment	100,322	78,218	40,725	52,149
<b>TOTAL</b>	<b>\$8,031,604</b>	<b>\$8,398,364</b>	<b>\$8,723,978</b>	<b>\$7,149,234</b>
<b><u>Institutional Support</u></b>				
Personal Services	\$17,210,092	\$19,495,463	\$20,221,964	\$15,000,466
Contractual Services	3,346,772	3,015,817	3,791,624	3,349,404
Supplies and Materials	290,911	250,828	156,777	226,679
Transfer Payments	284,188	89,722	81,787	188,613
Continuous Charges	522,678	776,684	559,671	1,361,677
Property & Improvements	26,285	19,132	0	20,252
Equipment	310,618	260,445	105,472	294,076
<b>TOTAL</b>	<b>\$21,991,544</b>	<b>\$23,908,092</b>	<b>\$24,917,295</b>	<b>\$20,441,167</b>

	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3/31/17
<b>Plant Operations</b>				
Personal Services	\$2,041,566	\$1,528,765	\$2,306,909	\$2,387,556
Contractual Services	8,407,498	8,789,784	9,802,432	7,769,814
Supplies and Materials	1,580,259	1,725,664	1,433,456	969,149
Transfer Payments	9,504	2,236	0	522
Continuous Charges	4,458,140	4,907,649	5,504,230	4,201,280
Property & Improvements	83,140	164,250	30,000	66,773
Equipment	156,708	170,053	297,559	164,232
<b>TOTAL</b>	<b>\$16,736,815</b>	<b>\$17,288,402</b>	<b>\$19,374,586</b>	<b>\$15,559,326</b>
<b>E&amp;G PROGRAM TOTAL</b>	<b>\$171,912,513</b>	<b>\$179,624,799</b>	<b>\$193,339,803</b>	<b>\$155,124,296</b>

April 19-21, 2017

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College of William & Mary  
Auxiliary Enterprise  
2016-2017 Operating Budget Summary

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Estimated 2016-2017 - <u>Budget</u>	Year-to- Date Through <u>3/31/2017</u>
<b>REVENUE</b>				
Student Housing	\$30,703,126	\$32,932,608	\$32,970,000	\$31,553,573
Food Service	20,188,593	21,129,517	21,254,117	22,024,801
Telecom/Network	3,641,432	3,627,660	3,520,739	3,252,389
Student Unions	3,042,304	3,073,557	3,088,227	3,085,870
Kaplan Arena	2,412,797	2,492,762	2,565,800	2,530,758
Athletics	23,511,394	24,485,028	25,433,494	16,174,252
Other	<u>17,354,854</u>	<u>17,902,061</u>	<u>17,743,950</u>	<u>16,306,800</u>
Total Revenue	\$100,854,500	\$105,643,193	\$106,576,327	\$94,928,443
<b>EXPENDITURES</b>				
Student Housing	\$28,525,800	\$31,525,355	\$32,529,100	\$21,211,698
Food Service	16,483,638	19,048,208	19,064,583	15,036,681
Telecom/Network	3,709,596	3,388,905	3,231,957	2,960,086
Student Unions	3,021,197	3,245,936	3,170,999	2,130,811
Kaplan Arena	2,189,270	2,369,203	2,528,346	1,590,003
Athletics	23,183,395	24,853,182	25,433,494	21,621,025
Other	<u>18,849,860</u>	<u>18,221,941</u>	<u>16,779,704</u>	<u>13,725,583</u>
Total Expenditures	\$95,962,756	\$102,652,730	\$102,738,183	\$78,275,887

April 19-21, 2017

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College of William & Mary  
Sponsored Programs  
2016-2017 Operating Budget Summary

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Estimated 2016-2017 <u>Budget</u>	Year-to- Date Through <u>3/31/2017</u>
REVENUE				
General Fund	\$75,000	\$75,000	\$75,000	\$0
Nongeneral Fund	<u>30,030,182</u>	<u>29,473,616</u>	<u>31,850,000</u>	<u>23,246,345</u>
Total Revenue	\$30,105,182	\$29,548,616	\$31,925,000	\$23,246,345
EXPENDITURES				
	\$30,105,182	\$29,548,616	\$31,950,000	\$23,246,345

**THE COLLEGE OF WILLIAM & MARY**  
**2016-2017 PRIVATE FUNDS BUDGET SUMMARY**

	2014-2015 Actual	2015-2016 Actual	Estimated 2016-2017 Budget	Year-to-Date Through 3-31-17
<b>REVENUE:</b>				
Distributed Endowment Income	\$2,895,992	\$3,266,397	\$3,369,984	\$2,522,960
Administrative Overhead Allocation	300,000	300,000	300,000	225,000
Transfers from Other Sources	205,877	382,011	340,000	150,000
Earnings on Short-term Investments	222,464	320,921	310,000	206,422
Annual Gifts	7,585,622	8,523,859	9,315,000	6,038,500
Drawdown from BOV Quasi Endowment	0	1,350,000	500,000	0
Distribution from External Trusts	38,621	57,886	48,000	38,126
Other Revenue	1,052,386	930,218	600,000	138,375
<b>Total Revenue</b>	<b>\$12,300,962</b>	<b>\$15,131,292</b>	<b>\$14,782,984</b>	<b>\$9,319,383</b>
<b>EXPENDITURES:</b>				
Instruction	\$879,876	\$1,794,215	\$1,840,391	\$1,191,151
Research	628,407	712,728	601,447	361,186
Public Service	48,668	6,082	14,305	5,667
Academic Support	1,369,266	1,096,330	1,073,877	1,308,878
Student Services	150,763	253,282	414,644	356,387
Institutional Support	8,252,781	6,209,580	6,730,630	9,501,922
Plant, Operations & Capital Improvements	6,486	116,841	221,453	182,043
Student Aid	2,890,443	3,701,197	3,699,256	3,017,535
<b>Total Expenditures</b>	<b>\$14,226,690</b>	<b>\$13,890,255</b>	<b>\$14,596,003</b>	<b>\$15,924,769</b>

\* Mostly Advancement expenses. As in prior years, some of these expenses will be funded by CWMIF. Approximately \$5M is expected to be funded by the Foundation before June 30, 2017.

COLLEGE OF WILLIAM AND MARY  
VIRGINIA INSTITUTE OF MARINE SCIENCE

FY 2017-18 OPERATING BUDGET

For the Virginia Institute of Marine Science, educational and general programs constitute those activities that support the delivery of its tripartite mission of research, education, and advisory service to a large constituency within the Commonwealth and globally. These activities include state mandated and sponsored research, advisory service to the Commonwealth, instruction, academic support (including library, information technology, communications, field operations, seawater research laboratory, analytical, and student services), institutional/administrative support, and plant operations.

For fiscal year 2017-18 the State appropriation for the Virginia Institute of Marine Science provides \$21.6 million in general funds support. This includes an increase of \$125,000 for a Marine Conservation Fellowship Program and raises for faculty and staff salaries. Also reflected, is the restoration of \$1.04 million in general funds that the Governor had proposed as a budget reduction in his December 2016 budget. The appropriation is further supplemented by non-general fund revenues estimated at \$25.1 million, the majority of which is due to externally funded grant and contract activities, and less than \$1 million attributable to tuition revenues.

BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the FY 2017-18 operating budget of the Virginia Institute of Marine Science, as displayed on the attached schedule.

## VIRGINIA INSTITUTE OF MARINE SCIENCE

**ESTIMATED AND PROPOSED REVENUE AND EXPENDITURES**  
**FY 2016-2017 AND FY 2017-2018**

	<b><u>Approved Budget FY 2016-17</u></b>	<b><u>Estimated FY 2016-17</u></b>	<b><u>Proposed FY 2017-18</u></b>
<b><u>REVENUE</u></b>			
General Fund	\$21,476,210	\$21,130,594	\$21,565,359
Nongeneral Fund			
Education and General	1,793,030	2,198,330	1,843,030
Eminent Scholars	75,992	75,992	77,185
Sponsored Programs	<u>23,000,000</u>	<u>23,500,000</u>	<u>23,250,000</u>
 TOTAL REVENUE	 \$46,345,232	 \$46,904,916	 \$46,735,574
 <b><u>EXPENDITURES</u></b>			
Instruction	\$1,433,980	\$1,396,702	\$1,424,566
Research & Advisory Services	9,860,249	9,904,863	9,738,659
Academic Support	4,921,222	4,912,565	5,049,269
Institutional Support	2,698,281	2,655,360	2,409,454
Plant and Maintenance	4,035,891	3,975,567	4,374,876
Student Financial Assistance	319,617	319,617	321,002
Sponsored Programs	<u>23,075,992</u>	<u>23,575,992</u>	<u>23,327,185</u>
 TOTAL EXPENDITURES	 \$46,345,232	 \$46,740,666	 \$46,645,011



**VIRGINIA INSTITUTE OF MARINE SCIENCE  
OPERATING BUDGET SUMMARY**

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Estimated 2016-2017 <u>Budget</u>	Proposed FY 2017-2018 <u>Budget</u>	<u>Variance</u>
<b><u>REVENUE</u></b>					
General Fund	\$18,886,292	\$19,699,566	\$21,130,594	\$21,565,359	434,765
Nongeneral Funds					
Educational/General	1,762,757	1,941,120	2,198,330	1,843,030	-355,300
Eminent Scholars	78,948	43,647	75,992	77,185	1,193
Sponsored Programs	<u>23,174,854</u>	<u>23,234,922</u>	<u>23,500,000</u>	<u>23,250,000</u>	<u>-250,000</u>
<b>Total Revenue</b>	<b>\$43,902,851</b>	<b>\$44,919,255</b>	<b>\$46,904,916</b>	<b>\$46,735,574</b>	<b>-169,342</b>
<b><u>EXPENDITURES</u></b>					
Instruction	\$1,328,796	\$1,045,649	\$1,396,702	\$1,424,566	27,864
Research and Advisory Services	8,593,009	9,260,758	9,904,863	9,738,659	-166,205
Academic Support	4,313,766	4,897,996	4,912,565	5,049,269	136,704
Institutional Support	2,299,618	2,334,682	2,655,360	2,409,454	-245,906
Plant Operations	3,843,299	3,855,280	3,975,567	4,374,876	399,309
Student Financial Assistance	241,540	241,540	319,617	321,002	1,385
Sponsored Programs/Eminent Schola	<u>23,216,498</u>	<u>23,278,569</u>	<u>23,575,992</u>	<u>23,327,185</u>	<u>-248,807</u>
<b>Total Expenditures</b>	<b>\$43,836,525</b>	<b>\$44,914,473</b>	<b>\$46,740,666</b>	<b>\$46,645,011</b>	<b>-95,657</b>

**VIRGINIA INSTITUTE OF MARINE SCIENCE**  
**2016-17 OPERATING BUDGET SUMMARY**

	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>	<b><u>Estimated</u></b>	<b><u>Year-To-Date</u></b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>FY 2016-17</u></b>	<b><u>Through</u></b>
			<b><u>Budget</u></b>	<b><u>3/31/2017</u></b>
<b><u>REVENUE</u></b>				
General Fund	\$18,886,292	\$19,699,566	\$21,130,594	\$16,624,774
Nongeneral Funds				
Educational/General	1,762,757	1,941,120	2,198,330	1,955,724
Eminent Scholars	78,948	43,647	75,992	-
Sponsored Programs	<u>23,174,854</u>	<u>23,234,922</u>	<u>23,500,000</u>	<u>18,163,331</u>
<b>Total Revenue</b>	<b>\$43,902,850</b>	<b>\$44,919,255</b>	<b>\$46,904,916</b>	<b>\$36,743,828</b>
<b><u>EXPENDITURES</u></b>				
Instruction	\$1,328,796	\$1,045,649	\$1,396,702	\$846,577
Research and Advisory Services	8,593,009	9,260,758	9,904,863	\$7,324,667
Academic Support	4,313,766	4,897,996	4,912,565	\$3,992,359
Institutional Support	2,299,618	2,334,682	2,655,360	\$1,798,846
Plant Operations	3,843,299	3,855,280	3,975,567	\$3,164,075
Student Financial Assistance	241,540	241,540	319,617	\$142,228
Sponsored Programs/Eminent Scholars	<u>23,216,498</u>	<u>23,278,569</u>	<u>23,575,992</u>	<u>\$18,163,331</u>
<b>Total Expenditures</b>	<b>\$43,836,525</b>	<b>\$44,914,473</b>	<b>\$46,740,666</b>	<b>\$35,432,083</b>

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

**2016-2017**

**EXECUTIVE COMMITTEE**

Todd A. Stottlenmyer, Rector  
H. Thomas Watkins III, Vice Rector  
Sue H. Gerdelman, Secretary  
Lynn M. Dillon  
Thomas R. Frantz  
Lisa E. Roday  
John Charles Thomas  
*Michael J. Fox*

**COMMITTEE ON ACADEMIC AFFAIRS**

Lynn M. Dillon, Chair  
Karen Kennedy Schultz, Vice Chair  
Warren W. Buck III  
S. Douglas Bunch  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Eric D. Chason, faculty representative  
*Michael R. Halleran*

**COMMITTEE ON ADMINISTRATION, BUILDINGS AND GROUNDS**

William H. Payne II, Chair  
John Charles Thomas, Vice Chair  
Warren W. Buck III  
James A. Hixon  
Anne Leigh Kerr  
Karen Kennedy Schultz  
DeRonda M. Short  
Christopher J. Abelt, faculty representative  
*Samuel E. Jones*

(Design Review Board – Will Payne, John Charles Thomas)

**COMMITTEE ON ATHLETICS**

DeRonda M. Short, Chair  
H. Thomas Watkins III, Vice Chair  
S. Douglas Bunch  
Thomas R. Frantz  
Sue H. Gerdelman  
Rex K. Kincaid, faculty representative  
*Edward C. Driscoll, Jr.*

### **COMMITTEE ON AUDIT AND COMPLIANCE**

John Charles Thomas, Chair  
 Christopher M. Little, Vice Chair  
 William H. Payne II  
 DeRonda M. Short  
 Brian P. Woolfolk  
*Kent B. Erdahl*  
*Kiersten L. Boyce*  
*Samuel E. Jones*

### **COMMITTEE ON FINANCIAL AFFAIRS**

H. Thomas Watkins III, Chair  
 James A. Hixon, Vice Chair  
 S. Douglas Bunch  
 Lynn M. Dillon  
 Thomas R. Frantz  
 Anne Leigh Kerr  
 John E. Littel  
 Christopher M. Little  
 Brian P. Woolfolk  
 Catherine A. Forestell, faculty representative  
*Samuel E. Jones*

(Investments Subcommittee – Jim Hixon, Chair; Lynn Dillon, Vice Chair; Doug Bunch, Chris Little, Tom Watkins)

### **RICHARD BLAND COLLEGE COMMITTEE**

John E. Littel, Chair  
 Sue H. Gerdeman, Vice Chair  
 Warren W. Buck III  
 Lynn M. Dillon  
 William H. Payne, II  
 Lisa E. Roday  
 Karen Kennedy Schultz  
 Brian P. Woolfolk  
 D. Jill Mitten, faculty representative  
 David J. Snyder IV, student representative  
*Debbie L. Sydow*

***COMMITTEES OF THE WHOLE:*****COMMITTEE ON UNIVERSITY ADVANCEMENT**

Sue H. Gerdelman, Chair

Christopher M. Little, Vice Chair

*Matthew T. Lambert*

**COMMITTEE ON STRATEGIC INITIATIVES AND NEW VENTURES**

Thomas R. Frantz, Chair

H. Thomas Watkins III, Vice Chair

*Henry R. Broaddus*

**COMMITTEE ON STUDENT AFFAIRS**

Lisa E. Roday, Chair

William H. Payne II, Vice Chair

*Virginia M. Ambler*

Board Liaison to MONROE LEGACY WORKING GROUP – Chris Little

Board Liaison to RACE RELATIONS IMPLEMENTATION TEAM – Lisa Roday

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

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BOARD MEETING

*Board Room - Blow Memorial Hall*

April 21, 2017

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

April 21, 2017 - 10:15 a.m.  
Board Room - Blow Memorial Hall

- I. Welcome and call to order Rector Todd A. Stottlemeyer
- II. Approval of Minutes – February 8-10, 2017 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:** Appointment to Fill Vacancy in the Professionals and Professional Faculty *tab #1*
    - 2. **Resolution 2:** Faculty Promotion *tab #2*
    - 3. **Resolution 3:** Award of Academic Tenure *tab #3*
    - 4. **Resolution 4:** Retirement of LeAnn S. Binger  
Division of Language and Humanities *tab #4*
    - 5. **Resolution 5:** Retirement of Timothy J. Evans  
Division of Language and Humanities *tab #5*
    - 6. **Resolution 6:** Retirement of Linda Eanes Jefferson  
Division of Language and Humanities *tab #6*
    - 7. **Resolution 7:** Richard Bland College Faculty Handbook *tab #7*
    - 8. **Resolution 8:** Approval of FY 2017-2018 Tuition and Fees *tab #8*
    - 9. **Resolution 9:** Approval of 2017-2018 Proposed Operating Budget *tab #9*
  - B. Committee on Audit and Compliance John Charles Thomas
  - C. Committee on Administration, Buildings and Grounds William H. Payne II
    - 1. **Resolution 18:** Virginia Institute of Marine Science  
2018-2024 Six-Year Capital Plan *tab #18*
    - 2. **Resolution 19:** College of William and Mary  
2018-2024 Six-Year Capital Plan *tab #19*
    - 3. **Resolution 20:** Resolution to Approve Revised Scope  
and Budget: Alumni Center *tab #20*

Board of Visitors  
MEETING AGENDA  
April 21, 2017

4. **Resolution 21:** Resolution to Approve the Naming of  
Richmond Hall *tab #21*
5. **Resolution 22:** Revisions to the Staff Assembly Bylaws *tab #22*
- D. Committee on Strategic Initiatives and New Ventures Thomas R. Frantz
- E. Committee on University Advancement Sue H. Gerdelman
- F. Committee on Athletics DeRonda M. Short
- G. Committee on Student Affairs Lisa E. Roday
- H. Committee on Financial Affairs H. Thomas Watkins III
  1. **Resolution 23:** College of William and Mary  
FY 2017-18 Operating Budget Proposal *tab #23*
  2. **Resolution 24:** FY 2017-18 Tuition and Fee Structure  
for Full- and Part-Time Students *tab #24*
  3. **Resolution 25:** Virginia Institute of Marine Science  
FY 2017-18 Operating Budget *tab #25*
- I. Investments Subcommittee James A. Hixon
- J. Committee on Academic Affairs Lynn M. Dillon
  1. **Resolution 10:** Appointments to Fill Vacancies in the  
Executive Faculty *tab #10*
  2. **Resolution 11:** Appointments to Fill Vacancies in the  
Instructional Faculty *tab #11*
  3. **Resolution 12:** Designated Professorships *tab #12*
  4. **Resolution 13:** Faculty Leaves of Absence *tab #13*
  5. **Resolution 14:** Faculty Promotions *tab #14*
  6. **Resolution 15:** Award of Academic Tenure *tab #15*
  7. **Resolution 16:** Retirement of Hector H. Guerrero  
Raymond A. Mason School of Business *tab #16*
  8. **Resolution 17:** Resolution to Modify the Faculty Handbook  
with Regard to Non-Tenure-Eligible Faculty *tab #17*
- VI. Monroe Legacy Working Group Christopher M. Little
- VII. Race Relations Implementation Team Ms. Roday
- VIII. Old Business Mr. Stottlemeyer



Board of Visitors  
MEETING AGENDA  
April 21, 2017

- |      |                                  |                  |
|------|----------------------------------|------------------|
| IX.  | New Business                     | Mr. Stottlemeyer |
|      | A. Nominations Committee Report  | Lynn M. Dillon   |
| X.   | Executive Session (if necessary) | Mr. Stottlemeyer |
| XI.  | Closing remarks                  |                  |
| XII. | Adjournment                      | Mr. Stottlemeyer |

**BOARD DINING ROOM:**

@12 Noon    Lunch

**BOARD ROOM**

1:00 p.m.	Presidential Search Committee meeting	Mr. Watkins
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FULL BOARD MEETING  
MINUTES – FEBRUARY 8-10, 2017

## **MINUTES**

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

February 8-10, 2017  
Blow Memorial Hall - College of William and Mary

The Board of Visitors of The College of William and Mary in Virginia met on the campus in Williamsburg on Wednesday, Thursday and Friday, February 8-10, 2017.

On Wednesday, February 8, the Richard Bland College Committee met in the Board Room from 1:45 to 3:56 p.m. The Investments Subcommittee met from 3:00 to 3:45 p.m. and the Executive Committee met from 3:55 to 5:21 p.m. in the Board Conference Room. That evening the full Board convened for dinner in the Faculty Board Room at the Law School, following the dedication of the James A. and Robin L. Hixon Center for Experiential Learning and Leadership at the Law School.

Those present on Wednesday evening were:

Warren W. Buck III  
S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
Sue H. Gerdelman  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little

William H. Payne II  
Lisa E. Roday  
Karen Kennedy Schultz  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Brian P. Woolfolk

Also present was William and Mary President W. Taylor Reveley III.

At 8:05 p.m. the Rector convened the full Board, and moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to specific personnel, the performance and evaluations of specific executive employees, and to discuss specific recommendations related to future fundraising strategies as well as current development activities, as provided for in Section 2.2-3711.A.1. and 8., of the Code of Virginia. Motion was seconded by Ms. Gerdelman and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 8:05 p.m.

The Board reconvened in open session at 9:05 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 Ms. Gerdelman and approved by roll call vote of the Committee members conducted by Secretary of the Board Sue H. Gerdelman. (Certification Resolution will be appended in final minutes.)

There being no further business, the Board adjourned at 9:05 p.m.

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On Thursday morning, February 9, the Committee on Audit and Compliance, the Committee on Administration, Buildings and Grounds and the Committee on Strategic Initiatives and New Ventures met in the Board Room, while the Committee on Academic Affairs met in Blow Hall Room 201.

Those present on Thursday morning were:

Warren W. Buck III  
S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
Sue H. Gerdelman  
James A. Hixon  
John E. Littel  
Christopher M. Little  
William H. Payne II

Lisa E. Roday  
Karen Kennedy Schultz  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Brian P. Woolfolk  
Faculty Representatives: Eric D. Chason  
D. Jill Mitten  
Student Representative: Eboni S. Brown

Absent: Anne Leigh Kerr

Others present were:

W. Taylor Reveley  
Michael R. Halleran  
Virginia M. Ambler  
Kiersten L. Boyce  
Henry R. Broaddus  
Samuel E. Jones  
Jennifer B. Latour  
Kent B. Erdahl

Michael J. Fox  
W. Fanchon Glover  
James R. Golden  
Amy S. Sebring  
Brian W. Whitson  
Sandra J. Wilms  
Timothy A. Wolfe

Also in attendance were Staff Liaison David N. Morales, University Counsel Deborah Love, Dean Kate Conley, Dean Dave Douglas, Dean John Wells and other William and Mary staff.

The Committee on Audit and Compliance met from 7:45 to 9:11 a.m. The Committee on Academic Affairs met from 8:31 to 9:12 a.m.

At 9:19 a.m., the Board convened as a committee of the whole for the Provost's Report and Faculty Presentation. Academic Affairs Committee Chair Lynn Dillon called on Provost Michael Halleran, who reported on transfer students, then introduced Tim Beck, a junior majoring in Health Science and Biochemistry, who discussed his experience as a transfer student. A brief discussion ensued.

Faculty Assembly Vice President and Chair of the Faculty Liaison Committee Cathy Forestell introduced Professor of Biology Margaret Saha, faculty advisor to the iGEM team, and team members Caroline Golino '17 and John Marken '17. Professor Saha gave an overview of the program and the new field of synthetic biology. Ms. Golino and Mr. Marken discussed their experience with the iGEM team and participation in summer projects from 2014 through 2016. A brief discussion ensued and the Faculty Presentation concluded at 10:30 a.m.

The Committee on Administration Buildings and Grounds met from 10:32 to 11:23 a.m.

At 11:23 a.m., the Board convened as a committee of the whole for the **Committee on Strategic Initiatives and New Ventures**. Mr. Frantz presided as chair and introduced Vice President for Strategic Initiatives Henry Broaddus, who briefly reviewed the agenda and commented on the opening of the new W&M Richmond office on North 8<sup>th</sup> Street

Mr. Frantz gave a brief update on regional activity, implications for William & Mary and opportunities for further collaboration. A brief discussion ensued.

Mr. Frantz moved that the Committee on Strategic Initiatives and New Ventures convene in Closed Session to discuss the evaluation of the 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. Watkins and approved by voice vote. The observers were asked to leave the room and the Committee went into closed session at 11:38 a.m.

The Committee reconvened in open session at 11:51 a.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. Littel and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** will be appended.)

There being no further business, the Committee adjourned at 11:52 a.m., and the Board moved to the School of Education for a joint meeting with the College of William & Mary Foundation Board of Trustees, the Alumni Association Board of Directors and the Annual Giving Board of Directors in the Matoaka Woods Room of the School of Education.

Board of Visitors in attendance: Rector Todd A. Stottlemeyer; Warren W. Buck III; S. Douglas Bunch; Lynn M. Dillon; Thomas R. Frantz; Sue H. Gerdelman; James A. Hixon; Christopher M. Little; Lisa E. Roday; Karen Kennedy Schultz; DeRonda M. Short; John Charles Thomas; Brian P. Woolfolk; faculty representative Eric D. Chason

William & Mary Foundation Trustees in attendance: Marshall Acuff, Dawn Arnall, Janet Atwater, Ben Berinstein, Maryellen Feeley, Cliff Fleet, Mike Foradas, Jody Forsyth, Melissa Friedery, Nancy Gofus, Alan Hilliker, Andrew Horrocks, Shelley Jennings, David Kelley, Jill Lord, Jen Mackesy, Audra Mallow, Bee McLeod, Penny Meredith, John Novogratz, Mark Patterson, Scott Perkins, Kevin Phillips, Michael Powell, Michael Sapnar, Anne Sharp, Craig Staub, David Stone, Martha Tack, Raelene Wagoner, Brooke Weinmann, Dixie Wolf

Annual Giving Board members in attendance: James Ambrose, Christine Anderson, Donald Beck, John Boyd, Christina Colabella, Peter Coyne, David Croall, Roger Crook, Kristen Faust, Melinda Gable, Ashley Glacel, Glenmore Harding, Amy Jasper, Jessica Laury, Ed Moreland, Barbara Ramsey, Lauren Schmidt, Mark Shriver, Samantha Slattery, Gregory Westfall, John Windt

William & Mary Alumni Association Board members in attendance: Michele Ball, Sandy Bowen, Bruce Christian, Glenn Crafford, Kay Floyd, Michael Hoak, Cindy Jarboe, Sophie Lee, Dennis Liberson, Anna Mahalak, Sue Manix, Pam Michael, Carla Moreland, Todd Norris, Janet Osborn,

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William Richardson, Meghan Schilken, Dave Scott, William Smith

Staff in attendance: President W. Taylor Reveley III, Provost Michael Halleran, Ginger Ambler, Craig Anzalone, Suzie Armstrong, Mark Begly, Kiersten Boyce, Henry Broaddus, Kate Conley, Carrie Cooper, Val Cushman, Kathleen Daugherty, Annie Davis, Renee Davis, Davison Douglas, Barbara Draughon, Terry Driscoll, Bobby Dwyer, Lee Foster, Michael Fox, Dan Frezza, Chon Glover, Heather Golden, Robbie Graham, Earl Granger, Steve Hanson, Kelly Holdcraft, MaryAnn Jones, Sam Jones, John Kane, Kirsten Kellogg, Matthew Lambert, Jennifer Latour, Carrie Letourneau, Richard Long, Deb Love, Katie Lowe, Jeremy Martin, Jacquelyn McLendon, Dee McNamara, Marilyn Midyette, Rebecca Murray, Spencer Niles, Jake Perez, Ann Ruble, Amy Sebring, Sani Silvenoinnen, Michael Steelman, Chris Stratton, Stacey Summerfield, Mitch Vandervorst, Rob Waggoner, Sue Warner, John Wells, Brian Whitson, Valerie Wilkerson, Sandra Wilms

At 12:15 p.m., Rector Todd Stottlemeyer called the joint meeting to order and welcomed the group. The Rector outlined the format for the working lunch, which would include a presentation on the results of the Alumni Association's recent survey of alumni. The Rector recognized Nancy Gofus, chair of the William & Mary Foundation, Cindy Jarboe, president of the Alumni Association and David Croall, chair of the Annual Giving board, then called on Marilyn Midyette, Associate Vice President of Alumni Engagement and Executive Director of the Alumni Association, who introduced Rob Shoss, Managing Consultant of Advancement Research Performance Enhancement Group, Ltd. Mr. Shoss reviewed the survey results. A general discussion ensued, followed by a short break.

At 1:30 p.m., Vice President for University Advancement Matthew Lambert provided an update on FY17 fundraising and campaign progress to date, as well as an overview of the Advancement Volunteer Structure. A general discussion ensued.

At 2:05 p.m., Mr. Lambert introduced Executive Director of Planned Giving Kirsten Kellogg and Howard Busbee '65. Ms. Kellogg and Mr. Busbee discussed the power of philanthropic legacies, types of planned gifts as well as the role and impact of planned gifts. A brief discussion ensued.

Following a short break, at 2:45 p.m. the Rector introduced Jacquelyn McLendon, Professor Emerita of English and Africana Studies and director of the 50<sup>th</sup> Anniversary Planning Committee, who reported on plans for the celebration of the 50<sup>th</sup> Anniversary of African America Students in 2017-18. A brief discussion ensued.

The Rector introduced Director of Alumnae Initiatives Val Cushman, who serves as co-chair of the planning committee for the 100<sup>th</sup> Anniversary of co-education, who reported on plans for the celebration of that anniversary in 2018-19. A brief discussion ensued.

Following a brief visit and remarks by Chancellor Robert Gates, at 3:30 p.m. Chair of the William & Mary Foundation Nancy Gofus introduced a Q&A Session with President Reveley and Rector Stottlemeyer. A general question and answer discussion ensued and concluded at 3:55 p.m.

Following closing remarks by the Rector, and there being no further business, the joint meeting adjourned at 4:00 p.m.

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The Committee on Athletics met jointly with the William & Mary Foundation Athletics Sub-Committee from 4:15 to 5:32 p.m. in the Holly Room at the School of Education.

On Friday, February 10, the Board reconvened at 8:00 a.m. The Committee on Financial Affairs met in the Board Room from 8:00 to 8:36 a.m.

Those present on Friday were:

Warren W. Buck III  
S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
Sue H. Gerdelman  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little  
William H. Payne II  
Lisa E. Roday

Karen Kennedy Schultz  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Brian P. Woolfolk  
Faculty Representatives: Eric D. Chason  
D. Jill Mitten  
Student Representatives: Eboni S. Brown  
David J. Snyder IV

Others present were:

W. Taylor Reveley  
Michael R. Halleran  
Virginia M. Ambler  
Kiersten L. Boyce  
Henry R. Broaddus  
Edward C. Driscoll, Jr.  
Samuel E. Jones

Kent B. Erdahl  
Michael J. Fox  
W. Fanchon Glover  
James R. Golden  
Jennifer B. Latour  
Brian W. Whitson  
Sandra J. Wilms

Also in attendance were Staff Liaison David N. Morales, University Counsel Deborah A. Love, Associate University Counsel Sarah E. Melchior, Dean Kate Conley, Dean John Wells and other William and Mary staff.

At 8:45 a.m., the Board reconvened as a committee of the whole. Student Affairs Committee Chair Lisa Roday noted that this portion of the meeting would be divided between an update on the work of the Task Force on Race and Race Relations Implementation Team followed by the meeting of the Committee on Student Affairs that would focus on the substantial efforts being made by the Student Affairs division to cultivate a community celebrating differences followed by the presentation on the students perspective on diversity. Ms. Roday reminded the Board that the Task Force had produced 51 overall recommendations, then introduced Chief Diversity Officer Chon Glover, who reviewed the work undertaken to date on these recommendations, including the naming of Lemon and Hardy residence halls; the Facilities Management questionnaire; the Inaugural Diversity Symposium; the Provost's faculty hiring initiative; and the hiring of a deputy chief diversity officer. A general discussion ensued and concluded at 9:10 a.m.

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At 9:12 a.m., Ms. Roday convened the **Committee on Student Affairs**. Vice President Ginger Ambler briefly commented on efforts to promote diversity and inclusion, and introduced Senior Associate Dean of Students and Director of the Center for Student Diversity Vernon Hurte who discussed the ways in which the Center is working to strengthen the community and support student success by providing support services for under-served and under-represented populations. A brief discussion ensued.

Student liaisons Rachel Smith and J.C. LaRiviere then commented on diversity from the perspective of the students. A brief discussion ensued, and concluded at 9:52 a.m. Following a short break, the Rector convened the meeting of the full Board at 10:15 a.m.

Those present were:

Warren W. Buck III  
S. Douglas Bunch  
Lynn M. Dillon  
Thomas R. Frantz  
Sue H. Gerdelman  
James A. Hixon  
Anne Leigh Kerr  
John E. Littel  
Christopher M. Little  
William H. Payne II  
Lisa E. Roday

Karen Kennedy Schultz  
DeRonda M. Short  
Todd A. Stottlemeyer  
John Charles Thomas  
H. Thomas Watkins III  
Brian P. Woolfolk

Faculty Representatives: Eric D. Chason  
D. Jill Mitten

Student Representatives: Eboni S. Brown  
David J. Snyder IV

Others present were:

W. Taylor Reveley  
Michael R. Halleran  
Virginia M. Ambler  
Henry R. Broaddus  
Edward C. Driscoll, Jr.  
Kent B. Erdahl  
Michael J. Fox

W. Fanchon Glover  
James R. Golden  
Jennifer B. Latour  
Amy S. Sebring  
Brian W. Whitson  
Sandra J. Wilms

Also in attendance were Staff Liaison David N. Morales, Richard Bland President Debbie L. Sydow, Richard Bland College Counsel Cynthia Norwood, University Counsel Deborah A. Love, Associate University Counsel Sarah E. Melchior, Dean Kate Conley, Dean John Wells and other William and Mary staff.

Recognizing that a quorum was present, the Rector moved to adopt the minutes of the meeting of November 16-18, 2016. Motion was seconded by Mr. Thomas and approved by voice vote.

In his opening remarks, the Rector thanked the administrative team for organizing a productive joint meeting, thanked the Board members for their participation during the committee meetings, thanked the members of the administration for their efforts and encouraged Board members to attend the Charter Day ceremony and weekend activities.



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In his opening remarks, President Reveley also encouraged Board members to attend Charter Day events, and commented on the productive conversations over the last two days with the senior leadership boards.

Mr. Stottlemeyer moved that the Board of Visitors of the College of William and Mary convene in Closed Session for the purpose of discussing personnel actions pertaining to the appointments, tenure, promotions and retirements of specific instructional faculty; discussing specific personnel matters; discussing internal investigations involving identifiable students and/or employees; discussing investment matters relating to the investment of public funds, consultation with legal counsel and briefings by staff members, discussing specific recommendations related to fundraising initiatives, priorities and strategies, and discussing reports or plans related to the security of any government facility, building or structure or the safety of persons using such facility, building or structure, as provided for in Section 2.2-3711.A.1., 2., 6., 7., 8., and 19., of the Code of Virginia. Motion was seconded by Ms. Roday and approved by voice vote. The observers were asked to leave the room and the Board went into closed session at 10:30 a.m.

The Board reconvened in open session at 10:36 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 Ms. Roday and approved by roll call vote of the Board members conducted by Secretary to the Board Michael Fox. (Certification **Resolution** will be appended in final minutes.)

The Rector called for the reports of the standing committees.

Mr. Littel reported for the **Richard Bland College Committee** and asked President Sydow to report.

In her report, President Debbie Sydow noted that the spring semester is off to a strong start. Budgeted enrollment targets were met, and the fund-raising effort to match the Mary Morton Parsons leverage grant is progressing well. At the end of last month, the College kicked off the decennial SACSCOC Reaffirmation of Accreditation initiative. The SACSCOC Review Team will visit campus on October 2-4, 2018. The President extended thanks to Chairman Littel and Vice Chair Gerdelman for attending the kick-off event. President Sydow reported that Richard Bland has two softball players committed to Division I universities in the fall and every one of the sophomore men's basketball players has a full scholarship offer from a four-year college. The number of students on the President's and Dean's list (3.25 GPA or higher) continues to rise, up 32% since 2014. Quality improvement efforts continue on all fronts, and the result is an improved student experience as well as increased academic performance and retention.

Following a brief review of the agenda, Mr. Littel moved adoption of **Resolution 1**, Appointment to Fill Vacancy in the Professionals and Professional Faculty. Motion was seconded by Mr. Woolfolk and approved by voice vote.

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

Following brief discussion, Mr. Thomas moved adoption of **Resolution 2**, Amendment of Compliance Program Charter. Motion was seconded by Mr. Little and approved by voice vote.

Mr. Thomas moved adoption of **Resolution 3**, Adoption of Red Flags Policy on Identity Theft. Motion was seconded by Mr. Little and approved by voice vote.

Mr. Payne reported for the **Committee on Administration, Buildings and Grounds**, and briefly reviewed the agenda. There were no action items.

Mr. Frantz reported for the **Committee on Strategic Initiatives and New Ventures**, and briefly reviewed the agenda. There were no action items.

Chair of the **Committee on University Advancement** Sue Gerdelman thanked everyone for participating in the joint meeting, noting the importance for the leadership boards to meet.

Ms. Short reported for the **Committee on Athletics**, noting that the Committee had met jointly with the William & Mary Foundation Athletics Subcommittee. Ms. Short briefly reviewed the agenda, and updated the Board on the results of the athletic teams performance in the fall and winter. There were no action items.

Ms. Roday reported for the **Committee on Student Affairs**, and briefly reviewed the agenda. There were no action items.

Mr. Watkins reported for the **Committee on Financial Affairs**, and briefly reviewed the agenda. There were no action items.

Mr. Hixon reported for the **Investments Subcommittee**, and briefly reviewed the agenda. Noting that the Subcommittee had discussed a change in the Green Fund, Mr. Hixon moved the recommendation of the subcommittee that approximately one-half of the \$73,000 in the fixed income fund be invested in the TIAA-CREF Social Choice Bond Fund. Motion was seconded by Mr. Watkins and approved by voice vote.

Ms. Dillon reported for the **Committee on Academic Affairs**, and briefly reviewed the agenda. She noted the successful completion of the SACSCOC reaccreditation review in December and, on behalf of the Board, thanked Susan Bosworth and Susan Grover for leading the effort.

Ms. Dillon moved adoption as a block of **Resolution 4**, Appointments to Fill Vacancies in the Instructional Faculty; **Resolution 5**, Faculty Promotions; **Resolution 6**, Award of Academic Tenure; and **Resolution 7**, Designated Professorships. Motion was seconded by Mr. Hixon and approved by voice vote.

Ms. Dillon moved adoption as a block **Resolution 8**, Retirement of David P. Aday, Department of Sociology; **Resolution 9**, Retirement of Robert B. Archibald, Department of Economics; **Resolution 10**, Retirement of Susan S. Grover, Marshall-Wythe School of Law; **Resolution 11**, Retirement of John B. Nezlek, Department of Psychology; and **Resolution 12**, Retirement of James E. Perry, School of Marine Science. Motion was seconded by Mr. Hixon and approved

by voice vote.

Mr. Little reported as the Board Liaison to the Monroe Legacy Working Group and briefly commented on work underway on the walking trail and on fund raising efforts. He noted there was a small but terrific Monroe exhibit at the Muscarelle and advised that a grant proposal to fund a digital library of Monroe papers has been developed and submitted to the National Archives. A brief discussion ensued.

Mr. Stottlemeyer moved that the Board of Visitors confer the following honorary degrees on the individuals noted at Charter Day 2017:

Michael L. Clemons – **Doctor of Humane Letters**  
Professor Emerita Mildred Barrett West – **Doctor of Humane Letters**

Motion was seconded by Ms. Schultz and approved by voice vote.

Ms. Roday reported as the Board Liaison to the Race Relations Implementation Team, noting good progress continues to be made on the recommendations. She thanked Chief Diversity Officer Chon Glover for the update on the work of the Task Force on Race and Race Relations Implementation Team earlier this morning, and the hiring of Deputy Chief Diversity Officer Dania Matos.

There was no old business.

Under New Business, the Rector advised that:

- He has appointed an ad hoc Nominating Committee for the election of officers for 2017-2019 – Lynn Dillon, chair; John Littell, and Will Payne – noting that the election will take place at the annual meeting in April.
- A poll on potential retreat dates in July will be forthcoming.

Mr. Stottlemeyer moved that the Board of Visitors convene in Executive Session for the purpose of discussing personnel matters pertaining to the performance and evaluations of specific executive employees; and for consultation with legal counsel regarding specific legal matters, as provided for in Section 2.2-3711.A.1., and 7., of the Code of Virginia. Motion was seconded by Mr. Thomas and approved by voice vote. The observers were asked to leave the room and the Board went into Executive Session at 11:19 a.m.

The Board reconvened in open session at 12:24 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 made by Mr. Watkins, seconded by Mr. Watkins and approved by roll call vote of the Board members conducted by the Rector. (Certification **Resolution** will be appended in final minutes.)

There being no further business, the Board adjourned at 12:25 p.m.

Board of Visitors

February 8, 2017

### CERTIFICATION OF CLOSED SESSION

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

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

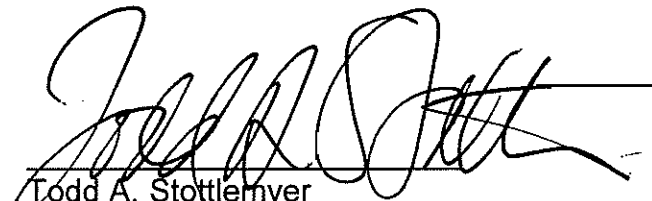
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this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

### VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

February 9, 2017

CERTIFICATION OF CLOSED SESSION

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

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

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

VOTE

AYES: 15

NAYS: 0

ABSENT DURING CLOSED SESSION:



Thomas R. Frantz  
Chair  
Committee on Strategic Initiatives and  
New Ventures

Board of Visitors

February 10, 2017

### CERTIFICATION OF CLOSED SESSION

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

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

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

### VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

Board of Visitors

February 10, 2017

### CERTIFICATION OF CLOSED SESSION

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

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


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

### VOTE

AYES: 17

NAYS: 0

ABSENT DURING CLOSED SESSION:



Todd A. Stottlemeyer  
Rector of the College

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

April 19-21, 2017  
Board Room - Blow Memorial Hall

RICHARD BLAND COLLEGE

Resolution 1, <i>tab #1</i>	Appointment to Fill Vacancy in the Professionals and Professional Faculty
Resolution 2, <i>tab #2</i>	Faculty Promotions
Resolution 3, <i>tab #3</i>	Award of Academic Tenure
Resolution 4, <i>tab #4</i>	Retirement of LeAnn S. Binger Division of Language and Humanities
Resolution 5, <i>tab #5</i>	Retirement of Timothy J. Evans Division of Language and Humanities
Resolution 6, <i>tab #6</i>	Retirement of Linda Eanes Jefferson Division of Language and Humanities
Resolution 7, <i>tab #7</i>	Richard Bland College Faculty Handbook
Resolution 8, <i>tab #8</i>	Approval of FY 2017-2018 Tuition and Fees ( <b><i>under separate cover</i></b> )
Resolution 9, <i>tab #9</i>	Approval of 2017-2018 Proposed Operating Budget ( <b><i>under separate cover</i></b> )

COLLEGE OF WILLIAM AND MARY

Resolution 10, <i>tab #10</i>	Appointments to Fill Vacancies in the Executive Faculty
Resolution 11, <i>tab #11</i>	Appointments to Fill Vacancies in the Instructional Faculty
Resolution 12, <i>tab #12</i>	Designated Professorships
Resolution 13, <i>tab #13</i>	Faculty Leaves of Absence



Board of Visitors  
AGENDA ITEMS  
April 19-21, 2017

Resolution 14, <i>tab #14</i>	Faculty Promotions ( <i><b>under separate cover</b></i> )
Resolution 15, <i>tab #15</i>	Award of Academic Tenure
Resolution 16, <i>tab #16</i>	Retirement of Hector H. Guerrero Raymond A. Mason School of Business
Resolution 17, <i>tab #17</i>	Resolution to Modify the Faculty Handbook with Regard to Non-Tenure-Eligible Faculty
Resolution 18, <i>tab #18</i>	Virginia Institute of Marine Science 2018-2024 Six-Year Capital Plan
Resolution 19, <i>tab #19</i>	College of William and Mary 2018-2024 Six- Year Capital Plan
Resolution 20, <i>tab #20</i>	Resolution to Approve Revised Scope and Budget: Alumni Center
Resolution 21, <i>tab #21</i>	Resolution to Approve the Naming of Richmond Hall
Resolution 22, <i>tab #22</i>	Revisions to the Staff Assembly Bylaws
Resolution 23, <i>tab #23</i>	College of William and Mary FY 2017-18 Operating Budget Proposal
Resolution 24, <i>tab #24</i>	FY 2017-18 Tuition and Fee Structure for Full- and Part-Time Students
Resolution 25, <i>tab #25</i>	Virginia Institute of Marine Science FY 2017-18 Operating Budget

RICHARD BLAND COLLEGE  
RESOLUTIONS

**RICHARD BLAND COLLEGE  
APPOINTMENT TO FILL VACANCY IN THE  
PROFESSIONALS AND PROFESSIONAL FACULTY**

Vacancies in the Professionals and Professional Faculty of Richard Bland College of the College of William and Mary have resulted because of a retirement, a vacancy, or a newly created position.

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

**LISA JOHNSON**, Director of Financial Aid, effective April 10, 2017:

MS, Educational Leadership, VA State University, 2012  
BS, Business Administration, Strayer University, 2006

Virginia State University:

Associate Director of Financial Aid, December 2011 – April 2017  
Work Study Coordinator, April 2004 – December 2011  
Administrative Assistant, October 2001 – October 2003

Richmond Public Schools:

Office Assistant, October 2003 – April 2004

VA Department of General Services:

Office Assistant, May 2000 – April 2001

**RICHARD BLAND COLLEGE  
FACULTY PROMOTIONS**

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

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the academic promotion of the following faculty members, effective with the beginning of the 2017-2018 academic year.

MATTHEW SMITH, from Assistant to Associate Professor of Mathematics

JENNIFER MORRISON, from Instructor to Assistant Professor of Sociology

**RICHARD BLAND COLLEGE  
AWARD OF ACADEMIC TENURE**

The following member of the instructional faculty of Richard Bland College has been recommended for the award of academic tenure by the Peer Review Committee and the Chief Academic Officer.

BE IT RESOLVED, That upon recommendation of the President, the Board of Visitors of the College of William and Mary approves the award of tenure for the following faculty member, effective with the beginning of the 2017-2018 academic year.

MATTHEW SMITH, Associate Professor of Mathematics

**RICHARD BLAND COLLEGE  
RETIREMENT OF LEANN S. BINGER  
DIVISION OF LANGUAGE & HUMANITIES**

Dr. LeAnn S. Binger joined the faculty of Richard Bland College in 1976 as an adjunct Instructor of Psychology. She became a full-time faculty member in 1980 and was promoted to Assistant Professor in 1983 and Associate Professor in 1987. In 1993, she was promoted to Professor and was granted tenure in 1988. Dr. Binger served as Director of Institutional Advancement from January, 2007 until June, 2010. She was Provost and Dean of Faculty from July, 2010 through June, 2012; she was Director of Advancement from July 2012 through June 2013; she resumed her instructional duties as Professor of Psychology in July 2013.

Dr. Binger obtained her Ed.D. in Higher Education from the College of William & Mary in 1986. She earned her Master's degree in Psychology in 1977 from Virginia State College; and her Bachelor's degree in Psychology and Sociology from Westhampton College of the University of Richmond in 1974.

Dr. Binger was a Mental Health Worker at Central State Hospital; she designed and implemented behavioral programs and instructed hospital employees on these techniques as well as provided therapy and counseling. In addition to her full time positions at Richard Bland College, Dr. Binger continued teaching as an adjunct instructor.

Dr. Binger has participated in many Richard Bland College activities. She served as faculty representative to The College of William & Mary's Board of Visitors; she was a board member for the Friends of the Richard Bland College Library, a participant in Leadership Southside, and a campus leader for international travel.

Dr. Binger served on the Local Human Rights Committee at Southside Training Center and the Petersburg Regional Local Human Rights Committee as well as on the Service Boards of Hiram Davis Hospital and District 19 Community Service Board. She was appointed by Governor Mark Warner to serve on the Board of Trustees for the Virginia Museum of Natural History until 2008, then served as secretary to the Board.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of LeAnn S. Binger on July 1, 2017 and expresses its appreciation to her for the many contributions she has made to Richard Bland College, and approves with deep gratitude for her thirty-seven years of devoted service to the College, a change in status from Professor of Psychology to Professor of Psychology, 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 LeAnn S. Binger with best wishes for continuing and creative work in the years ahead.

**RICHARD BLAND COLLEGE  
RETIREMENT OF TIMOTHY J. EVANS  
DIVISION OF LANGUAGE & HUMANITIES**

Dr. Timothy J. Evans joined the faculty at Richard Bland College in 1979 as Assistant Professor of English; he was promoted to Associate Professor in 1984 and was granted academic tenure in 1985. In 1990, he was promoted to Professor of English.

Dr. Evans obtained his Ph.D. from the University of South Carolina in 1978, majoring in British and American Literature; he earned his Master's degree in English in 1974 from Wake Forest University; and his Bachelor's degree in English from the University of Richmond in 1972.

Dr. Evans was an English Instructor during his employment with Ohio State University. He held positions as a Graduate Teaching Assistant and as a Writing Laboratory staff member and tutor at the University of South Carolina. He was an English Instructor at Midlands Technical College and Staff Member for the Conference for Teachers of Composition.

Dr. Evans participated in an array of Richard Bland College activities and served on numerous campus committees both as a member and as a chair.

Dr. Evans published in his field and held memberships in various professional organizations, continuing his professional development and activities by attending numerous professional meetings, conferences and workshops; he has been a contributing bibliographer, text and manuscript consultant, executive committee representative, association chair, board member, regional judge, a Governor's School Fellow and served on the VCCS-SCHEV Task Force on Remedial Education. He authored and submitted a report to the Center for Developmental Education which resulted in Richard Bland College, the only college in Virginia selected, being cited in the National Directory of Exemplary Developmental Programs.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Timothy J. Evans on July 1, 2017 and expresses its appreciation to him for the many contributions he has made to Richard Bland College, and approves with deep gratitude for his thirty-eight years of devoted service to the College, a change in status from Professor of English to Professor of English, 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 Timothy J. Evans with best wishes for continuing and creative work in the years ahead.

**RICHARD BLAND COLLEGE  
RETIREMENT OF LINDA EANES JEFFERSON  
DIVISION OF LANGUAGE & HUMANITIES**

Dr. Linda Eanes Jefferson joined the faculty at Richard Bland College in 1989 as Instructor of English; she was promoted to Assistant Professor in 1991; she was promoted to Associate Professor in August, 2000 and was granted tenure in August, 1996.

Dr. Jefferson obtained her Ph.D. in Adult Learning/Human Development from Virginia Polytechnic Institute and State University in 2015. She completed post-graduate courses from Northeastern University, 1995, and from the Medical College of Virginia, 1988. She earned her Master's degree in English in 1985 from Longwood University; and her Bachelor's degree (Summa Cum Laude) in English from Longwood University in 1982, with minors in Psychology and Speech.

Dr. Jefferson was a Career Planning and Placement Officer at Longwood University, where she established the Longwood Alumni Extern Program. She was an English Instructor at Old Dominion University and a Fulbright Exchange Professor in Rabat, Morocco. She was a Training Specialist for Staff Development at Piedmont Geriatric Hospital; an Adjunct Instructor at Southside Community College and Adjunct Lecturer at Saint Paul's College. She was a Lecturer at the Institute of Public Administration, Riyadh, Saudi Arabia, during a one-year sabbatical from Richard Bland College.

Dr. Jefferson participated in an array of Richard Bland College activities during her long career and served on many campus committees and sub-committees, including SACS and SCHEV committees and sub-committees, the Richard Bland College Foundation, as a member, chair and co-chair. She represented Richard Bland College at civic events and has provided years of public service to local churches, schools and other organizations.

Dr. Jefferson has continued her professional development and activities by attending professional meetings, conferences and summits; she authored, co-authored and published papers, publications and research in her field and held memberships in various professional organizations. She has received numerous Honors and Awards – Kappa Delta Pi, Lambda Iota Tau, Phi Kappa Phi, NAACP, National Dean's List, and Who's Who Among America's Teachers.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Linda Eanes Jefferson on June 1, 2017, expresses its appreciation to her for the many contributions she has made to Richard Bland College, and approves with deep gratitude for her twenty-seven years of devoted service to the College, a change in status from Associate Professor of English to Associate Professor of English, Emerita.

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



**RICHARD BLAND COLLEGE**

**RICHARD BLAND COLLEGE FACULTY HANDBOOK**

WHEREAS, the Faculty Affairs Committee has reviewed and submitted recommendations to the Faculty Assembly regarding revisions to the Faculty Handbook; and

WHEREAS, the Faculty Assembly has unanimously approved these revisions and recommended approval to the Dean of Faculty; and

WHEREAS, the Dean of Faculty and President, in consultation with College Counsel, have reviewed and revised the Faculty Handbook with an emphasis on compliance and alignment with other College policy documents;

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William and Mary approves the revisions to the *Richard Bland College Faculty Handbook*, as detailed in the following pages, effective immediately.

BE IT FURTHER RESOLVED, That the policies contained in the Richard Bland College Faculty Handbook supersede and replace all previous Richard Bland College Faculty Handbooks, and to the extent there is a conflict between the policies in the Richard Bland College Faculty Handbook and other, non-superseded policies, the terms of the Richard Bland College Faculty Handbook control when they do not conflict with the Richard Bland College Policy Manual; and

BE IT FINALLY RESOLVED, That the Board delegates to the President of Richard Bland College the authority to interpret, amend, supplement, and redact the Richard Bland College Faculty Handbook, and to further delegate this authority as appropriate.

## FOREWORD

Welcome to Richard Bland College. As a faculty member, you are an integral part of the Richard Bland College (“College”) commitment to quality instruction and education.

The Richard Bland College *Faculty Handbook* provides many of the policies, information concerning the policies, and related administrative matters associated with the role of a faculty member. (The College *Policy Manual* provides policies that apply to all College employees, including faculty, and other campus-wide policies may be found on the College website, [rbc.edu](http://rbc.edu).) Any questions concerning the administrative policies of the College may be directed to the Dean of Faculty or the President. Concerns and questions related to course content and instructional needs may be directed to the appropriate Academic Division Chair and/or the Office of the Dean of Faculty. It shall be the responsibility of the Office of the Dean of Faculty to maintain the *Handbook* and provide to the President any recommended changes from the appropriate administrative units or the faculty.

This *Faculty Handbook* and the *Richard Bland College Catalog* are provided for your information and preparation for serving as a member of the Richard Bland College faculty.

## **RICHARD BLAND COLLEGE FACULTY HANDBOOK**

### **I. APPLICABILITY**

This document is applicable to all faculty members at Richard Bland College. These educators are known, for the purposes of this document, as “teaching faculty.”

### **II. STATEMENT OF FACULTY RIGHTS AND RESPONSIBILITIES**

Faculty are responsible for all aspects relating to the educational programs of the College, making recommendations to the Dean of Faculty. Duties of the faculty include, but are not limited to making recommendations to College administration concerning:

- A. Reviewing and revising the mission, goals, and policies of the College;
- B. Developing and maintaining an educational program of high quality;
- C. Delivering educational content to achieve established student learning outcomes. Faculty are expected to regularly assess student-learning outcomes against established departmental goals, and to adjust curricular content and instructional methodologies to ensure focused and success-oriented results, while maintaining academic rigor;
- D. Recommending and maintaining admission standards;
- E. Recommending and maintaining curricula;
- F. Awarding grades for students in their classes;
- G. Recommending policy, including standards, requirements, and procedures for awarding degrees and certifications granted by the College;
- H. Certifying all degree candidates to the Registrar;
- I. Recommending to the administration procedures for maintaining and improving faculty competence through programs of academic and sabbatical leave, in-service instruction, and attendance at professional meetings;
- J. Recommending professional standards and criteria in such areas as faculty retention, promotion, and tenure;
- K. Recommending and maintaining policies, including determining prerequisites for courses and degrees, policies governing transfer credit, academic probation, admissions, and withdrawals, and
- L. Participating in shared governance.

Cross-institutional responsibilities include, but are not limited to:

- A. Budgeting;
- B. Academic advising;
- C. Promoting institutional effectiveness;

- D. Providing input, where appropriate, to building and grounds;
- E. Assisting with student recruitment;
- F. Representing the faculty to the Board of Visitors, and
- G. Reporting to agencies such as SACS and SCHEV.

### III. AGENCIES OF FACULTY SELF-GOVERNANCE

#### A. Academic Departments

Each department is an administrative unit composed of related academic disciplines structured to facilitate coordination of faculty efforts and to promote interdisciplinary activity. Academic disciplines at Richard Bland College are grouped under three departments: Natural Science and Mathematics, Language and Humanities, and Social and Behavioral Sciences.

Composition of the groupings is as follows:

1. Natural Science & Mathematics: Biology, Chemistry, Computer Science, Health, Physical Education, Physics, and Mathematics;
2. Language and Humanities: Composition, Foreign Languages, Geography, Government, Literature, Philosophy, Religion, Speech, and Theater; and
3. Social and Behavioral Sciences: Art, Business, Economics, History, Logistics, Music, Project Management, Psychology, and Sociology.

The composition of academic departments periodically will be assessed and adjusted in support of the College mission and goals.

Current job descriptions for department chairs are available on the College website. On or before April 15 of each year, all full-time faculty from the respective departments are eligible to vote for a candidate for recommendation to the Dean of Faculty and President, who then make the appointment.

Department chairs are subject to annual review by the Dean of Faculty and President, and serve two (2)-year terms, and no more than two (2) terms consecutively. They teach a reduced load of classes while serving the College, as determined by the Dean of Faculty.

#### B. The Faculty Assembly

##### 1. Purpose and Scope

The purpose of the Faculty Assembly is to advise the Dean of Faculty and the President on matters affecting the welfare of the College, and to ensure effective faculty participation in College governance.

- a. The Faculty Assembly will achieve this purpose by facilitating communication and collaboration between faculty and

administration, and by promoting the welfare of students, faculty, and members of the College community in general. This includes, but is not limited to, studying issues, and recommending policies to the administration. It involves participating in the development of educational, curricular, research, and service components of the work of the College.

- b. The Faculty Assembly shall have access to the agendas of the Board of Visitors that pertain to Richard Bland College, strategic planning for Richard Bland College, and reports of all college-wide committees.

## 2. Membership

- a. The membership shall consist of regular (voting) members.
- b. Regular members shall be all full-time Richard Bland College faculty, with the addition of one (1) elected adjunct-faculty member from each of the three (3) academic departments.

## 3. Structure

- a. The chair of the Faculty Assembly shall, as a rule, preside at Faculty Assembly meetings, although this role may on occasion be taken by the College President, or in the case of illness or incapacitation of the chair, by the vice-chair. The agendas for Faculty Assembly meetings will be prepared by the chair of the Faculty Assembly, with the aid of the vice-chair and Faculty Assembly secretary, and with input from the membership.

The chair and vice-chair will be elected by a vote of all full-time teaching faculty during the last Faculty Assembly meeting of the academic year in even-numbered years. All full-time faculty members are eligible to serve as chair or vice-chair. The chair and vice-chair will serve for terms of two (2) years, with the possibility of one (1) consecutive re-election. The administrative assistant from the Office of the Dean of Faculty will serve as secretary for the Faculty Assembly;

- b. As a general rule, the Faculty Assembly will meet once a month. Meetings are open to the entire College community. Adjunct faculty are encouraged to participate, and are represented in decision-making upon electing a representative to vote on their behalf. Their contributions to discussion are always welcome.

Meetings shall be guided by the protocol established in *Robert's Rules of Order, Newly Revised*. They shall be recorded by the Faculty Assembly secretary, with recordings archived and maintained by him/her.

- c. Preparation of minutes and agendas for meetings will be the responsibility of the chair of the Faculty Assembly, in conjunction with the Faculty Assembly secretary. Agendas for a meeting will be presented at least five (5) business days in advance of that meeting, whenever possible, and minutes will be disseminated no later than five (5) business days following it. Both will be distributed to the College community by email. A record of agendas and corrected minutes will be maintained by the secretary.

C. The Academic Council

Department chairs, along with associate dean(s) and the Dean of Faculty, comprise the Academic Council. The Academic Council meets regularly to ensure the business of academic departments (curriculum, instruction, and assessment) moves forward, and that lines of communication remain open and transparent. Members of the Academic Council will also serve on the President's Council.

D. Faculty Committees and College Committees

The following are standing and *ad hoc* committees of Richard Bland College, including their membership, duties, and reporting line. Each committee receives reports on the status of its action items from the appropriate member of the President's Council so as to ensure clear lines of communication and effective implementation. Committees receive charges at the beginning of each academic year from the appropriate President's Council member, and will report their activities and progress regularly to that member, to the Faculty Assembly, to the College community, and to the President. Committees may also initiate new business or take up matters brought to their attention by department chairs, faculty, staff, or administrators.

Committee chairs, unless otherwise specified, will be elected by the appropriate committee's members for a term of one (1) year (subsequent terms of service may not exceed three [3] consecutive years) at the first committee meeting of the academic year. Meetings shall be guided by the protocol established in *Robert's Rules of Order, Newly Revised*. Agendas for all meetings should be distributed to faculty five (5) business days prior to the meeting. Minutes of committee meetings shall be distributed to members of the faculty via email within five (5) business days following the meeting. Minutes shall be subsequently archived and maintained by the Administrative Assistant to the Dean of Faculty.

1. Standing and *Ad Hoc* Faculty Committees [Members to be Chosen at the Beginning of Fall Semester]

a. Peer Review Committee

(1) Purpose and Scope

This committee is convened to evaluate faculty involved in the pre-tenure process, multi-year contract review, or who are applying for tenure or promotion.

(2) Membership

At least one faculty member shall be elected from each academic department, for a minimum complement of three (3) members serving at one time, with, ideally, greater representation from departments with faculty members undergoing evaluation. Committee members will be selected in March, for service in the upcoming academic year. The committee will be chaired by a department chair from a department in which no faculty members will be up for evaluation, promotion, or tenure. If all departments have candidates under review, then the Dean of Faculty will appoint a chair. The committee reports to the Dean of Faculty.

b. Instructional Programs/Curriculum Committee (IPCC)

(1) Purpose and Scope

- (a) To research degree requirements of area colleges and universities, as well as national curriculum trends;
- (b) To review, propose, and consider recommendations to modify, add to, or delete components of degree requirements and curricula in support of the College's Strategic Plan;
- (c) To interface with members of academic disciplines before recommending policy changes, policies, or programs to the Faculty Assembly and the Dean of Faculty; and
- (d) To review and recommend to the Faculty Assembly and the Dean of Faculty modifications, deletions,

and/or additions to policies, programs, and/or  
course descriptions.

(2) Membership

One (1) faculty member shall be elected from each academic department for a total of three (3), and a fourth member shall be elected at-large from the teaching faculty, ensuring a complement of four (4) members representing teaching faculty. Furthermore, one (1) student may be appointed by the Student Assembly as a non-voting member, along with a sixth member appointed by College administration from the Registrar's Office, Enrollment Services, or the library. Members serve for a two (2)-year period, and may not serve more than two (2) consecutive terms. This body reports to the Faculty Assembly through its chair or an appointed designee, and to the Dean of Faculty.

c. Faculty Affairs Committee (FAC)

(1) Purpose and Scope

- (a) To study faculty concerns with regard to welfare in areas such as salary, fringe benefits, and working conditions;
- (b) To propose programs and policies for faculty development in areas such as in-service activities, continuing education, promotion, and tenure;
- (c) To review, propose, and consider recommendations made to the Faculty Assembly and the Dean of Faculty concerning modifications of, additions to, or deletions from the *Faculty Handbook* to support the College's Strategic Plan, and
- (d) To advise the College concerning faculty recruitment.

(2) Membership

One (1) faculty member shall be elected from each academic department for a total of three (3), and a fourth member shall be elected at-large from the teaching faculty, ensuring a complement of four (4) members representing



teaching faculty. Furthermore, a fifth member may be appointed by College administration from Finance, Enrollment Services, or Human Resources. Members serve for a two (2)-year period, and may not serve more than two (2) consecutive terms. This body reports to the Faculty Assembly through its chair or an appointed designee, and to the Dean of Faculty.

d. Academic Standards and Appeals Committee (ASC)

(1) Purpose and Scope

- (a) To develop recommendations consistent with the College's Strategic Plan concerning admissions standards and policies, and the Honors Program;
- (b) To develop recommendations and review academic standards and policies, including those involving dual-enrollment, online/distance, and remedial education, to ensure they align with the College Mission of providing a rigorous quality education;
- (c) To review and determine the academic status of students in cases not clearly covered by established standards;
- (d) To designate representatives to serve on an academic appeals team each semester;
- (e) To hear and decide, subject to right of appeal, pleas concerning individual exceptions and/or appeals in areas such as admissions, academic status, adjustment of academic records, and/or waiver of degree requirements;
- (f) To review overall campus academic assessments; and
- (g) To certify degree candidates to the Registrar.

(2) Membership

One (1) faculty member shall be elected from each academic department for a total of three (3), and a fourth member shall be elected at-large from the teaching faculty,

ensuring a complement of four (4) members representing teaching faculty. Furthermore, one (1) student may be appointed by the Student Assembly as a non-voting member, along with a sixth member appointed by College administration from the Registrar's Office or Athletics. Members serve for a two (2)-year period, and may not serve more than two (2) consecutive terms. This body reports to the Faculty Assembly through its chair or an appointed designee, and to the Dean of Faculty.

e. College Faculty Appeals and Grievance Committee (CFAGC)

(1) Purpose and Scope

- (a) To investigate a grievance, and
- (b) To recommend to the Dean of Faculty (or President, as dictated by the nature of the filing) a recommended resolution.

(2) Membership

Five (5) active and five (5) back-up members as designated in the grievance section below.

f. *Ad Hoc* Committees

Faculty members can be assigned or volunteer to serve on *ad hoc* committees as they are created. These committees report to the Faculty Assembly or to the administrator convening the committee.

2. College Committees

a. Student Experience and Success Committee (SESC)

(1) Purpose and Scope

- (a) To receive regular financial budget information from the Student Assembly;
- (b) To support and monitor priorities established in the Strategic Plan, as well as progress relative to:
  - i. Goals established in the SEM plan;

- ii. Goals established in the Residential and Student Life Plan;
  - iii. Goals established for the One-Stop Enrollment Center;
  - iv. Goals established for student retention and success; and
  - v. Goals established for student development.
- (c) To monitor College policies for alignment with a positive student experience;
  - (d) To monitor and support compliance with all pertinent SACSCOC standards, including but not limited to, sections 1.1, 2.5, 2.9, 2.10, 3.3, 3.9, 4.1, 4.5, 4.6, 4.7, and 4.9;
  - (e) To review proposals for new (or modifications to existing) student enrollment and development initiatives of cross-institutional significance, and to provide recommendations to the President's Council based on needs data, pertinent input from stakeholders, cost-benefit analysis, and the College's strategic goals;
  - (f) To review analysis of persistence and attrition data with a view to proposing modifications to admissions and enrollment criteria, policies, and student-development services;
  - (g) To review annual summary data regarding judicial and student complaints, and to develop recommendations for continuous improvement;
  - (h) To review annual summary assessment data regarding student advisement participation, processes, outcomes, and student satisfaction, and to recommend amendments to practices and procedures with a view to ensuring continuous improvement; and
  - (i) To facilitate dissemination of innovative approaches and best practices related to strategic enrollment

management, delivery modes, student development, and student life.

(2) Membership

The committee will be comprised of thirteen (13) members, including representatives from the Office of Residence Life; Student Success; Athletics; Financial Aid; the Registrar's Office; the Business Office; Communications; and Admissions. One (1) faculty member shall be elected from each academic department for a total of three (3), and two (2) student representatives will also serve. The committee will be co-chaired by the Dean of Enrollment Services and the Associate Dean of Residential and Student Life. The committee reports to the President's Council through the Dean of Enrollment Services or the Associate Dean of Residential and Student Life.

b. Operations and Finance Committee (OFC)

(1) Purpose and Scope

- (a) To facilitate review of budget proposals in support of the College's Strategic Plan;
- (b) To review non-academic grant proposals;
- (c) To inform the development of a transparent College budget;
- (d) To communicate with stakeholders regarding financial issues; and
- (e) To monitor compliance with pertinent SACSCOC standards.

(2) Membership

The committee will be comprised of one (1) faculty member elected from each academic department for a total of three (3), in addition to representatives from Enrollment Services, Finance, and Facilities. The committee reports to the President's Council through the College Chief Financial Officer (CFO).

c. Institutional Effectiveness (IE)

(1) Purpose and Scope

- (a) To link institutional assessment efforts to College-wide strategic planning;
- (b) To create a strong feedback loop between research and assessment data on the one hand, and the planning, development, and modification of existing programs and academic support services on the other. This arrangement is intended to facilitate innovation and the achievement of standards of excellence in programs and services;
- (c) To advance a collaborative, integrated approach to institutional planning and assessment that maximizes communication and transparency among College constituents;
- (d) To serve as a recommending body to the President's Council regarding institutional planning and assessment practices;
- (e) To monitor and support compliance with all pertinent SACSCOC Standards, including but not limited to, sections 1.1, 2.4, 2.5, 2.6, 2.7, 2.8, 2.12, 3.1, 3.3, 3.4, 3.5, 3.8, 3.12, 3.13, 3.14, 4.2, 4.3, 4.4, 4.8, and 4.9;
- (f) To facilitate dissemination of innovative approaches and best practices to members of the College community;
- (g) To inform development of an institution-wide, evidence-based institutional effectiveness plan, and assess existing planning and practices at the College related to academics, student services, and administrative functions. The goal is integrated, meaningful, and sustained improvement;
- (h) To inform the President's Council of progress toward achieving the College's Mission and goals as defined in the Strategic Plan through systematic review and monitoring of academic departments, administrative departments, programs, and student outcomes-assessment plans and activities;

- (i) To recommend emendations to the institution's Strategic Plan; and
- (j) To communicate results of institutional-effectiveness efforts to appropriate on-campus and external stakeholders with a view to promoting accountability and transparency.

(2) Membership

The committee will be comprised of one (1) faculty member from each academic department for a total of three (3), three (3) administrative members selected by the President, one (1) staff representative selected by the President, and one (1) student representative recommended by the Student Assembly. It will be co-chaired by the Dean of Faculty and the Chief Information, Strategy, and Innovation Officer. The committee reports to the President's Council.

#### **IV. ACADEMIC FREEDOM AND PROFESSIONAL ETHICS**

Academic freedom is the freedom to discuss in the classroom matters deemed relevant to the business of a given class. It should be recalled that intellectual inquiry, which sometimes results in disagreements or controversy, is essential both to the pursuit of knowledge, and to production of valuable work.

Additionally, faculty members are entitled to their political rights, and to all the prerogatives of United States citizens.

However, faculty members should endeavor not to introduce into classroom teaching controversial material without bearing on material relating to their courses and/or disciplines, or unrelated to fostering intellectual awareness and/or critical thinking in their students. They should recall they belong to a learned profession associated with exercise of reasoned and reasonable discourse, and expression of informed opinion. Therefore, they should at all times strive to be accurate in their representations, and to show respect for the opinions of others.

Academic freedom allows faculty members to pursue research and scholarship, and/or to engage in creative expression without obtrusive interference or fear of institutional censure, insofar as these activities do not impinge on the rights and well-being of others (e.g., slander and libel, potentially harmful experimentation with human subjects, anything else that could physically or emotionally harm a student or other person). Faculty members may speak, write, or create works of art without institutional reprisal, retaliation, or constraint, as long as they do not represent themselves as speaking for or representing their institution.

However, faculty members must perform their academic duties as a professional priority, given that Richard Bland College is primarily a teaching college. They also are required to comply with federal and state laws and regulations, and applicable federal, state, and College policies.

Academic freedom in higher education helps ensure that colleges and universities serve the public good. This process best thrives where the search for truth, furthered by the exposition and ongoing assessment of ideas, is actively encouraged.

Richard Bland College generally endorses the Principles on Academic Freedom and Tenure adopted jointly in 1940 and reinterpreted in 1970 by the Association of American Colleges and the American Association of University Professors (AAUP).

## **V. INTELLECTUAL PROPERTY RIGHTS**

The policy outlined below applies to all teaching faculty.

“Intellectual property” here means property which is patented or copyrighted, or which may theoretically and reasonably become either of these. College employees retain all rights over intellectual property which they develop outside the scope of their employment and without substantial reliance on College facilities and resources. College faculty retain all rights relating to publication, preparation of derivative works, distribution, and classroom use of works which they have prepared on their own time and initiative, including papers published in scholarly journals or books, theses, and dissertations—provided the College does not possess rights of ownership by virtue of the exception described two paragraphs below.

Ownership of materials remains the same whether publication format is print or electronic.

The exception mentioned above is when such materials are developed by a faculty member as a special, stipulated part of a particular contractual obligation to the College, and the production of which may therefore be considered to fall under the faculty member’s “assigned duties” (e.g., preparation of a list of course transfer equivalencies at other Virginia institutions of classes taught at Richard Bland College). It does not include materials developed by a professor or professors in performance of teaching duties, unless such material has been made over to the College by contractual prearrangement between professor(s) and institution.

## **VI. POLICIES AND CONTRACTUAL MATTERS AFFECTING TEACHING FACULTY**

### **A. Appointment Categories**

The minimum requirements for any faculty appointment are almost invariably a master’s degree and a minimum of eighteen graduate hours in the area of instruction. In exceptional cases, equivalencies may be determined on the basis of unusual circumstances at the discretion of the Dean of Faculty with concurrence from the President. Such arrangements will be delineated in writing at the time of the faculty member’s hiring, and documentation relating to the arrangement will be maintained in the faculty member’s professional file on deposit with the College, as well as by the Dean of Faculty’s office.

Teaching faculty, whose original employment by the College is certified by the Board of Visitors, receive annual performance reviews from their department chairs and the Dean of Faculty. If promotion in rank is at issue, subsequent Board approval of that change in status is required.

Full-time faculty appointments at the College are held under one of the following categories:

1. Tenured Faculty

Richard Bland College accepts and endorses the principles of tenure. A tenured appointment may only be terminated by the College for adequate cause. Adequate cause in faculty dismissal proceedings includes, but is not necessarily restricted to:

- a. An ongoing pattern of demonstrated incompetence;
- b. Dishonesty in teaching or research;
- c. Substantial and manifest neglect of duty;
- d. A violation of federal or state laws or regulations, or federal, state, or College policies;
- e. Moral turpitude;
- f. *Bona fide* financial exigency on the part of the College, or
- g. Discontinuance of a program or department of instruction.

The burden of proof in establishing cause for dismissal rests upon the institution. The standard of proof is preponderance of the evidence.

2. Tenure-Eligible Faculty

a. Timeline

Faculty who hold tenure-eligible appointments may be considered for tenure under the provisions specified below:

- (1) When a tenure-track faculty member joins the faculty of Richard Bland College, an initial, probationary appointment for a specified period begins, at the conclusion of which the appointment expires unless reappointment is



offered. Reappointment is also for a specified period, and likewise expires, unless renewed.

- (2) No faculty member has any rights, real or implied, to appointment or reappointment during the probationary period.
- (3) A faculty member is evaluated for tenure in the fall of the sixth year of full-time employment. The Dean of Faculty is responsible for notifying faculty members for whom a tenure review is required. Notification should be made during the spring semester preceding the review. At that time, candidates should also be informed of the members of the Peer Review Committee. In case a faculty member is not informed by the Dean, the member should contact the Dean concerning his or her eligibility.
- (4) In exceptional cases, early eligibility for the tenure review process may be granted by the Dean of Faculty with concurrence from the President. Explanation in writing of the exceptional case will be provided to the Peer Review Committee.
- (5) Full-time, tenure-eligible service only, in any rank, from instructor to professor, or any combination of ranks, will count towards tenure. However, tenure will not be accorded those below the academic rank of assistant professor.
- (6) Faculty members on leave, with or without pay, may gain credit toward tenure or consideration for multiple-year appointments, if such leave is approved by the Dean of Faculty.
- (7) Richard Bland College is administered under a July 1 - June 30 fiscal year. Faculty who serve a twelve (12)-month appointment will be considered to have served a full year if they commenced duties by July 1, and faculty under academic-year appointment only if they serve the entire academic year. Fractional years of service may not be combined into one or more whole years in the computation of probationary years of service.
- (8) Full-time teaching/research experience at the rank of instructor or above at any other accredited institution of higher learning will be credited towards the above tenure

probationary period. The individual may be required, however, to serve a probationary period of as much as four (4) years at Richard Bland College before tenure is granted, even if the total full-time service exceeds seven (7) years. The terms of such a probationary period will be stated at the time of initial appointment, both in the letter of offer and in the final written appointment letter.

b. Non-Renewal

Permissible reasons for non-renewal of a probationary appointment or non-appointment to tenure include but are not limited to the following:

- (1) Unsatisfactory performance or lack of sufficient progress in meeting the institution's stated criteria for reappointment or award of tenure;
- (2) Qualification and performance which, although satisfactory, will not enable the institution to achieve or advance its educational objectives and standards;
- (3) Full staffing at tenure level in the areas of the candidate's principal competence or specialty;
- (4) Changes in the institution's academic program;
- (5) Budgetary constraints that make it impossible or imprudent to renew the appointment or to increase the tenure staff;
- (6) Failure to complete educational requirements agreed upon in writing at time of hiring; or
- (7) Failure to comply with laws or state or College policies.

3. Specified-Term, Full-Time Faculty

A specified-term appointment terminates on the date specified in the appointment letter. This arrangement may be granted for periods up to five (5) consecutive years.

a. Initial Appointment

The first year of employment for specified-term teaching faculty.

b. Reappointment

After the initial appointment, the faculty member shall be evaluated, and may be recommended for reappointment of one (1), three (3), or five (5) years.

(1) One-Year Appointment

A one-year appointment shall be for one (1) year, and may be renewed annually.

(2) Multi-Year Appointments

Multi-year appointments shall be for three (3) or five (5) years' duration. Only specified-term teaching faculty who are employed in unrestricted full-time appointments, and who have been recommended for reappointment, are eligible for three (3)- and five (5)-year appointments. Neither a three (3)-year appointment nor a five (5)- year appointment will be affected by change in faculty rank.

c. Sequencing of Appointments

No specified-term full-time faculty member shall be eligible for a three (3)-year appointment until the completion of three (3) consecutive one (1)-year appointments, including the initial appointment. No specified-term full-time faculty member shall be eligible for a five (5)-year appointment until the completion of a three (3)-year appointment. Appointment and reappointment decisions shall be made subject to all other provisions of this policy and at the sole discretion of the President. Nothing in this policy is intended to limit the number of one (1)-year and three (3)-year appointments that may be granted, nor shall this policy prohibit the granting of a shorter appointment to a faculty member who previously held a longer-term appointment.

d. Non-Renewal of Appointment

Specified-term teaching faculty should not have expectation of employment beyond the end date of a current appointment unless reappointment is issued. Each appointment is only for the duration stipulated in its contractual terms, which ceases on the end date specified, unless reappointment is offered.

e. Notice of Non-Renewal

Unless it is determined by the President in his/her sole discretion not to be in the best interests of the College, the following notice periods will be observed. In the case of one (1)-year appointments, notice of non-renewal of the appointment contract shall be given by March 1 of the first contract year; by December 15 of the second contract year, and twelve (12) months before the expiration of the third contract year. For three (3)- and five (5)-year appointments, notice of non-renewal of the appointment contract shall be given at least twelve (12) months before expiration of the final contract year. In cases of inability or failure to give notice by the required date, the College may meet this requirement by providing advance notice commensurate with the period in question.

4. Specified-Term, Part-Time (Adjunct)

Qualified individuals may be appointed to part-time, short-term (generally one (1)-semester) contracts to provide instruction in specific courses. Adjunct faculty members do not qualify for benefits. Time served as an adjunct faculty member does not accrue toward tenure, and tenure cannot be awarded at this rank.

5. Retired Faculty

Upon recommendation of the President, and following completion of ten (10) or more years of full-time, continuous service and retirement under the statutes of the Commonwealth of Virginia, retired members of the faculty will be awarded the rank of *emeritus/a*. Professors in the ranks of assistant, associate, and full professor who receive *emeritus/a* status will be awarded their respective *emeriti* ranks upon retirement. Additionally, academic administrators who retire with a record of exceptional service and meet these criteria will be considered for *emeritus/a* status.

B. Creating and Filling Full-Time Faculty Positions

The Dean of Faculty will assess the need for additional faculty yearly and report such needs to the President. All full-time faculty searches must be approved in advance by the Dean of Faculty and President. This applies to searches for new positions, as well as searches for existing positions that become vacant.

Once an academic department has received approval from the Dean of Faculty to search for a position, the department may begin the search process. Ordinarily, departments will receive final approval to conduct a search when the final budget is approved. Advertisement relating to the positions should be placed by mid-

October, or within two (2) weeks of identifying a faculty vacancy (whichever date is later). Candidate campus visits and offers should be concluded as soon as feasible.

1. Advertisements

Advertisements will be published or mailed to organizations, publications, and institutions on the list in the Richard Bland College AA/EEO Faculty Recruitment Plan.

2. Applications

Applications postmarked through the published deadline will be processed according to criteria described in the advertisement and the AA/EEO guidelines. The AA/EEO officer will explain these guidelines to the search committee at its first meeting.

3. Search Committee

The search committee is recommended by the Dean of Faculty, and appointed by the President. It will review all applications for a vacant position using the Faculty Recruitment Evaluation Sheet provided by the Dean of Faculty. The search committee may employ telephone/video conference calls with each semi-finalist as part of the screening process. The committee will check the references given by the candidates who qualify as finalists in the search.

4. The search committee will present to the Dean of Faculty a list of not fewer than two (2) and not more than five (5) finalists, and a recommendation regarding which of these should be invited to the campus for an interview.

5. Interviews

The Dean of Faculty will review the committee's recommendation with the President. The committee will be advised to invite one (1) or more candidates to campus for an interview. The campus interview should include the following:

- a. A meeting with the Dean of Faculty;
- b. A meeting with faculty and staff;
- c. A presentation given to the College community;
- d. A meeting with the President;
- e. A meeting with the search committee members;

f. A meeting with the Director of Human Resources to review College benefits and financial policies; and

g. A tour of the campus and the Petersburg area.

After the search committee has reached a determination as to who are the best-qualified finalists for the vacant position, the credentials of the candidates invited to campus will be available in the Office of the Dean of Faculty for review by faculty and staff. Reactions to this and other public aspects of the review process may be provided to the search committee.

6. Selection of Finalist Candidates

If the Dean of Faculty concurs with the recommendation of the search committee as to the successful finalist to whom employment should be offered, the name is forwarded to the President for review and a culminating decision.

If the Dean of Faculty does not concur with the recommendation of the search committee, s/he will inform the committee as to his/her reasons for dissent with the committee's determination and request consideration of other candidates. If the search committee members continue to support their initial recommendation, written rationales for their separate determinations will be forwarded by the committee and the Dean of Faculty to the President for his/her consideration.

7. Hiring

The President will have final authority on all appointments. A letter of intent to make an offer will be delivered from the President to the successful candidate.

Expenses for the candidate's/s' visit(s) to campus (must not cover accompanying family members) will be paid in accordance with State guidelines and must not exceed an established figure set by the Dean of Faculty and the President, and communicated to the search committee prior to arrangements made for candidates' campus visits.

C. Hiring of Adjunct Faculty

The Dean of Faculty will involve the appropriate department chair in the hiring of adjunct faculty, time permitting.

**VII. FACULTY WORKLOAD**

A. General Responsibilities

Unless otherwise indicated herein, faculty shall, unless excused by the Dean of Faculty, meet all assigned classes, maintain office hours which are properly

posted and approved by the Dean of Faculty, attend academic processions and convocations (can be excused only by the President), attend Faculty Assembly meetings, and attend meetings of committees of which they are members. Faculty will not be required to serve on more than four (4) institutional, faculty, peer-review, and/or *ad hoc* committees during an academic year.

All full-time faculty are encouraged to engage in the life of the College, and beyond the required workload. College service, community service, active membership in professional associations or societies, and scholarly research all contribute toward the vitality of the College and should be included in an individual's annual Faculty Development Report.

Faculty proposing the addition of a new course will fill out a Proposal for New Course form and sign it. Copies of the proposal will be distributed to all members of the academic department where the course will be taught, and a meeting will be held to discuss the proposal. After the proposal has been discussed in the academic department, the faculty member will submit it to the Instructional Programs/Curriculum Committee. The Instructional Programs/Curriculum Committee will set a meeting date and distribute a copy of the Proposal for New Course form to all members of the faculty as part of the agenda for the meeting. The Instructional Programs/Curriculum Committee will approve or disapprove the proposed course, and submit the recommendation to the Dean of Faculty. The Dean of Faculty will recommend to the President either approval, with any appropriate modifications, or disapproval of the course.

One academic procession is normally held each year – on Commencement Day. Faculty members will participate and wear appropriate academic regalia. If faculty members do not own caps, gowns, and hoods, they may rent them through the College. The President may schedule additional academic processions as deemed necessary, with faculty participation required. Requests to be excused from an academic procession must be submitted in writing to the President for review and approval.

#### B. Teaching-Related Responsibilities

Faculty shall fulfill their teaching-related responsibilities throughout each semester by

##### 1. Routinely Fulfilling the Obligations of their Teaching Schedules

Faculty will teach twelve-fifteen (12-15) credit hours and fifteen-eighteen (15-18) contact hours per semester. Each lecture hour shall equate to one (1) credit hour and one (1) contact hour; each laboratory hour shall equate to one-half (1/2) credit hour and one (1) contact hour.

##### 2. Publishing Course Overviews and Syllabi

Distribution of well-developed overviews and syllabi that provide students with essential course information is a requirement for courses offered at Richard Bland College. At the beginning of every semester, a syllabus for each course should be forwarded to a faculty member's department chair and to the Dean of Faculty. College policies take priority over what is written in a syllabus, so all faculty members and their respective department chairs must ensure that all syllabi comply with College policies.

Specific information covered includes:

- a. Richard Bland College Mission Statement;
- b. Relevant College curriculum goals and learning outcomes;
- c. Course prerequisites;
- d. Course objectives;
- e. A listing of course textbooks, workbooks, supplementary texts, and selected readings, along with other required or recommended resources;
- f. The professor's schedule of office hours;
- g. The attendance policy for the class;
- h. Consequences of late submission of graded or assessed assignments, tests, quizzes, projects, etc.;
- i. The requirement for attendance at the final examination;
- j. The College statement requiring student adherence to the Richard Bland College Honor Code;
- k. The nature and approximate number of course activities, projects, and examinations;
- l. The course grading scale (*e.g.*, 80-89% = B) and information regarding the weighting of course requirements in relation to the overall semester grade, including specification of a point value for class attendance and class participation (if so desired);
- m. Evidence offered that sufficient coursework will be submitted, or tests or quizzes administered, early enough in the semester that students can reasonably evaluate their progress in a class by the



semester's "drop/audit" date, and thus reach an informed decision as to the wisdom of dropping or continuing in a particular class;

- n. Dates important to the course, such as the semester's date by which to drop a course without academic penalty, dates of examination, due dates for projects and papers, and the date of the final examination; and
- o. A disclaimer statement to the effect that changes can be made in the syllabus due to unforeseen circumstances.

Whenever possible, faculty will notify both students and the Dean of Faculty in advance of significant changes being made to the overview and syllabus.

### 3. Maintaining Class Rolls

Faculty must verify official class rolls (student name, course, section) by each semester's deadline so that Banner and Canvas information for class enrollments, and student directories, will be accurate, and also so that, if necessary, a student's whereabouts on campus at a particular time of day can be ascertained.

### 4. Ordering Appropriate Textbooks for their Classes

Faculty are responsible for the timely ordering, through the College bookstore, of textbooks and other materials to be used in their courses. They should supply as much information as possible about each textbook (*i.e.*, author, title, edition, publisher, paper- or hard-cover edition). To ensure timely delivery of textbooks, the bookstore must receive textbook orders for the summer session by April 1, for the fall semester by May 1, and for the spring semester by November 1. Professors needing complimentary, or "desk," copies should request them directly from the publisher. Professors with duplicate copies of textbooks are urged to place extra copies on reserve in the library.

The bookstore manager will be responsible for overseeing any and all enrollment changes and for handling book orders accordingly. S/he will promptly notify faculty of any information received regarding delays in the shipment or the inability of a publisher to provide a textbook by a required date. The manager will assist in obtaining delayed books or substitute books by the most expedient means.

Each faculty member should carefully review the proposed textbook for each course s/he teaches well in advance of the semester intended for use. In evaluating such texts, faculty members are encouraged to consider

comments from colleagues, students, and publishers, as well as reaching their own personal judgment regarding the usefulness of a particular text.

5. Maintaining Scheduled Office Hours

At the beginning of the semester, each faculty member will provide the Dean of Faculty a schedule of teaching and office hours.

Faculty members are expected to schedule and be present in their offices a minimum of five (5) office hours a week for student consultation. Faculty may perform two (2) hours of this obligation offering student tutoring or advising outside their offices (to be scheduled in coordination with the Assistant Dean of Student Success) in the Student Success Center.

6. Keeping Class Attendance Records

Faculty are required to keep complete and accurate records of student attendance for all classes taught.

7. Administering Final Examinations

Final examinations will be given for all scheduled academic classes. These examinations will be conducted at the established examination time. An exception is made for Lab classes (which may hold their exams during the last week of the semester) and online courses (which will conduct their exams according to the policies laid out in their syllabi).

Special exceptions to these rules, such as take-home final exams, must be discussed with and approved by the Dean of Faculty at the beginning of the semester in which the exam is scheduled to be given.

Faculty will retain a copy of each student's final examination for at least one (1) year, to be produced, if necessary, in the event of grade appeal or litigation. The Dean of Faculty shall keep a copy of any examinations that result in a grade appeal for three (3) years.

8. Determining and Posting Final Grades

Final grades should be turned in to the Registrar's office via the College's Banner system within forty-eight (48) hours of the conclusion of a course's final examination. Final grades for Friday and Saturday classes must be received in the Registrar's office by 10:00 a.m. the following Monday.

Official grades will be made available to students by the Registrar's office. Faculty electing to post their own grades may do so, but students may not

be identified by name, social security number, student identification number, or in any other manner that would conflict with the student's right to privacy.

9. Accommodating Drop/Withdrawal Policies, and
10. Communicating with their students and department chair in the event they are unable to meet with their classes.

C. Faculty Absence from Class

A faculty member unable to meet a class or classes (*e.g.*, illness or car trouble) will notify the appropriate department chair, make an effort to notify his/her students, and submit a Faculty/Staff Absence Request/Report. This report shall offer an indication of what students from the missed class(es) will do to compensate educationally for the lesson which is cancelled, if such cancellation occurs.

D. Laboratory Supervision

In all laboratory situations, the faculty member is responsible for direct supervision and instruction in the laboratory. Even though student assistants are used at times, no student will be expected to take charge of or direct the laboratory.

## VIII. EVALUATION OF FACULTY

Evaluation of faculty members' performance will be conducted on a periodic basis, and will include annual faculty evaluation of all full-time faculty members registered on the Faculty Development Report (FDR). Criteria used for consideration include (1) teaching effectiveness, (2) College service, and (3) professional development and community service. An in-depth evaluation of tenure-eligible and specified-term faculty before the fourth week of their fourth semester at Richard Bland College, and tenured faculty at least every five (5) years following immediately upon award of tenure, will be conducted.

Primary responsibility for evaluation of faculty members' performance rests with respective department chairs and the Dean of Faculty. Department chairs, using the Faculty Development Report as a basis, will write an annual evaluation of each faculty member. (In the case of department chairs, the Dean of Faculty will write the evaluation, the department chair has the opportunity to respond, and the completed FDR is maintained in the Office of the Dean of Faculty.) Evaluations should be narrative interpretations of submitted information that will be helpful to faculty members and other evaluators. Department chairs will rate the performance of each faculty member with respect to certain stipulated criteria as follows:

- Excellent
- Above average
- Average
- Needs improvement

- Needs significant improvement

Ratings of “Needs improvement” or “Needs significant improvement” will be accompanied by comments aimed at suggesting particular strategies for improvement, as well as the request for a meeting to discuss relevant sections.

Final decisions regarding salary increases for the next contracted period of employment will include a joint review of faculty members’ Faculty Development Reports by the Dean of Faculty and the President.

If this process of annual faculty evaluations identifies a pattern of deficient performance over time, the Dean of Faculty will conduct a thorough assessment and consult with the faculty member, the appropriate department chair, and the President.

Otherwise, if a need for significant improvement does not initiate the sequence of events just described, the faculty member will see his/her department chair’s evaluation and have the opportunity to provide a written response, to be appended to the FDR and maintained with it. The document will next travel to the Dean of Faculty for review, and s/he will add his/her response. The faculty member in question will then have the opportunity to see the Dean of Faculty’s written comments, appended to the FDR, and have a chance to respond to these in writing. This FDR, now bearing the signatures of the faculty member submitting the document, the individual’s department chair, and the Dean of Faculty, along with up to two responses to evaluators’ comments provided by the faculty member, is to be maintained by the Dean of Faculty’s office.

A. Tenured Faculty

1. Annual Faculty Development Report (FDR), required contents:

All full-time faculty members must complete an annual Faculty Development Report. This report will detail evidence in support of the faculty member's (1) teaching effectiveness, weighted at 70% of overall performance, (2) College service, weighted at 20% of overall performance, and (3) professional development and/or public service, weighted at 10% of overall performance. Contents for the reports should be determined and organized as follows:

a. “Teaching Effectiveness” section will include:

- (1) A description of the nature and quality of the faculty member's teaching, to include but not be limited to information relating to course load, course presentations, innovative techniques used in the classroom, use of technology, record of help offered students outside of class time, grading of papers, testing procedures, choice of textbooks, and any additional demonstrations of professional growth deemed relevant by the faculty member;

- (2) Self-evaluative passage of reflection on student achievement of course objectives listed on the syllabus for each course; and
    - (3) Student course evaluation data from all courses.
  - b. "College service" section will include information relating to
    - (1) Student advising;
    - (2) Fulfillment of discipline and department responsibilities;
    - (3) Committee participation:

Committee chairs will submit evaluations of their participation to faculty members on all standing committees, self-study committees, and in *ad hoc* committees in time to allow faculty to forward these to their department chairs together with the Faculty Development Report. Faculty members who have maintained a record of active involvement with committees of which they are not official members may also request a statement about their contributions to the relevant committee from committee chairs, and
    - (4) College-wide activities.
  - c. Professional development section will include information relating to:
    - (1) Membership in professional organizations;
    - (2) Attendance at, and if relevant, participation in professional meetings and conferences;
    - (3) Research and/or publications; and
    - (4) Graduate credits earned during the relevant period of time.
  - d. Evidence of public service may be included in the section with professional development, and may include evidence of participation in civic and social-services activities, memberships in relevant organizations, and/or talks given which are of public benefit, but not professional in nature.
2. Promotion Review

In addition to the annual Faculty Development Report, a portfolio review will be conducted for tenured faculty eligible for promotion. (See

information on “portfolios” below, under “tenure-eligible faculty seeking tenure and/or promotion.”)

3. Post-Tenure Review

In addition to the annual Faculty Development Report, every five (5) years a post-tenure portfolio review will be conducted for tenured faculty. The portfolio will cover the previous five (5) years. It will include Faculty Development Reports and department chair evaluations from those years, as well as student evaluations from the previous two (2) years. The portfolio will be evaluated by the Peer Review Committee.

For faculty members engaged in the five (5)-year review process, the relevant department chair will write a review covering the faculty member’s record for the relevant interval.

If the Peer Review Committee identifies a pattern of deficient performance, the Dean will conduct a thorough assessment, to include:

- a. The faculty member’s expected long-term contribution to Richard Bland College;
- b. Areas where improvement is needed;
- c. A plan for ways to deal with problem areas; and
- d. A timetable addressing a strategy for measuring progress toward improvement over the next three (3) semesters.

Annual evaluations in succeeding years will specifically address progress toward improvement as established in the timetable.

A faculty member who does not meet the requirements for satisfactory performance (as specified in the plan and measured by the agreed-upon timetable) may be subject to disciplinary actions consistent with College policy on such matters.

B. Tenure-Eligible Faculty Seeking Tenure and/or Promotion

1. See #1, “annual Faculty Development Report,” under “Tenured Faculty” above.
2. Tenure and Promotion Review:
  - a. Portfolios

(1) Submission of Pre-Tenure Portfolio

Non-tenured, tenure-eligible faculty will have the opportunity to submit for evaluation a pre-tenure portfolio at the beginning of their fourth semester of teaching at Richard Bland College. The purpose of the portfolio is to provide evidence for the evaluation of teaching

effectiveness, College service, and professional development and community service in a consolidated format. The portfolio will cover the first three (3) semesters and will be organized to make a case on behalf of the faculty member indicating progress is being made toward tenure and promotion.

(2) Submission of Tenure Portfolio

Non-tenured, tenure-eligible faculty will submit for evaluation a tenure portfolio at the beginning of their sixth year of teaching at Richard Bland College. The purpose of the portfolio is to provide, in a consolidated format, evidence for the evaluation of teaching effectiveness, College service, and professional development, and community service. The portfolio will cover the first five (5) years, and will be the basis for consideration of a granting of tenure to the faculty member.

Promotion portfolios provide a ready means for helping committees assess the teaching effectiveness, College service, and professional development and community service of faculty members coming up for promotion. The portfolio will cover various lengths of service (depending on promotion level) in the profession and/or at the College, and will be the basis for consideration of faculty members' promotion in rank. Promotion portfolios will include:

- (a) A copy of the faculty member's *curriculum vitae*, and a reflective essay elaborating on his/her teaching philosophy and professional development;
- (b) The first two (2) Faculty Development Reports (pre-tenure review), first five (5) Faculty Development Reports (tenure review), or all Faculty Development Reports since the last promotion (promotion review);
- (c) A sampling of instructor-provided materials used in each course taught during the relevant interval. Materials should be representative of course overviews and syllabi, assignment lists, research paper assignments, reading lists, study guides, handouts, problem sets, laboratory exercises, tests, final examinations, or other course material deemed of interest to evaluators;
- (d) Grade distributions and student course evaluations for the relevant interval;

- (e) A list detailing the faculty member's committee service, along with committee chair evaluations
- (f) A summary of activities pertaining to advising, discipline, department, and college-wide activities, and professional development and community service involvement;
- (g) A summary of academic assessment activity pertaining to student learning or engagement, if not already reflected in the faculty member's Faculty Development Reports; and
- (h) Other evidence the candidate believes may be relevant and helpful to his/her evaluation for promotion.

The portfolio will be evaluated by the Peer Review Committee:

b. Process Subsequent to Portfolio Submission

The Peer Review Committee will be responsible for all pre-tenure review, initial specified-term review, post-tenure review, promotion review up to the rank of full professor, and multi-year contract recommendations. The committee will write its evaluation based on the submitted materials, consisting of an assessment of those materials, with the additions of data gathered during their classroom observations and suggestions for continued professional growth. The evaluation will be forwarded to the appropriate department chair. The department chair will write an evaluation and forward all materials to the Dean of Faculty.

The Dean of Faculty will write an in-depth review of the faculty member seeking tenure and/or promotion. This review will focus on teaching performance, productivity, and potential to excel. The review is intended to give the faculty member an indication of perceptions of his/her effectiveness, and to make suggestions for continued professional growth.

The Dean of Faculty will meet with the faculty member and set goals needing to be met for potential granting of tenure, promotion, or the award of a multi-year contract.

Other criteria for evaluation of the faculty member by the committee will include, in addition to those factors already mentioned:

- (1) The faculty member's teaching load;
- (2) The perceived quality of the instructional materials used by the faculty member in each course;



- (3) Development of each course, including use of assessment to allow for continuous improvement;
- (4) Appropriateness of the intellectual tasks set his/her classes by the faculty member;
- (5) The quality of the testing conducted in each course, with student learning outcomes as a consideration;
- (6) The distribution of grades, if appropriate;
- (7) Quality of committee service, if capable of determination;
- (8) Quality of discipline, division, and College-wide service, if capable of determination. This would include advising;
- (9) Demonstrated commitment to professional growth; and
- (10) Representation of Richard Bland College in the community.

C. Specified –Term, Full-Time Faculty

1. See #1, “annual Faculty Development Report,” under “Tenured Faculty” above

2. Promotion and Continuing Appointment Reviews

Non-tenured faculty with specified-term contracts will submit a portfolio for evaluation at the beginning of their fourth semester of teaching at Richard Bland College, and every successive three (3) or five (5) years thereafter (depending on contractual arrangement). The portfolio will cover the first three (3) semesters or previous three (3)/five (5) years, and will be the basis for considerations of multi-year contracts and promotion. (See information on “portfolios” above, under “tenure-eligible faculty seeking tenure and/or promotion.”)

D. Specified-Term, Part-Time Faculty (Adjunct)

Specified term part-time (adjunct) faculty members, including those teaching dual-enrollment and online/distance classes for College credit, will have a classroom observation conducted every semester by their respective department chairs, or the designees of those chairs. The written evaluation that results from this will be discussed with each adjunct faculty member, and will form the basis for consideration in awarding future teaching contracts to the relevant faculty members.

**IX. PROMOTION IN RANK AND MULTI-YEAR APPOINTMENTS**

Recommendations for promotion and multiple-year appointments at Richard Bland College shall be made to the Dean of Faculty by the Peer Review

Committee. In all cases, the Dean, upon receipt of the committee's report, shall make recommendations regarding promotions and multiple-year contracts to the President, whose decision is final, subject to the approval of the Board of Visitors. Though there will be consideration for promotion in rank at the times stipulated in this document, such promotion is not automatic upon completion of time served at a particular level of rank.

A. Minimum Requirements for Service and Promotion:

1. Instructor

The faculty member must hold/have a master's degree and/or a minimum of eighteen graduate hours in the area of instruction, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty.

2. Promotion from Instructor to Assistant Professor

To be considered for promotion to assistant professor, a faculty member must:

- a. Have completed two (2) years' service as an instructor at the College, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty;
- b. Hold a master's degree in the field of appointment, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty;
- c. Demonstrate performance that reflects promise of the candidate's being a strong addition to the College in his/her professional field, and
- d. Submit a satisfactory portfolio for review prior to promotion, as described above.

3. Promotion from Assistant to Associate Professor

To be considered for promotion to associate professor, a faculty member must complete four (4) years' service as an Assistant Professor at the College, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty. The faculty member must also have at least six (6) years in total of college-level teaching.

4. Promotion from Associate Professor to Full Professor

To be considered for promotion to full professor, a faculty member must complete at least six (6) years as associate professor, or in rare cases, be awarded consideration of an equivalency by the Dean of Faculty. S/he must have a minimum of twelve (12) years of college teaching experience (or equivalency), and a terminal degree in his/her field. The M.F.A. can be considered as a terminal degree for a faculty member whose field is theater or studio art. The promotion, if awarded, will take effect in the fall

semester following the candidate's completion of the requirements stipulated herein, given approval of the Peer Review Committee, the Dean of Faculty, the President, and the Board of Visitors.

B. Timetable for Review and Promotion

1. First Monday in April

Candidates for promotion, initial specified-term review, pre-tenure review, tenure review, post-tenure review, and multiple-year contract review, as well as relevant committee memberships, are announced by the Dean of Faculty.

2. Third Monday in September

Candidates for promotion, tenure review, post-tenure review, and/or multiple-year contract review submit their portfolios to the Peer Review Committee. The relevant department chairs and/or Dean of Faculty submit(s) a five (5)-year review.

3. Third Monday in November

The Peer Review Committee sends its report to candidates. Before the committee makes its report, at least two (2) members of the committee will visit an entire class meeting for each faculty member under review. If the committee is not prepared to make a final report, additional information or documentation as necessary will be required of the candidate at this time. Before the committee evaluation is submitted to the department chair, either a faculty member or the committee may request a meeting.

4. Third Monday in January

Candidates submit additional information or documentation as requested to their department chair.

Candidates for pre-tenure review or initial specified-term review submit their portfolios to the Peer Review Committee.

5. Second Monday in February

Committee evaluations for promotion, tenure review, post-tenure review, and/or multiple-year contract review go to the relevant department chairs.

6. Last Monday in February

Department chairs make their evaluations. If either the committee or a department chair finds a faculty member's performance unsatisfactory, the portfolio, including evaluations, will be forwarded to the Dean of Faculty.

Faculty members whose portfolios are found unsatisfactory will be given one (1) week to add additional materials and formulate a response to the committee's members and to their department chairs for review.

The committee will send its reports on pre-tenure review and initial specified-term review to candidates. Before the committee drafts its reports, at least two (2) members of the committee will visit an entire class meeting for each faculty member under its review.

7. Third Monday in March

The Dean of Faculty, having registered his/her assessments in writing appended to reports, returns the reports to the committee.

Should the Dean of Faculty judge a faculty member's performance unsatisfactory, s/he will meet with the faculty member and form a plan of action specifying what areas need to be addressed and how performance in these areas will be judged. If that plan is agreeable to both parties, it shall be signed by both. A signed copy of the plan should be appended to the report returned to the committee, for return to the faculty member in question. If the plan is not signed, see step #8 below. The unsigned copy of the plan should be appended to the report of the committee, for return to the faculty member in question. In either case, the original copy of the documents will be maintained in the Dean of Faculty's office.

8. First Monday in April:

If a faculty member's performance was judged to be unsatisfactory, and no agreement was reached at step #7 above, a faculty member may appeal the Dean of Faculty's suggested plan and/or the requirements for satisfactory performance to the Faculty Affairs Committee within one (1) week of the plan's return. The committee has two (2) weeks to accept the Dean of Faculty's recommendations, or to suggest revisions. If the committee suggests revisions, the Dean of Faculty may accept those revisions, or send the original proposal and suggested revisions to the President, who will make the final decision before contracts are issued.

9. Next year's cycle begins.

**X. SALARY INCREASES**

A. General Guidelines

To fund faculty salary adjustments, Richard Bland College uses money appropriated by the General Assembly. Depending on availability of funds, all faculty members are considered for annual salary increases. These increases will be geared toward reducing inequities, recognizing promotion, and merit.

**XI. PROFESSIONAL DEVELOPMENT**

Richard Bland College is committed to supporting professional faculty development. The College provides resources and opportunities for professional development for full- and part-time faculty. Department chairs are responsible for coordinating faculty development activities. Areas supported by the College include, but are not limited to, funding of applied research designed to improve student learning outcomes, presentations

at professional meetings, on-campus workshops and seminars, study leave, educational leave, and release time for special projects.

A. Faculty Attendance at, and Participation in, Professional Meetings

Funding for faculty travel can come from departmental budgets, the Faculty Development Program budget, the Richard Bland College Foundation, funds from grants, or a combination of these and other sources.

Faculty members are encouraged, within budgetary constraints, to attend professional meetings. If classes are in session during the time of the meeting, arrangements to cover classes must be made in advance with the department chair, who will in turn notify the Dean of Faculty as to the disposition of classes during the period of absence using the Faculty Absence Report Form ([www.rbc.edu/faculty/forms](http://www.rbc.edu/faculty/forms)).

Faculty members are required to complete travel forms prior to departure to a professional meeting. Travel regulations are discussed below. Complete information regarding travel regulations may be found in the Office of Finance. Faculty should review policies before making work-related travel plans or arrangements.

B. Other Categories of Faculty Development

Many additional opportunities exist for supporting the professional development of faculty members. Some of these are discussed in the upcoming section on academic leave and leave taken as a sabbatical. Others may take different forms not involving leave or travel, *e.g.*, purchase of hardware, software, or other educational supplies that discipline budgets cannot fund.

For funding requests not involving travel, faculty should submit a written request for funding that explains why the request is being made and gives a projection of costs. The initial request need not exceed a single page, although faculty may submit whatever documentation they wish. Should the Dean require additional information, s/he may request this be provided before funds will be approved. Within sixty (60) days of completion of a purchase, or an activity not involving travel, the faculty member should submit to his/her department chair and the Dean of Faculty a report that describes early experiences with, or results of, the supported activity.

## **XII. LEAVES OF ABSENCE**

There are two sorts of leave discussed here: academic leave and leave taken as a sabbatical.

A. Academic Leave

1. Definition

Academic leave is defined here as leave taken by contractual arrangement between the College and the individual requesting/receiving leave. For

leave to be considered “academic,” its primary purpose must be to enhance the scholarly and/or teaching skills of a faculty member. Such leave is undertaken for the purpose(s) of pursuing a project or projects and/or coursework which both the faculty member and the College understand as being of benefit to the latter. The benefit may accrue by means of (1) enhancing a professor’s knowledge base relating to his/her discipline, (2) enhancing performance relating to the teaching of his/her subject matter in accord with his/her professional duties, and/or (3) enabling the professor to earn credentials relating to his/her discipline, or a related discipline deemed important to the work of the College.

2. Scope

Academic leave may include, but is not limited to, grants of absence extended for the following purposes:

- a. Pursuit and completion of coursework that helps the College meet a curricular need, such as that which leads to either a doctorate or fulfillment of eighteen graduate hours in an area of instruction, or a second Master’s degree, should the College need competence in that area;
- b. Writing, editing, or publishing a book, article(s), monograph(s), etc.;
- c. Conducting fieldwork or laboratory research;
- d. Compiling, analyzing and/or publishing data relating to a field in which the faculty members works;
- e. Teaching at another institution; and/or
- f. Employment in a government or comparable agency in an area related to the faculty member’s area of professional expertise;

3. Rationale

The College is committed to academic leave because such leave offers opportunities for faculty to develop professionally and to acquire new ideas or talents to share with the College community.

B. Sabbatical

1. Definition

Sabbatical is defined here as leave taken by contractual arrangement between the College and the individual requesting/receiving leave for purpose(s) of engaging in a project not directly related to a professor’s academic work in the classroom at the time the leave is requested/granted. Nonetheless, the project(s) to be undertaken may be understood to be of potential benefit to the work of the College.

2. Scope

A Sabbatical may include, but is not limited to, leave extended for the following purposes:

- a. The writing of an article or articles, book, monograph, etc. on a topic not directly related to a professor's classroom responsibilities or discipline area, and/or
- b. Charitable or humanitarian efforts.

3. Rationale

The sabbatical might widen a faculty member's range of professional contacts, and/or raise the profile of Richard Bland College through the faculty member's association with the institution. In the case of a faculty member's involvement with charitable or humanitarian causes, a sabbatical permits the faculty member to benefit the society in/for which the College operates.

C. Requesting Leave

Written application for leave, together with a letter of acknowledgement and a recommendation from the faculty member's department chair, must be submitted to the Dean of Faculty, who will add his/her own recommendation, and forward all related documents to the President.

1. Timetable

For academic leave or a sabbatical to be undertaken in the fall semester, or if the leave taken is to extend through an entire academic year, a faculty member must apply in written form to his/her department chair by the end of September the year prior to the beginning date for the planned leave.

For either form of leave to be undertaken in the spring semester, written application must be submitted by the end of February the year prior to the beginning date for the planned leave. Requests made after these deadlines will be considered at the discretion of the Dean of Faculty.

Paid leave can only be applied for after a period of six (6) years have passed since a faculty member's start-date with the College, or following his/her return from the last leave granted by the College, unless by permission of the Dean of Faculty and College President.

2. Written Request for Leave

Written request for leave submitted by a faculty member to his/her department chair should be detailed in explaining the request, and in its projections, possibly including material such as the following:

- a. A detailed proposal describing the project(s), or the course of study to be undertaken during the leave period (academic leave);

- b. An explanation of how the project(s) or coursework meets the College's curricular needs (academic leave);
- c. A copy of the letter of acceptance from a graduate school signed by the proper authority representing the graduate school, or a program within it (academic leave);
- d. An estimate of the costs of up to full salary and possible tuition assistance involved (books are disallowed) (academic leave), and/or
- e. A projected timeline (academic leave or sabbatical).

D. Provisos Concerning the Granting of Leave

- 1. No more than three (3) faculty members will be absent from the College on leave during the same period of time;
- 2. No more than two (2) faculty members will be recommended by a department chair from his/her academic area during any given selection period;
- 3. While it is the hope and intention that all eligible applicants with appropriate proposals will receive leave after providing an appropriate request, financial and staffing constraints may limit the actual number of leave proposals granted;
- 4. In determining among competing requests for leave, department chairs and the Dean of Faculty will be guided by the College's curricular needs, and will consider/prioritize:
  - a. Tenured faculty over non-tenured faculty regardless of rank (academic leave, or sabbatical);
  - b. Time of service to the College (academic leave, or sabbatical); and
  - c. Which applicant(s) are closest to completion of a degree (academic leave).

E. Responses to Requests for Leave

A faculty member may expect any of the following as possible responses to requests for leave:

- 1. Offer of leave with full or half pay;
- 2. Offer of release time from total number of credit hours taught;
- 3. Offer of a re-organized teaching schedule;
- 4. Offer of leave without pay (if the faculty member has less than six years of full-time service to the College), and



5. Offer to substitute other duties in lieu of teaching and/or College service responsibilities.

Individuals applying in a timely and complete way for leave may expect that their requests will be accepted or denied by College administration within a six (6)-week period from the date of the initial submission of their paperwork to their department chair. The individual whose completed request for leave is denied has the right to expect that the reason for denial of his/her request will be addressed in writing by the Dean of Faculty.

- F. Responsibilities of the faculty member who has taken a leave upon his/her return to the service of the College

No later than sixty (60) days following the completion of a leave, the faculty member taking the leave will file a written report with the Dean of Faculty, sending copies to the President and his/her department chair. In the case of academic leave taken to complete coursework, this report will include documentation from the relevant graduate school attesting to the successful completion of that work. For all other types of academic leave, and for sabbaticals, the report will include a description of how the leave will contribute to the faculty member's teaching effectiveness, the Mission of the College, and/or the work of the College and/or the community it serves, as appropriate.

### **XIII. CONFLICTS OF INTEREST**

Faculty members are expected to avoid outside employment if it interferes with their teaching effectiveness and performance of their faculty responsibilities. The primary obligation of full-time faculty members and other employees is to the College. No other form of gainful employment should interfere with this commitment.

Persons with full-time teaching appointments who are asked to teach part-time for other institutions, or who wish to engage in consulting or other kinds of paid work, must gain prior written permission from the President or designee on the occasion of first undertaking such work.

Faculty members should be aware that provisions of the "State and Local Government Conflict of Interests Act" (VA. Code 2.2-3100 *et seq.*) may apply to their outside employment or consulting contracts.

### **XIV. CONSENSUAL AMOROUS RELATIONSHIPS**

The appearance of a compromising conflict of interest or of coercion, favoritism or bias in educational or academic evaluation is prejudicial to the interests and integrity of Richard Bland College, its members, and the public it serves. Thus amorous relationships between faculty members and students are strictly prohibited. For purposes of this policy, "faculty" shall include all full-time or part-time College personnel who teach, and also administrators with faculty status.

Members of the College community who believe themselves to be affected adversely by this policy may initiate a complaint with the appropriate department chair. A complaint alleging that a department chair or an administrator has violated this policy may be filed with the Dean of Faculty or other appropriate College officer. Complaints should be filed within ten (10) calendar days of the time at which the complainant becomes aware of an alleged violation, but not more than one year after that violation.

## **XV. ACADEMIC FACULTY MISCONDUCT**

Integrity in teaching and research requires that the faculty body pay careful attention to and resolve in an equitable manner allegations of misconduct concerning its members.

The procedures set forth below permit flexibility and are designed to provide a framework for enabling equitable resolution of allegations of misconduct in a wide variety of circumstances. When applying these to a specific case, persons acting on behalf of the faculty body and others involved in the proceedings should keep in mind the following concerns, including:

- the importance that the faculty act to maintain standards consistent with recognized ethical best practices of the professoriate, and with the lawful obligations of the faculty;
- the responsibility of the faculty to the public, and to the private and public institutions and agencies with which the faculty is affiliated and/or has contractual or other arrangements;
- the necessity for the faculty to protect the rights and reputations of individuals, including person(s) alleged to have engaged in misconduct and the person(s) who make the allegation(s) of misconduct, and
- the necessity the faculty resolve allegations with care and objectivity, offering ample opportunity for interested parties to be heard, with a resolution brought about as promptly as circumstances permit.

### **A. Definition of Misconduct**

“Misconduct” means actions inconsistent with the College’s Code of Ethics, College policy, applicable federal and state law or policy, or research or other academic standards. The determination as to whether misconduct has occurred must be proven by a preponderance of the evidence.

### **B. Procedures**

1. The Dean of Faculty shall have principal responsibility for receiving and assessing a proper response to allegations of misconduct concerning faculty members. An allegation will ordinarily be made by a written statement describing the misconduct in sufficient detail to form the basis of an inquiry. To enable the Dean to meet his/her responsibility, all allegations of misconduct, whether initially received by a department chair or other person, shall be promptly brought to the attention of the Dean

(and, where appropriate, the President) unless it appears that the allegation, if proven, would not rise to the level of misconduct.

2. Upon receipt of an allegation of misconduct, the Dean shall determine, after consultation with other offices as seems appropriate (*e.g.*, Human Resources), whether the conduct described in the allegation is governed by another College policy, procedure relating to which provides for investigation (if appropriate), and resolution, of such allegations. If another College policy or procedure is applicable, the matter will be referred to the appropriate office or individual. The Dean will inform the reporting party where the matter has been referred.
3. When primary responsibility for resolving the allegation rests with an office other than his/her own, that office should notify the Dean of the outcome of its procedural process.
4. If the conduct described in the allegation, if verified, rises to the level of misconduct, and no applicable College policy directs that the allegation be handled under a different procedure, the Dean of Faculty shall determine whether, taking into account the nature of the allegation, it is appropriate to attempt to resolve the matter through informal processes and discussions. If this is the case, the Dean of Faculty shall direct the appropriate department chair to undertake such efforts. Final resolution through informal means shall require the written approval of the Dean, submitted to the department chair responsible for the informal attempt at resolution.
5. If the matter is not resolved informally, or if the matter is not conducive to informal resolution, and further proceedings are required, the Dean of Faculty shall direct the appropriate department chair to prepare a written statement of the allegations, identifying the applicable policy or policies violation of which constitutes complaint of misconduct. The Dean of Faculty shall provide a complete copy of the written statement to the faculty member accused of misconduct, who will have 10 calendar days from receipt to respond in writing to the Dean.
6. If the accused faculty member does not dispute the facts alleged, the matter will be submitted to the Faculty Affairs Committee. The Committee shall consider the statement of allegations and the accused faculty member's response. The committee may also seek input from the person whose report gave rise to the allegation. Then, the committee shall prepare a written report to submit to the Dean. In some instances, the committee may recommend that, despite the lack of a dispute over the allegations, investigation should nonetheless occur (*e.g.*, the committee might believe there is a lack of candor in the faculty member's response, which of itself warrants further investigation).
7. If there is a dispute over facts, or for other good cause, the Dean, after consultation with the chair of the Faculty Affairs Committee, may

establish one or more panels of inquiry to investigate the allegations, with a view to submitting the result of its inquiry to the committee. In deciding upon the composition of the panel(s), the Dean of Faculty, to help ensure competence and objectivity, shall take into account such factors as:

- a. The subject matter of the inquiry, including the desirability of the panel's possessing competence in a specialized area, or specialized investigative skills;
  - b. The desirability of including on the panel persons associated with individuals who are not members of the faculty and/or who are not associated with the College, and
  - c. The importance of selecting people who have had no prior involvement with the matters comprising the subject matter of the inquiry.
8. The investigation panel shall communicate with the person whose report gave rise to the allegations; the faculty member who has been accused of misconduct, and such other individuals who, in the judgment of the investigative panel, may have information bearing on the allegations. The investigative panel will develop, at the conclusion of its efforts, a written report detailing the system and scope of the investigation, and the panel's assessment of facts relevant to the allegations. The panel should attempt to reach consensus, but the report should identify points where consensus is not reached. It shall forward its report to the chair of the Faculty Affairs Committee.
  9. The chair of the Faculty Affairs Committee will distribute the report to members of the committee, and give a copy to the faculty member accused of misconduct. The accused faculty member shall be given ten (10) calendar days to provide a written response to the investigation panel report. Upon receipt of the response, the committee shall consider whether further investigation, deliberation, and proceedings are warranted. Upon completion of additional proceedings, should they be found warranted, the committee shall submit its written report the Dean of Faculty, along with the accused faculty member's written response. The Committee will, in its panel report, offer conclusions and comments on its assessment of the gravity of offense; recommendations as to possible sanctions, and recommended steps that should be undertaken to prevent future instances of similar misconduct. The Committee shall endeavor to reach consensus on these matters, but will note in its report where consensus has not been reached.
  10. The office of the Dean of Faculty will provide a copy of the committee's report to the accused faculty member, who shall be given ten (10) days in which to provide the Dean with a written response. The Dean shall, in consultation with the President, decide the final outcome of the matter, and will take such actions as may be appropriate. Sanctions may range,

from a letter of censure, to probation and monitoring, to termination of appointment in cases which do not involve tenure, unless there is cause. In determining the appropriate sanction, the Dean shall consider: (1) the nature of the violation(s); (2) the degree to which the faculty member's conduct transgresses the standard set by the relevant policy; (3) the impact of the violation(s), and any aggravating or mitigating factors. If the decision of the Dean of Faculty varies significantly from the recommendation of the Faculty Affairs Committee, the Dean of Faculty shall provide in writing the reasons for such his/her determinations(s) to the accused faculty member, and to the Chair of the Faculty Affairs Committee.

11. The decision of the Dean of Faculty, if consistent with the recommendation of the Faculty Affairs Committee, shall be final. If the decision of the Dean of Faculty departs significantly from the recommendation of the committee, the accused faculty member has ten (10) calendar days to appeal in writing to the President of the College.
12. If at this point in the process the President determines that the decision of the Dean of Faculty does not depart significantly from the recommendation of the Faculty Affairs Committee, the President shall affirm the decision, which shall be final.
13. If the President determines that the decision of the Dean of Faculty departs significantly from the recommendation of the Faculty Affairs Committee, and that the reasons given for his/her determination by the Dean of Faculty are sound, the President of the College shall affirm the Dean's decision, which shall be final.
14. If the President determines that the decision of the Dean of Faculty departs significantly from the recommendation of the Faculty Affairs Committee, and the reasons (if any) given by the Dean of Faculty do not support his/her determination, the President shall remand the decision for reconsideration by the Dean, and provide the Dean with appropriate guidance. Any such remanded decision shall, after reconsideration by the Dean, be returned to the President for review. Upon the President's approval of the Dean's reconsideration, the decision shall be final.
15. The Dean of Faculty, in carrying out his or her responsibilities under these procedures, shall bear in mind the concerns of the faculty, in particular:
  - a. The importance of deliberateness, fairness and objectivity, and of the appearance of these attributes;
  - b. The necessity of informing in a timely way other faculty and College officers, including the chair of the Faculty Affairs Committee, the department chair(s) involved, the General Counsel to the College, and possibly others of the existence of allegations, and also the potential necessity of

consulting with these and other individuals as investigation of the allegation(s) progresses;

- c. The importance of protecting the reputations of individuals, and to that end the need for maintaining confidentiality to the extent practicable during the course of and at the conclusion of the investigation;
- d. The need to protect the rights of the person alleged to have engaged in misconduct, including the right to be informed at the appropriate time of the specific allegation(s) made about him/her; the evidence in support of the allegation(s), and the need to discuss with that person the investigative procedures to be followed;
- e. The need to protect the rights of individuals who, in good faith, make allegations, and
- f. The need to make certain the President of the College, and potentially others, is/are informed when allegations point to the existence of grave misconduct.

- 16. The office of the Dean of Faculty and the Faculty Affairs Committee shall maintain records of any proceedings in which they are involved in accordance with the applicable State Records Retention schedule.

## **XVI. GRIEVANCES**

Grievance policies as discussed are relevant to all full- and part-time members of the College holding the status of teaching faculty.

### **A. Definitions**

- 1. A “grievance” is a complaint brought forward by a member of the faculty concerning a decision, action, or lack of action by a person or group of persons acting in an official capacity with the College, which directly and adversely affects the professional or personal well-being of the grievant, and which can be addressed and corrected or amended by the College.
- 2. A “grievant” is a member of the faculty who has made a complaint that constitutes a grievance.
- 3. A “respondent” is a member of the faculty who made the decision or took the action on behalf of the College that precipitated the grievance.
- 4. College Faculty Appeals and Grievance Committee (CFAGC) is a standing committee of the faculty the charge of which is to investigate a grievance and recommend to the Dean of Faculty (or President, as dictated by the nature of the filing) a recommended resolution.
- 5. A “unit representative” is an individual, not belonging to the teaching faculty, who is designated to speak for a department or organizational unit

of the College charged with causing or being instrumental to furtherance of a situation/set of circumstances being grieved.

B. Coverage

The policy affects any full- or part-time member of the College teaching faculty.

C. Non-Grievable Actions

These include:

1. Termination of tenured, tenure-track, or probationary appointments in cases of proven financial exigency affecting the College as a whole (see Handbook on termination of faculty positions for reasons of financial exigency);
2. Termination of tenured, tenure-track, or probationary appointments in cases relating to discontinuation of a discipline/department within the College;
3. Compensation;
4. Evaluation of performance;
5. Non-reappointment or non-extension of appointment.

D. Procedure for Reporting a Grievance

1. Filing the Grievance

- a. A faculty member with a grievance against another faculty member within his/her department shall present the grievance to the department chair.
- b. A faculty member with a grievance against another faculty member not in his/her department, with a grievance against his/her department chair, or with a policy or a practice of the department shall present the grievance to the Dean of Faculty.
- c. A faculty member with a grievance against the Dean of Faculty, or a College policy or procedure or the application thereof shall present the grievance to the President of the College.

2. Attempt at Informal Resolution

Conflicts frequently can be resolved if the parties involved communicate their concerns, listen to each other, and show a willingness to compromise and/or change. The Informal Grievance Resolution Process is designed to empower the parties to a Grievance to reach a mutually satisfactory agreement.

To begin the Informal Grievance Resolution Process, the Grievant must file a written statement of his or her concerns as dictated by the nature of

the filing. This must be done within 15 Days from the date in which he or she first knew, or could reasonably be expected to know, of the alleged violation or within (30) business days from the most recent incident in a series of related incidents. The letter must include:

- A description of the alleged impropriety, including the date it occurred and/or the date the Initiator became aware of the occurrence;
- The College policy, procedure, standard, or established practice allegedly misinterpreted or violated if the concern is procedural in nature;
- The name(s) of the person(s), if known, responsible for the alleged impropriety; and
- The remedy sought.

The CFAGC will appoint one of its members to assist the parties in resolving the Grievance. The Informal Grievance Resolution Process will be concluded by one of the following:

- A decision by the Grievant to stop further action on the Grievance.
- A resolution of the Grievance by agreement of the parties.
- Expiration of the time period allowed for the Informal Grievance Resolution Process.

The Informal Grievance Resolution Process must be concluded within (5) business days from the appointment of the CFAGC member unless the parties mutually agree to extend the time for conclusion of the Informal Grievance Resolution Process, provided however, that it is not extended more than 10 additional business days.

3. Formal Request to CFAGC

Before a Formal Request to the CFAGC for a hearing can be made, a Grievant must try to resolve the Grievance through the Informal Grievance Resolution Process. A faculty member requesting a hearing by CFAGC shall present a written statement of charges to the Dean of Faculty. If the grievance is against the Dean of Faculty, or a College policy, decision, or action, then the statement of charges shall be presented to the President of the College.

4. Statement of Charges, Preparation and Distribution

The written statement of charges submitted by the grievant shall contain the following information and material in a form from which multiple legible copies may be easily reproduced and cannot contain any new concerns or complaints:

- a. A clear statement of the facts upon which the grievance is based, including an explanation of how the grievant alleges s/he has been adversely affected and the specific form of relief requested;



- b. Copies of all documents concerning the grievance sent or received during the informal grievance resolution process;
- c. Copies of all documents concerning the Grievance that the Grievant sent or received during the Informal Grievance Resolution Process.
- d. Identification of the person(s) or the College policy or procedure considered responsible for the alleged adverse condition, action, or inaction upon which the grievance is based, and an explanation of why the person(s) charged is/are considered responsible or the College policy or procedure is considered improper;
- e. A copy of any pertinent Board of Visitors or College policies or regulations, Commonwealth statutes, contractual agreements, or other documents of custom and practice upon which the grievant relies; and
- f. A written statement prepared by each witness that the grievant would expect to call for a hearing in support of the grievance. This/these should summarize the information or evidence that the witness would testify to at a hearing. The grievant shall also identify any witnesses believed to have relevant information who have refused to prepare a written statement or to testify at a hearing and the nature of the relevant information at issue.

5. Composition of the CFAGC

The formal hearing shall be conducted by the CFAGC. The members on the Committee shall be members of the teaching faculty; no officer of the administration will serve on the committee. Prior to the Dean of Faculty turning the formal statement of charges over to the CFAGC, both the accused faculty member/unit representative and the grievant will have one opportunity, without stated cause, to challenge the membership of the CFAGC that will hear the grievance. This is the only time at which committee membership may be challenged. At this time (prior to disseminating the statement of charges), the recusal of any member(s) of the committee should also be determined. Any member of the CFAGC should remove him/herself from the case if s/he has or could reasonably be perceived to have a bias or conflict of interest. To prevent perception of bias or conflict of interest, any member will step down at the request of a majority of members of CFAGC who have not been removed by a challenge, and who perceive and justify for the record in written form a potential cause for charges of bias or conflict of interest regarding the committee member in question. The committee must have at least five (5) members to conduct the formal investigation. Replacement of the Committee members will be determined by the remaining members from a pool of elected and so-designated "back-up members." When the Faculty Assembly conducts (annual staggered-term) elections for CFAGC

membership, it will ensure the election of both five (5) active members, and five (5) "back-up members," ranked by number in order of possible call to service. Should the existing chair of the committee (whose position shall be determined by vote from among the combined numbers of the committee members and back-up members) be removed through challenge or recusal, the five (5) committee members (the four original members, together with the first-ranked back-up member) shall elect a new chair to serve for the specific purpose of the formal hearing in question. No teaching faculty members in their first year of employment with the College shall serve as either committee members or back-up committee members. Ideally, no more than one-quarter of the members of the committee should be individuals holding single-year, renewable contracts of employment.

6. Conduct of formal committee deliberations

The Chair of CFAGC shall prepare and distribute a complete copy of the statement of charges to each member of the committee and to the President of the College.

7. Confidentiality

It is expected confidentiality will be maintained in the conduct of formal committee deliberations. Mere suspicion of wrongdoing, even if unjustified, is potentially damaging to the process. Information concerning any grievance proceedings should be available only to those with a right or need to know, and early in the proceeding, a written document filed with CFAGC to document the access to information of those with a right or need to know. (This may be revised as the process proceeds, with agreement of the CFAGC members, or for legal cause.) The record of such transactions will be maintained as part of the documentary filings related to the hearing.

8. Preliminary review and decision

The CFAGC shall, within fifteen (15) business days after receipt of the statement of charges, review the charges and determine a response. If the committee decides by a majority vote that the charges (a) do not constitute a grievance, (b) are frivolous or without merit, (c) do not involve actions taken by a person in an official capacity, or (d) cannot be addressed by an official College policy or procedural remedy, then the chair of the committee shall advise the grievant in writing of this finding with a copy provided to the President of the College. The action of the committee at this stage is final.

9. Request for a reply to the Statement of Charges

If the CFAGC determines to request a reply to the statement of charges, the chair shall advise the grievant and shall provide a complete copy of the statement of charges to each person against whom the complaint is made.

If the grievance is against a departmental policy, decision, or action, rather than against the action of an individual, the department chair shall represent the department against which the grievance is made. If the grievance is against a College policy, decision, or action, rather than against the action of an individual, the appropriate dean or a representative appointed by the President of the College shall represent the relevant institutional unit against which the grievance is made.

10. Reply to the Statement of Charges

Upon receipt of the statement of charges, the person(s) against whom or representing the unit against which the grievance is made shall, if s/he wishes to reply, have fifteen (15) business days to present a response to the charges to the chair of the CFAGC. The response shall be in writing and shall include:

- a. A full statement of the position taken by the person(s)/institutional units against whom the grievance has been made with respect to the charge;
- b. Any commentary the cited party/ies may wish to offer concerning any of the documents contained in the statement of charges submitted by the grievant and any pertinent documents or materials upon which the respondent(s) relied; and
- c. A written statement prepared by each witness that the respondent would expect to call for the hearing in response to the grievance that summarizes the information or evidence that the witness would testify to at a hearing. The respondent may also identify any witnesses believed to have relevant information who have refused to prepare a written statement or to testify at a hearing and the nature of the relevant information at issue. Within five (5) business days after receipt of the response to the statement of charges from the party/ies against whom the grievance has been made, the chair of the committee shall have prepared and distributed to the grievant and to each member of CFAGC a complete copy of the response.

11. Review of Reply to the Statement of Charges, and Decision

Should all members of the CFAGC, after reading the statement of charges and the response thereto, determine that there are sufficient grounds to recommend a remedy or a correction without conducting a full hearing, then the committee shall by formal resolution offer its recommendation for the remedy or correction to be taken to address the grievance. (The committee may also recommend that no corrective action should be taken.) The committee's recommendation shall be promptly transmitted, in writing, to the parties concerned, and to the President of the College, and if approved by the President, the action shall be final. If the

committee determines that a hearing should be held, the chair of the CFAGC shall schedule a hearing by the committee to begin no later than fifteen (15) business days after the distribution date of the response to the statement of charges.

12. Pre-Hearing Conference

At least ten (10) business days before the hearing, the CFAGC will hold, with all parties present, a pre-hearing conference to define the issues involved and to resolve procedural matters for the hearing.. For instance, the committee will inform both parties of their option to request the right to call witnesses for the hearing. Such witnesses will be expected to submit written statements to the Committee as part of the request. The committee may also choose to call witnesses based on its deliberations of the facts to this point.

13. Procedure for the Hearing

The hearing shall be conducted according to the following procedures:

a. Attendees

The hearing shall be private, with only the parties involved, witnesses, counsel, advisers, designated observers, and members of the committee present, except that, with mutual agreement by the grievant and the party/ies against whom the grievance is made, the hearing may be made public;

b. Record of Hearing

The full and complete hearing shall be recorded by and for the committee; and

c. Conduct of Hearing

The hearing shall be convened and conducted by the CFAGC chair. Counsels, advisers, or other observers may not speak or participate; they are to silently observe the proceedings. The purpose of the hearing is to allow the committee to complete its work of determining a recommendation, given the charge(s) made, which may require further fact-finding through questioning of the parties or other witnesses. In principle, the facts will already have been presented in writing from both sides. The hearing provides the committee the opportunity to clarify issues by asking questions of either or both parties and to hear from witnesses it believes in possession of knowledge or material pertinent to the case. The committee will afford both the grievant and the accused opportunity to provide a five-minute statement at the outset of the Hearing, should either party choose to do so, and it reserves the opportunity of asking questions of them at that time. Either party may make a written request no less than five (5) business days in

advance of the hearing to call and interrogate witnesses, if either believes that such witnesses will bring new and important information to the committee's attention. The reasons for the need for such witnesses must be provided in the written request, along with a statement from each witness. The committee will rule on requests to call witnesses at least two (2) business days before the hearing begins. The committee will afford both the grievant and the accused the opportunity to provide a five-minute statement at the conclusion of the hearing, should either choose to do so, and it reserves the option of asking questions of them at the time.

14. Order of Hearing Activities

The general outline of a hearing (with all possible steps included) would follow this procedure:

- a. Convening of the hearing by the CFAGC committee chair;
- b. Opening statement by grievant;
- c. Opening statement by respondent to the grievance;
- d. Questions by the committee to clarify issues raised in the written materials, including witness statements, and points raised by the two opening statements;
- e. Witnesses called by the grievant (questions by the committee and the respondent would follow the witness's initial responses to questions asked by the grievant;
- f. Witnesses called by the respondent (questions by the committee and the grievant would follow the witness's initial responses to questions asked by the respondent;
- g. Witnesses called by the committee (questions by the grievant and the respondent would follow each witness's initial responses to questions asked by the committee;
- h. Closing statement by the grievant;
- i. Closing statement by the respondent to the grievance, and
- j. Committee adjourns to deliberate and reach a decision.

15. Decision

After all testimony has been presented, the chair of CFAGC shall recess the hearing, and the committee shall go into closed session to determine its findings and prepare its report and recommendations. If the grievance is against an individual faculty member and s/he is found by the committee to be responsible, the CFAGC may make recommendations for handling the problem to the President of the College.

16. Distribution of the Decision

Within ten (10) business days of the recess of the hearing, the CFAGC shall present its written report and recommendations, showing the vote of the committee on the recommendations, to the Dean of Faculty and to all parties to the hearing. The report shall provide a summary of the facts presented in the hearing and the reasons for the committee recommendations.

The Grievant and the Respondent(s) each have the right to appeal the decision made by CFAGC to the Dean of Faculty. Such appeal must be in writing and filed within (10) business days of receipt of the CFAGC written report. Decisions not appealed within such time are deemed final and the CFAGC report shall be forwarded to the President of The College.

If the Dean of Faculty participated in the hearing or was a party to the Grievance, the President must appoint another College Faculty member or Administrator (designee) not associated with the Grievance to accept and decide the appeal.

The Dean of Faculty (or designee as assigned by the President) must make a determination on the appeal within 10 Days. Such determination will be communicated in writing to the Grievant, the Respondent(s), members of CFAGC, and the President of the College. Within fifteen (15) business days after receipt of the committee's report and recommendations or the written appeal determination, the President of the College shall communicate, in writing, to the parties involved and to each member of the committee, his/her acceptance or rejection, in whole or in part, of the recommendations/determination.

**XVII. TERMINATION OF AN APPOINTMENT FOR REASONS OF FINANCIAL EXIGENCY, AND/OR DISCONTINUANCE OF A DISCIPLINE OR DEPARTMENT OF INSTRUCTION**

A. Financial Exigency

Financial exigency in this context is defined as an imminent financial crisis threatening the College as a whole that is unable to be alleviated other than by termination of faculty appointments.

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of a contractually specified term may occur under extraordinary circumstances because of a demonstrably *bona fide* instance of financial exigency, i.e., a severe financial crisis that compromises the fundamental academic integrity of the institution as a whole, and that cannot be alleviated by less radical means.

Ultimate authority over the decision to terminate appointments in cases of financial exigency rests with the College President and the Board of Visitors.

However, there is the expectation that an inclusive and informed process will take place in the case of termination of appointments. Therefore, the criteria for selecting which appointments are to be terminated should be determined by the College President and Board only after the President has consulted with the Dean of Finance and Administration and his/her staff, the Dean of Faculty, and the Faculty Assembly, or a representative body of faculty elected by the Assembly in response to news of the crisis for the purpose of advising the President on faculty concerns, and acting as a liaison between administrative attempts to abate it on the one hand, and the broad-based faculty interests representing the Assembly on the other.

Once the President, the Chief Financial Officer (CFO) of the College, and the latter's staff have determined a case of financial exigency exists, but before any faculty appointment is terminated, the members of the Faculty Affairs Committee, the Instructional Programs Committee, and the College faculty more broadly, will be informed.

Next, the Dean of Faculty with concurrence from the President, in consultation with the Faculty Assembly, or the elected body representing Assembly members, shall determine the criteria for identifying faculty whose appointments are to be terminated. The Dean of Faculty and the Faculty Assembly or its elected representatives will consult programs or departments affected as part of their deliberations.

Below are a number of considerations that should inform the process as it unfolds:

As a first step, the Assembly or the elected faculty governance body should be included—though there is no requirement to do so—in the process of deciding that a condition of financial exigency exists or is imminent, and that all feasible alternatives to termination of appointments have been pursued, including expenditure of one-time money or reserves as bridge funding, furloughs, pay cuts, deferred-compensation plans, early-retirement packages, phased-retirement packages, and cuts to non-educational programs and services, including expenses for administration.

Judgments determining where within the overall academic program termination of appointments may occur involve considerations of educational policy, including affirmative action, as well as faculty status, and should therefore include the faculty or an appropriate faculty body.

The case of a faculty member given notice of proposed termination of appointment for reasons of financial exigency may be governed by the following provisions.

1. Before proposals for program discontinuance on grounds of financial exigency are made, the faculty or an appropriate faculty body will have opportunity to make recommendations regarding the institution's financial condition.

2. Academic disciplines cannot be defined *ad hoc*; programs should be recognized academic units that existed prior to the declaration of financial exigency. The term “discipline” should designate a related cluster of credit-bearing courses that constitute a coherent body of study comparable to similar coherent bodies as recognized by other VA institutions of higher education. When feasible, the term should designate a department or similar administrative unit.
3. Faculty members in a discipline being considered for discontinuance because of financial exigency will promptly be informed of this activity in writing, and provided at least thirty (30) days in which to respond.

If the institution, because of financial exigency, terminates appointments, it will not at the same time make new appointments, except in extraordinary circumstances where a serious distortion in the academic discipline would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic discipline would otherwise result.

Before terminating an appointment because of financial exigency, the institution, with faculty participation, will make every effort to place the faculty member concerned in another suitable position within the institution if feasible.

B. Discontinuance of a Discipline for Educational Reasons

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of *bona fide* formal discontinuance of an instructional discipline. The following standards and procedures will apply.

Faculty members in a discipline being considered for discontinuance for educational considerations will promptly be informed of this activity in writing, and provided at least thirty (30) days in which to respond to it.

Academic disciplines cannot be defined *ad hoc*; disciplines must be recognized academic units that existed prior to the decision to discontinue them. The term “discipline” should designate a related cluster of credit-bearing courses that constitute a coherent body of study.

Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a discipline of instruction, the institution will make every effort to place the faculty member concerned in another suitable position when feasible. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered when feasible. If no position is available within the institution, with or without re-training, the faculty member’s appointment then may be terminated, but only with provision for severance salary when feasible equitably adjusted to the faculty member’s length of past and



potential service, an amount which may well exceed but not be less than the amount prescribed in what follows.

If the appointment is terminated, the faculty member will receive salary or notice when feasible in accordance with the following schedule: at least three months, if the final decision is reached by March 1 (or three [3] months prior to the expiration) of the first year of probationary service; at least six [6] months, if the decision is reached by December 15 of the second year (or after nine [9] months, but prior to eighteen [18] months) of probationary service; at least one (1) year, if the decision is reached after eighteen (18) months of probationary service, or if the faculty member has tenure.

#### **XVIII. LIMITATIONS UPON THE PROVISIONS OF THIS FACULTY HANDBOOK**

A. Board of Visitors' Purview

Nothing in this *Faculty Handbook* is intended to limit the power of the Board of Visitors as the final institutional authority for Richard Bland College.

B. Effective Date

This *Handbook* shall become effective at the time of its approval by the Board of Visitors.

C. Revision and Repeal

This Richard Bland College *Faculty Handbook*, upon acceptance by the faculty, the President of the College, and the Board of Visitors, repeals and supersedes the previously issued *Faculty Handbook*, and on matters of policy governing the teaching faculty at Richard Bland College, functions authoritatively on the subjects it treats.

**RICHARD BLAND COLLEGE**

**APPROVAL OF  
FY 2018 TUITION AND FEES**

In order to continue progress toward achieving the goals set forth in the Richard Bland College strategic plan, RBC-19, proposed adjustments to the FY 2018 tuition and fee structure will support infrastructure improvements and an affordable, high quality academic environment.

Tuition and mandatory E&G fees for an in-state student will increase by \$17 per credit hour and mandatory auxiliary fees will increase by \$6. Tuition and mandatory E&G fees for out-of-state students will increase by \$60 per credit hour and mandatory auxiliary fees will increase by \$6 per credit hour. The proposed FY 2018 Tuition and Mandatory Fees of \$7,830 for in-state students remains the lowest in the Commonwealth for a residential college.

Residential housing prices for all rooms will remain unchanged. All residents will be required to purchase a meal plan. Meal plan options have changed to two block plans and two weekly meal plans with the annual costs ranging from \$2,160 to \$4,150, inclusive of dining dollars that provide increased flexibility of food purchases. Dining Services continues to improve food quality, options, and service for a small campus population.

A FY 2018 tuition and fee summary sheet is attached.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the FY 2018 Tuition and Fee Schedule for Richard Bland College of William and Mary.

**RICHARD BLAND COLLEGE  
FY 2018 TUITION AND FEE SUMMARY**

<b>IN-STATE***</b>	<b>ACTUAL FY 2016-17</b>	<b>PROPOSED FY 2017-18</b>	<b>DOLLAR CHANGE</b>
Per Credit Hour Taken:			
Tuition	\$ 171	\$ 187	
E&G Technology Fee	5	6	
<b>Total Tuition and E &amp; G Fees</b>	<b>\$ 176</b>	<b>\$ 193</b>	<b>\$ 17</b>
 Auxiliary Comprehensive Fee	 \$ 62	 \$ 68	 \$ 6
<b>Total In State Tuition &amp; Fees</b>	<b>\$ 238</b>	<b>\$ 261</b>	<b>\$ 23</b>
<div style="border: 1px solid black; padding: 2px; text-align: center;"><b>Annual Cost Per Student - \$7,830</b></div>			

**OUT-OF-STATE\*\*\***

Per Credit Hour Taken:			
Tuition	\$ 591	\$ 650	
E&G Technology Fee	5	6	
<b>Total Tuition and Fees</b>	<b>\$ 596</b>	<b>\$ 656</b>	<b>\$ 60</b>
 Auxiliary Comprehensive Fee	 \$ 62	 \$ 68	 \$ 6
<b>Total In State Tuition &amp; Fees</b>	<b>\$ 658</b>	<b>\$ 724</b>	<b>\$ 66</b>
<div style="border: 1px solid black; padding: 2px; text-align: center;"><b>Annual Cost Per Student - \$21,720</b></div>			

**OTHER FEES:**

* Application Fee	\$ 50	\$ 50	\$ -
Room (Double) annual	7,680	7,680	-
Room Change Fee	50	50	-
Room Damage Deposit	150	150	-
** Basic Residential Meal Plan annual	1,940	2,160	220
Co-Enrollment Fee	1,000	1,000	-
Transcript Fee	7	7	-
Late Fee	50	50	-
Returned Check Fee	50	50	-
Parking (Per Violation)	30	30	-
Lab Material Fee (Science)	25	25	-
Math Lab Fee (ALEKS)	75	75	-
Distance Education Fee (per credit hr)	3	3	-

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

\*\* Mandatory for all residential students. Includes dining dollars

\*\*\*apply to on campus, off campus, online, intercession and summer courses.

**RICHARD BLAND COLLEGE****APPROVAL OF  
2017-2018 OPERATING BUDGET PROPOSAL**

Anticipated fees, appropriations and transfers are projected to generate the following revenue to meet the need of the College for 2017-2018.

General Funds	\$6,550,112
Tuition and E&G Fees	3,617,732
State Scholarships & Loan Assistance	637,018
Auxiliary Enterprises	5,483,148
Financial Assistance for E&G Programs	15,000
<b>TOTAL</b>	<b>\$16,303,010</b>

This budget is based on the enrolled biennium 2016-18 budget document HB1500. It takes into consideration the discounting of tuition, fees, and residence hall beds.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the operating budget for Richard Bland College for the 2017-2018 fiscal year.

## RICHARD BLAND COLLEGE

APPROVAL OF  
2017-2018 OPERATING BUDGET PROPOSAL

REVENUES	FY17 BUDGET	FY18 BUDGET
Student Tuition & Fees *	4,857,600	4,269,750
Auxilliary Charges (Comp Fee, Housing, Meal P	5,411,200	5,483,148
State Appropriations	6,494,464	6,550,112
<b>Total Revenues</b>	<b>16,263,264</b>	<b>16,303,010</b>
EXPENDITURES	FY17 BUDGET	FY18 BUDGET
Salaries & Wages	8,594,593.00	8,744,593.00
Employee Benefits	2,753,038.00	2,808,538.00
Capital Lease Residence Halls	1,293,690.00	1,293,690.00
Information Technology	1,249,049.00	1,374,049.00
Fixed Costs - Non IT	1,000,000.00	750,000.00
Equipment	250,000.00	200,000.00
Physical Plant	350,000.00	350,000.00
Supplies	250,000.00	150,000.00
Employee Training and Development	100,000.00	125,000.00
Other Expenses	200,000.00	150,000.00
<b>Total Expenditures</b>	<b>16,040,370</b>	<b>15,945,870</b>

\*differential between 17 and 18 is based on fewer anticipated credit hours due to change in student profile and accounting allowance for questionable collections

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 the additional authorized positions.

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

SAMANTHA K. HUGE, Athletic Director, effective May 1, 2017

B.A., Gordon College, 1992

J.D., Campbell University School of Law, 1997

Texas A&M University

Senior Associate Director of Athletics/Senior Woman Administrator,  
2014-2017

University of Delaware

Deputy Director of Athletics & Recreation Services/Special Assistant to the  
President, 2009-2014

Georgetown University

Associate Director of Athletics for Compliance, 2006-2009

Wake Forest University

Assistant Athletics Director for Compliance, 2002-2006

Michigan State University

Compliance Coordinator, 2002

University of Illinois

Assistant Compliance Coordinator, 1999-2002

Office of the Southern Conference

Compliance and Internal Affairs Assistant, 1999-2000

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

ANN MARIE STOCK, Vice Provost for Academic and Faculty Affairs,  
effective July 1, 2017

B.A., Hamline University, 1982  
M.A., Purdue University, 1988  
Ph.D., University of Minnesota, 1993

College of William & Mary  
William & Mary Libraries Scholar, 2016-2017  
Professor of Hispanic Studies & Film and Media Studies, 2010-2017  
Director of Film and Media Studies, 2010-2013  
Associate Professor of Hispanic Studies & Literary and Cultural Studies /  
Film Studies, 1999-2010  
Director of Hispanic Studies, 2008-2009  
Acting Dean of International Affairs & Director of the Reves Center for  
International Studies, 2003-2005  
Associate Dean of International Affairs & Associate Director of the Reves  
Center for International Studies, 2001-2003  
Scholar in Residence, Reves Center for International Studies, 1999-2001  
Assistant Professor of Spanish and Hispanic Studies, 1993-1999

Fundacion Ludwig de Cuba  
U.S. Scholar-in-Residence, 2006

Collegeville Institute for Ecumenical and Cultural Research  
Fellow, 2005-2006

Smithsonian Center for Latino Studies  
Rockefeller Fellow, 2001

Universidad de Costa Rica  
Fulbright Researcher-Lecturer, 1995-1996



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

Vacancies in the Instructional Faculty of the College of William and Mary have resulted because of resignations, terminations 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 effective with the 2017-18 academic year:

KATHERINE BARKO-ALVA, Assistant Professor of Teaching English to Speakers of Other Languages

B.A. (2004) M.A. (2009) and Ph.D. (2016), University of Florida

College of William & Mary  
Clinical Assistant Professor of TESOL & ESL/Dual Endorsement Program  
Director, 2016-2017

Duval County Public Schools  
Dual Language/ESOL District Specialist K-7, 2014-2016

BRETT R. BREHM, Assistant Professor of Modern Languages & Literatures

B.A., Amherst College, 2003  
M.A., Courtauld Institute of Art/University of London, 2007  
Ph.D., Northwestern University, 2015

Amherst College  
Postdoctoral Fellow, 2016-2017

Northwestern University  
Visiting Assistant Professor of French, 2015-2016  
Visiting Lecturer of French, 2015

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

PIERRE R. CLARE, Assistant Professor of Mathematics

B.A. and M.Sc., École Normale Supérieure de Cachan & University of  
Paris, 2006

Ph.D., University of Orléans, 2009

Dartmouth College  
Research Instructor, 2014-2017

The Pennsylvania State University  
Researcher/Lecturer, 2011-2014

The University of Tokyo  
Research Visitor, 2011

University of Münster  
Postdoctoral Researcher, 2009-2010

RODNEY BENEDITO FERRÃO, Assistant Professor of English and Asian  
and Pacific Islander American Studies

B.A. (1999) and M.A. (2003), University of California, Los Angeles  
Ph.D., University of London, 2012

College of William & Mary  
Visiting Assistant Professor, 2016-2017  
Mellon Faculty Fellow, 2014-2016

La Trobe University, Melbourne  
Research Fellow, 2014

Birla Institute of Technology and Science, Goa  
Lecturer, 2013

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

MARIA GALMARINI-KABALA, Assistant Professor of History

B.A., Catholic University of the Sacred Heart, 2000

M.A. (2005) and Ph.D. (2012) University of Illinois at Urbana-Champaign

James Madison University

Assistant Professor, 2012-2017

Harvard University

Postdoctoral Fellow, 2013-2014

DANIEL GUTIERREZ, Assistant Professor of Counseling Education

B.A. (2005), M.A. (2009) and Ph.D. (2014), University of Central Florida

University of North Carolina at Charlotte

Assistant Professor, 2014-2017

Private Practice

Mental Health Counselor, 2011-2017

University of Central Florida, Marriage and Family Research Institute

Relationship Educator, 2011-2013

S.P. HARISH, Assistant Professor of Government

B.Sc., National University of Singapore, 1997

M.Sc., Nanyang Technological University, Singapore, 2004

Ph.D., New York University, 2017

New York University

Research Assistant, 2011-2014

Instructor, 2013

Teaching Assistant, 2010-2011

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

RICHARD C. MARCUS, Assistant Professor of Music

B.M., University of Iowa, 1987

M.M., Butler University, 1994

D.M.A., University of South Carolina, 2012

College of William & Mary

Visiting Professor, 2015-2017

University of South Carolina Upstate

Instructor, 2013-2014

University of South Carolina

Graduate Teaching Assistant, 2009-2011

College of Charleston

Adjunct Faculty, 2006-2010

SIMON MIDDLETON, Associate Professor of History (without tenure)

B.A., Kingston Polytechnic, 1987

A.M., Harvard University, 1989

Ph.D., City University of New York, 1998

University of Sheffield

Senior Lecturer/Associate Professor 2008-2017

Lecturer, 2005-2007

University of East Anglia

Lecturer, 1997-2005

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

IYABO OBASANJO, Assistant Professor of Kinesiology and Health Sciences

D.V.M., University of Ibadan, Nigeria, 1988

M.P.V.M., University of California, Davis, 1992

Ph.D., Cornell University, 1995

Virginia Military Institute

Visiting Professor, 2016

Boston University

Fellow, 2014-2015

Harvard University

Fellow, 2012-2013

Senator of the Federal Republic of Nigeria

Chairman, Senate Committee on Health, 2007-2011

Ministry of Health, Abeokuta, Ogun State, Nigeria

State Commissioner for Health, 2003-2006

Therapy Edge

Consultant, 2001-2003

Quintiles

Associate Director, 2000-2001

Senior Project Manager, 1998-2000

Glaxo-Wellcome

Clinical Research Scientist, 1997-1998

Trilogy Consulting Corp.

Statistical Consultant, 1997

Wake Forest University, School of Medicine

Research Fellow, 1994-1996

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

RACHEL E. O'BRIEN, Assistant Professor of Chemistry

B.A., Grinnell College, 2004

Ph.D., University of California, Berkeley, 2012

Massachusetts Institute of Technology

Postdoctoral Researcher, 2015-2017

Lawrence Berkeley National Lab and University of the Pacific

Postdoctoral Researcher, 2012-2015

Postdoctoral Mentor, 2012-2014

JANISE PARKER, Assistant Professor of School Psychology

B.S., Florida State University, 2010

M.Ed. (2013) and Ph.D. (2015), University of Florida

Hillsborough County School District

Postdoctoral Fellow, 2016-2017

University of South Florida

Postdoctoral Fellow, 2015-2017

Pasco County School District

Postdoctoral Fellow, 2015-2016

JIANWEI QIU, Professor of Physics (without tenure)

M.A. (1983), M.Ph. (1984) and Ph.D. (1987), Columbia University

Stony Brook University

Adjoint Professor, 2016-2017

Brookhaven Professor, 2010-2016

Jefferson Lab

Theory Center Director, 2016-2017

Associate Director, 2016-2017

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

JIANWEI QIU (continued):

Brookhaven National Laboratory  
Head of Nuclear Theory Group, 2015-2016  
Senior Physicist, 2011-2016

Physicist 2010-2011  
Visiting Physicist, 1997-1998

Iowa State University  
Professor, 2001-2012  
Associate Professor, 1995-2001  
Assistant Professor, 1991-1995

DANIEL SCOTT MILLER RUNFOLA, Assistant Professor of Applied Science

B.A., Georgia State University, 2008  
Ph.D., Clark University, 2012

College of William & Mary  
Research Assistant Professor, 2014-2017

National Center for Atmospheric Research  
Postdoctoral Fellow, 2012-2014

The Cadmus Group  
Senior Analyst, 2010-2015

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 2017-18 academic year:

JEFFREY W. BELLIN, University Professor for Teaching Excellence of Law

FRANCIE CATE-ARRIES, William R. Kenan, Jr. Professor of Modern Languages and Literatures

MICHAEL A. DAISE, Walter G. Mason Associate Professor of Religious Studies

DANIELLE H. DALLAIRE, Class of 2020 Associate Professor of Psychology

CHERYL L. DICKTER, University Professor for Teaching Excellence of Psychology

JOSHUA GERT, Leslie and Naomi Legum Professor of Philosophy

CHRISTOPHER J. MACGOWAN, William R. Kenan, Jr. Professor of English

PAUL W. MAPP, William E. Pullen Professor of American History

DEBORAH D. MORSE, Sara E. Nance Professor of English

JOHN P. SWADDLE, Class of 1938 Professor of Biology

JENNIFER L. TAYLOR, University Professor for Teaching Excellence of Modern Languages and Literatures



COLLEGE OF WILLIAM AND MARY  
FACULTY LEAVES OF ABSENCE

The following faculty members have requested a leave of absence without pay or with partial pay during the 2017-2018 academic year for the reasons given.

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

CHARLES F. GRESSARD, Chancellor Professor of Counselor Education, to accept a position at the Council for Accreditation for Counseling and Related Educational Programs as its interim president and CEO.

VASSILIKI PANOUSI, Associate Professor of Classical Studies, to accept a fellowship at the University of Cambridge.

NICHOLAS POPPER, Gale and Steven Kohlhausen Term Distinguished Associate Professor of History, to accept a fellowship with the Folger Shakespeare Library.

CRISTINA STANCIOIU, Assistant Professor of Art & Art History, to accept a fellowship with the Morphomata Center for Advanced Studies in the Humanities at the University of Cologne.

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 promotion of the following members of the Faculty of the College, effective with the beginning of the 2017-18 academic year:

Assistant Professor to Associate Professor

ADMASU SHIFERAW, Department of Economics and Africana Studies

SARAH R. WASSERMAN RAJEC, William & Mary Law School

Research Associate Professor to Research Professor

RYAN B. CARNEGIE, School of Marine Science

Associate Professor to Professor

JULIE R. AGNEW, Raymond A. Mason School of Business

VLADIMIR A. ATANASOV, Raymond A. Mason School of Business

JENNIFER BICKHAM MENDEZ, Department of Sociology

JOSHUA A. BURK, Department of Psychology

RANDOLPH A. COLEMAN, Department of Chemistry

PHILIP H. DAILEADER, Lyon Gardiner Tyler Department of History

MARTIN D. GALLIVAN, Department of Anthropology

GEORGIA L. IRBY, Department of Classical Studies

KATHLEEN E. JENKINS, Department of Sociology

KYUNG HEE KIM, School of Education

COLLEGE OF WILLIAM AND MARY  
FACULTY PROMOTIONS

Associate Professor to Professor (continued):

BRIAN S. KREYDATUS, Department of Art & Art History

ELIZABETH MEAD, Department of Art & Art History

KONSTANTINOS N. ORGINOS, Department of Physics

VASSILIKI PANOUSI, Department of Classical Studies

RONALD B. SCHECHTER, Lyon Gardiner Tyler Department of History

JEREMY D. STODDARD, School of Education

SILVIA R. TANDECIARZ, Department of Modern Languages and  
Literatures

TODD M. THRASH, Department of Psychology

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 committee 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 indicated academic year:

JIANWEI QIU, Department of Physics  
Effective 2017-2018

TOMOYUKI SASAKI, Department of Modern Languages and Literatures  
Effective 2016-2017

ADMASU SHIFERAW, Department of Economics and Africana Studies  
Effective 2017-2018

COLLEGE OF WILLIAM AND MARY  
RETIREMENT OF HECTOR H. GUERRERO  
RAYMOND A. MASON SCHOOL OF BUSINESS

Hector H. Guerrero received his Ph.D. from the University of Washington, and a B.S. in Electrical Engineering and MBA from the University of Texas. Dr. Guerrero is a professor and former Director of the Resident MBA Program at the College of William & Mary, Raymond A. Mason School of Business in Williamsburg, Virginia. He joined the School of Business Administration at the William & Mary on April 3, 1990. He was designated the Richard C. Kraemer Term Professor of Business in November 2014.

He has held the role of Assistant Dean for the MBA Program and has served on the Mason Faculty Personnel Committee. Professor Guerrero is a well-liked and respected colleague in the Raymond A. Mason School of Business who has made important service contributions.

Professor Guerrero teaches in the area of manufacturing planning and control, statistics, information systems, general management and business quantitative methods to MBAs, Executive MBAs, and undergraduates. He has previously taught at the Amos Tuck School of Business at Dartmouth College, and the College of Business of the University of Notre Dame. Professionally, he is active in the areas of Operations Management and Information Systems. He has published scholarly articles on the topics of material requirements planning, automated manufacturing, group technology, intelligent systems, forecasting, inventory and safety stock planning, and demand management.

Professor Guerrero has experience in consulting and executive education with a wide variety of clients, including the U.S. Government, Latin American firms, as well as many small and large U.S. manufacturing and service firms. His clients include IBA, Arthur Andersen, Miles Laboratories, Sterling Drugs, Lockheed, Digital Equipment, AMF Bowling, Welsh Oil, Trout Trading Co., Müller Martini Manufacturing Corp., U.S. Department of Labor, Virginia Department of Planning and Budget, South Carolina Department of Corrections, U.S. Department of Justice, High Technology Corporation, Newport News Shipbuilding Corp., Atlantic Ordnance Command, and the Department of Homeland Security.

Professor Guerrero is a talented, dedicated, and versatile teacher. His student comments are uniformly strong. He is an innovator and is a team player in the extreme. He has been willing to teach a variety of courses depending on the needs of his area and of the Mason School of Business. One outgrowth of his teaching is the thinking that led to his book, Excel Data Analysis, Modeling, and Simulation (2010), an important contribution in the emerging field of Business Analytics.

BE IT RESOLVED, That the Board of Visitors acknowledges the retirement of Hector H. Guerrero; expresses its appreciation for his many contributions to the College of William & Mary; and approves, with deep gratitude for his 27 years of service, a change in status from Richard C. Kraemer Term Professor of Business to Richard C. Kraemer Term 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 Guerrero with best wishes for continuing and creative work in the years ahead.

COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO MODIFY THE FACULTY HANDBOOK  
WITH REGARD TO NON-TENURE-ELIGIBLE FACULTY

WHEREAS, changes to the *Faculty Handbook* allowing emeritus status for non-tenure-eligible faculty were unanimously endorsed by the Faculty Assembly at their April 26, 2016 meeting;

WHEREAS, these proposed changes affect *Faculty Handbook* §III.B.3.a. and §III.C.1.e. as detailed in the attached document;

WHEREAS, these proposed changes to these two sections listed above have been approved by the university's Personnel Policy Committee and the Faculty Assembly and now require approval of the Board of Visitors;

THEREFORE, BE IT RESOLVED, That the proposed changes are made, effective immediately, and *Faculty Handbook* §III.B.3.a. and §III.C.1.e. now are amended as per the attached document.

1. Change to Section III.B.3.a was approved.

Delete the word “tenured” from Section III.B.3.a so as to read:

Emeritus Faculty. Retired ~~tenured~~ faculty may be awarded “Emeritus” status (see III.C.1.e.).

2. Changes to Section III.C.1.e were approved, with one additional revision (shown in green below) suggested by the Committee.

Retired ~~tenured~~ faculty may be awarded “emeritus” status: retired as recognition of their many years of dedicated service and meritorious contributions to the College and academic community. Retired associate professors in the Faculty of Arts and Sciences may be promoted to Professor Emeritus. The award “emeritus” and/or promotion to Professor Emeritus must be approved by the department or school in which the retiree held ~~tenure~~ his or her appointment (consistent with any relevant department or school procedures and with the standards enumerated in III.C.1.), by the appropriate Dean(s), and by the Provost, President, and Board of Visitors. Emeriti faculty members continue to enjoy certain privileges of active faculty members, including parking, email, and library loan privileges.



**VIRGINIA INSTITUTE OF MARINE SCIENCE  
RESOLUTION TO APPROVE  
2018-2024 SIX-YEAR CAPITAL PLAN**

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

**WHEREAS**, the institute has developed its proposed capital outlay six year plan for the biennia 2018-2024 based on the Governor's historical guidance regarding such; and

**WHEREAS**, the 2018-2024 Capital Plan was developed and informed by application of the 2011 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, adjacency, replacement, and highest and best use as determined during master planning; and

**WHEREAS**, biennium 2018-2020 will be the focus of potential action by the 2018 legislature, and thus reflects the consistent, rolling capital priorities of the institute as well as the success of projects that were funded by the 2016 and 2017 General Assembly; and

**WHEREAS**, the institute provided the Administration, Buildings & Grounds Committee of the Board of Visitors with a preliminary draft six year capital plan at its February, 2017, meeting; and

**WHEREAS**, the institute expects to make submittals on the 2018-2024 Capital Plan to the Department of Planning & Budget (DPB) and State Council of Higher Education (SCHEV) from June through September of 2017; and

**WHEREAS**, in the course of that process, institute staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the 2018-2024 Capital Outlay Plan as recommended; and

**BE IT FURTHER RESOLVED**, That the Board authorizes the Senior Vice President for Finance and Administration and the Dean and Director of VIMS to take the actions necessary to fulfill the College's and VIMS' response to the Governor and supporting agencies with respect to the 2018-2024 Capital Plan submittal.

**VIRGINIA INSTITUTE OF MARINE SCIENCE  
2018-2024 SIX-YEAR CAPITAL PLAN**

**2018-2020 BIENNIUM**

<b><u>PRIORITY</u></b>	<b><u>PROJECT TITLE</u></b>	<b><u>FUNDING</u></b>
<b>1a</b>	<b>Major Repairs and Maintenance Reserve</b> Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.	<b>\$1,200,000 GF</b>
<b>2</b>	<b>Construct New Oyster Research Hatchery</b> Supports the construction of a new 22,000 square-foot research hatchery building 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.	<b>\$19,000,000 GF</b>
<b>3</b>	<b>Construct New Fisheries Science Building</b> Supports the construction of a new 34,000 square-foot research laboratory building to replace the 27-year old Nunnally/Fisheries Science Complex which will include office and laboratory space supporting the Department of Fisheries Science.	<b>\$26,473,000 GF</b>
<b>4</b>	<b>Expand and Renovate Watermen's Hall</b> 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.	<b>\$18,373,000 GF</b>
<b>5</b>	<b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b> Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.	<b>\$1,300,000 GF</b>

**2018-2020 BIENNIUM TOTAL:        \$66,346,000 GF**

**2020-2022 BIENNIUM**

- 1b Major Repairs and Maintenance Reserve \$1,200,000 GF**  
Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.
- 6 Construct Amphitheater Green Space \$4,222,000 NGF**  
Provides 50,000 square-feet of open green space including an Amphitheater adjacent to the York River. VIMS would benefit from the programming of its internal green space to serve a variety of functions. The Amphitheater is cited in the center of the research district and would provide not only a gathering place for faculty, staff, and students, but also a forum for educating both students and the public visitors on the Chesapeake Bay.
- 7 Construct Campus Wide Stormwater Improvements, Phase I \$1,388,000 GF**  
Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2023 deadline.
- 8 Construct Field Support Complex, Phase I \$6,904,000 GF**  
Supports the construction of a new 10,000 square-foot administration building for vessel and field research operations.
- 9 Construct Visiting Scientist Center \$3,108,000 GF**  
Provides 5,000 square-feet of adequate and necessary space for visiting scientists and student groups on the Institute campus. This would support active collaboration with scientists from other institutions in the U.S. and abroad, and allow for small meetings on-site.
- 10 Property Acquisitions, Gloucester Point & Wachapreague \$1,300,000 GF**  
Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.

**2020-2022 BIENNIUM TOTAL: \$13,900,000 GF**  
**\$4,222,000 NGF**

**2022-2024 BIENNIUM**

- |           |  |                        |
|-----------|--|------------------------|
| <b>1c</b> | <b>Major Repairs and Maintenance Reserve</b><br>Provides continued funding of major repair and replacement projects in facilities across campus including roof repairs and building systems repairs.   | <b>\$1,200,000 GF</b>  |
| <b>11</b> | <b>Construct Field Support Complex, Phase II</b><br>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. | <b>\$5,551,000 GF</b>  |
| <b>12</b> | <b>Construct Campus Wide Stormwater Improvements, Phase II</b><br>Supports the installation of stormwater Best Management Practices (BMP's) to achieve Virginia Stormwater regulations requiring a reduction of the Total Maximum Daily Loads (TMDL) by the 2028 deadline.   | <b>\$3,431,000 GF</b>  |
| <b>13</b> | <b>Construct Education and Research Building</b><br>Supports the construction of a 24,000 square-foot building to support the education, research and advisory service missions of the Institute.  | <b>\$14,081,000 GF</b> |
| <b>14</b> | <b>Expand Vessel Fleet Marina</b><br>Supports the expansion of the VIMS vessel fleet marina to accommodate the fleet's growth, as well as, the acquisition of the latest research vessel.  | <b>\$2,667,000 GF</b>  |
| <b>15</b> | <b>Property Acquisitions, Gloucester Point &amp; Wachapreague</b><br>Supports the purchase of properties adjacent to VIMS and Wachapreague campuses as they become available to allow for future expansion and construction.   | <b>\$1,300,000 GF</b>  |

***2022-2024 BIENNIUM TOTAL:******\$28,230,000 GF*****2018-2024 CAPITAL PLAN TOTAL:****\$112,698,000 Total**

April 19-21, 2017

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Virginia Institute of Marine Science Capital Outlay Plan 2018-2024					2018-2024 request		
Priority	2018 - 2020 Capital Program Request	Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request
1a	Maintenance Reserve		0100	Yes	\$1,200,000	\$0	\$1,200,000
2	Construct New Oyster Hatchery		0100	Yes	\$19,000,000	\$0	\$19,000,000
3	Construct New Fisheries Science Building		0100	Yes	\$26,473,000	\$0	\$26,473,000
4	Expand & Renovate Watermen's Hall		0100	Yes	\$18,373,000	\$0	\$18,373,000
5	Property Acquisitions, Gloucester Point and Wachapreague		0100	Yes	\$1,300,000	\$0	\$1,300,000
	2018-2020 Biennium Totals				\$66,346,000	\$0	\$66,346,000

Priority	2020 - 2022 Capital Program Request	Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request
1b	Maintenance Reserve		0100	Yes	\$1,200,000	\$0	\$1,200,000
6	Construct Amphitheater Green Space			Yes	\$0	\$4,222,000	\$4,222,000
7	Construct Campus Wide Stormwater Improvements, Phase I		0100	No	\$1,388,000	\$0	\$1,388,000
8	Construct Field Support Complex, Phase I		0100	Yes	\$6,904,000	\$0	\$6,904,000
9	Construct Visiting Scientist Center		0100	Yes	\$3,108,000	\$0	\$3,108,000
10	Property Acquisitions, Gloucester Point and Wachapreague		0100	Yes	\$1,300,000	\$0	\$1,300,000
	2020-2022 Biennium Totals				\$13,900,000	\$4,222,000	\$18,122,000

Priority	2022 - 2024 Capital Program Request	Project	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request
1c	Maintenance Reserve		0100	Yes	\$1,200,000	\$0	\$1,200,000
11	Construct Field Support Complex, Phase II		0100	Yes	\$5,551,000	\$0	\$5,551,000
12	Construct Campus Wide Stormwater Improvements, Phase II		0100	No	\$3,431,000	\$0	\$3,431,000
13	Construct Education & Research Building		0100	Yes	\$14,081,000	\$0	\$14,081,000
14	Expand Vessel Fleet Marina		0100	No	\$2,667,000	\$0	\$2,667,000
15	Property Acquisitions, Gloucester Point and Wachapreague		0100	Yes	\$1,300,000	\$0	\$1,300,000
	2022-2024 Biennium Totals				\$28,230,000	\$0	\$28,230,000

	Grand Total :				\$108,476,000	\$4,222,000	\$112,698,000
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**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE  
2018-2024 SIX-YEAR CAPITAL PLAN**

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

**WHEREAS**, the university has developed its proposed capital outlay six year plan for the biennia 2018-2024 based on the Governor's historical guidance regarding such; and

**WHEREAS**, the 2018-2024 Capital Plan was developed and informed by application of the 2015 Campus Master Plan, which itself reflects the thorough and robust review of programs, facilities, infrastructure, adaptability, adjacency, replacement, and highest and best use as determined during master planning; and

**WHEREAS**, biennium 2018-2020 will be the focus of potential action by the 2018 legislature, and thus reflects the consistent, rolling capital priorities of the university as well as the success of projects that were funded by the 2016 General Assembly; and

**WHEREAS**, the university provided the Administration, Buildings & Grounds Committee of the Board of Visitors with a preliminary draft six year capital plan at its February, 2017, meeting; and

**WHEREAS**, the university expects to make submittals on the 2018-2024 Capital Plan to the Department of Planning & Budget (DPB), the Department of Treasury (TRS), and State Council of Higher Education (SCHEV) from June through September of 2017; and

**WHEREAS**, in the course of that process, university staff will develop and refine project budgets, which may adjust the estimates reflected in this resolution;

**THEREFORE, BE IT RESOLVED**, That the Board of Visitors approves the 2018-2024 Capital Outlay Plan as recommended; and

**BE IT FURTHER RESOLVED**, That the Board authorizes the Senior Vice President for Finance and Administration to take the actions necessary to fulfill the College's response to the Governor and supporting agencies with respect to the 2018-2024 Capital Plan submittal.

**2018-2020 BIENNIUM**

<u>PRIORITY</u>	<u>PROJECT TITLE</u>	<u>FUNDING</u>
<b>1a</b>	<b>Major Repairs and Maintenance Reserve (MR)</b> Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair. Typical projects include replacement of mechanical systems (HVAC, plumbing, electrical, etc.); built-in equipment and components; foundations, roofs, walls, and windows; and interior finishes, including floors and handicapped access.	<b>\$5,190,000 GF</b>
<b>2</b>	<b>Construct: ISC 4</b> Supports construction of a 124,000 GSF facility that will house Math, Computational Science, Kinesiology, and Engineering. The new facility will be sited adjacent to the former location of Millington Hall, and will tie to ISC 1, requiring the renovation of approximately 10,000 GSF. The 2016 General Assembly added the project to the Commonwealth's long term capital plan, and authorized planning, using university funds.	<b>\$74,916,000 GF</b>
<b>3</b>	<b>Construct: Population Lab</b> Supports the demolition and reconstruction of a new animal laboratory to replace the heavily- used lab and aviary adjacent to the Tennis Center. The project will meet national standards, improving College standing for National Science Foundation grants. This facility supports primarily biology and psychology curriculum and research.	<b>\$8,484,000 GF</b>
<b>4</b>	<b>Construct: Fine &amp; Performing Arts Complex, Phase 3</b> Supports phase 3 of the "Arts Quarter", which is the improvement of Andrews Hall for Fine Arts and Art History, and the construction of additional space to handle the industrial arts, such as sculpture.	<b>\$39,080,000 GF</b>
<b>5</b>	<b>Construct: Sadler Center, West Addition</b> Supports 76,000 GSF addition to the Sadler Center to house many of the Student Affairs functions currently housed in the old Campus Center. This addition is in accordance with the College's 2015 Campus Master Plan. Preplanning for this project is currently underway.	<b>\$37,742,000 NGF</b>

- ## 2020-2022 BIENNIIUM

- |    |  |                       |
|----|--|-----------------------|
| 1b | <b>Maintenance Reserve</b><br>Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair. | <b>\$5,995,000 GF</b> |
|----|--|-----------------------|



- ## **2022-2024 BIENNIUM**

- |    |  |                        |
|----|--|------------------------|
| 1c | <b>Maintenance Reserve</b><br>Always the first capital priority in any institution's biennial plan, the MR request funds <u>only</u> newly identified major repair & replacement projects, and does not represent the College's deferred maintenance backlog, nor is it intended to address building system improvements, except as may be incidental to the replacement & repair. | <b>\$6,000,000 GF</b>  |
| 16 | <b>Renovate: Washington Hall</b><br>Home to the departments of Anthropology and Modern Languages & Literatures, Washington Hall was last renovated in 1991. Using Ewell Hall as swing space, Washington Hall will be renovated and reconfigured to suit the latest pedagogic and research technologies.  | <b>\$25,399,000 GF</b> |

- |    |   |
|----|---|
| 17 | <p><b>Replace: Jones &amp; Morton Halls</b> <span style="float: right;"><b>\$51,266,000 GF</b></span></p> <p>In accordance with the 2015 Campus Master Plan, Jones and Morton are demolished in favor of a single classroom-intensive building with the latest in high tech pedagogy.</p>   |
| 18 | <p><b>Construct: Dillard Athletic Support Facilities</b> <span style="float: right;"><b>\$14,797,000 NGF</b></span></p> <p>In accordance with the 2015 Campus Master Plan, this project supports the demolition of Hughes and Munford Dormitories, the demolition of the Galt Houses, and the construction of new team and visitor locker room facilities, parking, coaching and team meeting space, teaching space, and training facilities.</p> |
| 19 | <p><b>Construct: Dillard Athletic Fields &amp; Track</b> <span style="float: right;"><b>\$6,928,000 NGF</b></span></p> <p>In accordance with the 2015 Campus Master Plan, this project supports the relocation of the track and field facilities from Cary Field to Dillard. The project will include a new track, seating for 500, and a throwing field.</p>   |
| 20 | <p><b>Replace: Facilities Management Complex</b> <span style="float: right;"><b>\$10,651,000 GF</b></span></p> <p>In accordance with the 2015 Campus Master Plan, this project includes replacement of the Facilities trades shops and warehouse, to include expanded parking.</p>  |
| 21 | <p><b>Renovate: Dormitories</b> <span style="float: right;"><b>\$19,200,000 NGF</b></span></p> <p>Continues the College's third decade of dormitory renovation programs that fund major replacement and improvement projects.</p>   |

April 19-21, 2017

William & Mary Capital Outlay Plan 2018-2024						2018-2024 request		
Priority	2018 - 2020 Capital Program Request	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request		
1a	Maintenance Reserve	0100	Yes	\$5,190,000	\$0	\$5,190,000		
2	Construct: ISC 4	0100	Yes	\$74,916,000	\$0	\$74,916,000		
3	Construct: Population Lab	0100	Yes	\$8,484,000	\$0	\$8,484,000		
4	Construct: Fine Arts, Phase 3	0100	Yes	\$39,080,000	\$0	\$39,080,000		
5	Construct: Sadler West Addition	0815	Yes	\$0	\$37,742,000	\$37,742,000		
6	Improve: Swem Library	0100	No	\$10,715,000	\$0	\$10,715,000		
7	Construct: Sanitary Sewer Repairs	0100	Yes	\$3,477,000	\$0	\$3,477,000		
	Improve: Handicapped Access	0100	No	\$5,416,000	\$0	\$5,416,000		
8	Improve: Lake Matoaka Dam	0100	Yes	\$3,565,000	\$0	\$3,565,000		
10	Renovate: Dormitories	0813	Yes	\$0	\$11,000,000	\$11,000,000		
	2018-2020 Biennium Totals			\$150,843,000	\$48,742,000	\$199,585,000		

Priority	2020 - 2022 Capital Program Request	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request		
1b	Maintenance Reserve	0100	Yes	\$5,995,000	\$0	\$5,995,000		
11	Renovate: Ewell Hall	0100	No	\$21,565,000	\$0	\$21,565,000		
12	Renovate: Adair Hall	0815	No	\$0	\$20,744,000	\$20,744,000		
13	Construct: Jamestown Place	0100	No	\$46,666,000	\$0	\$46,666,000		
14	Improve: WM Hall	0815	No	\$0	\$34,864,000	\$34,864,000		
15	Renovate: Dormitories	0813	Yes	\$0	\$14,900,000	\$14,900,000		
	2020-2022 Biennium Totals			\$74,226,000	\$70,508,000	\$144,734,000		

Priority	2022 - 2024 Capital Program Request	Fund	2016-22 Request	General Funds	Non-General Funds	Total Project Request		
1c	Maintenance Reserve	0100	No	\$6,000,000	\$0	\$6,000,000		
16	Renovate: Washington Hall	0100	No	\$25,399,000	\$0	\$25,399,000		
17	Replace: Jones & Morton Halls	0100	No	\$51,266,000	\$0	\$51,266,000		
18	Construct: Dillard Athletic Support Fac.	0815	No	\$0	\$14,797,000	\$14,797,000		
19	Construct: Dillard Athletic Fields & Track	0815	No	\$0	\$6,928,000	\$6,928,000		
20	Replace: Facilities Management Complex	0100	No	\$10,651,000	\$0	\$10,651,000		
21	Renovate: Dormitories	0813	No	\$0	\$19,200,000	\$19,200,000		
	2022-2024 Biennium Totals			\$93,316,000	\$40,925,000	\$134,241,000		
	Grand Total :			\$318,385,000	\$160,175,000	\$478,560,000		

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE  
REVISED SCOPE AND BUDGET:  
Construct Alumni Center**

**WHEREAS**, from time to time, the university requires the authorization of capital projects outside of the normal Commonwealth biennial cycle; and

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

**WHEREAS**, the Agreement allows the Board of Visitors to authorize at any time non-general fund, non-debt projects without the approval of the Governor, the General Assembly, or any other Commonwealth agency; and

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

**WHEREAS**, the Board had previously approved this project under Resolution 20 on February 5, 2016 for \$13.5M; and

**WHEREAS**, in 2017, the university revisited the 2015 Preplanning Study in order to address future needs of the program and has subsequently identified private funds to support the revised scope of \$20.7M; and

**WHEREAS**, the project includes a 35,000 GSF expansion (formerly 19,540) and a 19,000 GSF renovation (formerly 0 GSF) of select building systems, and the project will retain the features of the main house while adding 1) pre-function and banquet space for 400; 2) numerous outdoor terraces and plazas for events; and 3) 10,500 GSF of shell space for future operations and activities; and

**WHEREAS**, the project will take approximately 12-14 months to design and 15-18 months to construct; and

**WHEREAS**, the university is indebted to the unfailing generosity of the donors who are making this project possible for the benefit of all students and alumni; and

**THEREFORE, BE IT RESOLVED**, That the Rector and the Board of Visitors of The College of William and Mary in Virginia, authorize the revised scope and budget for the capital project "Construct: Alumni Center" as presented in accordance with all authorities, policies, and procedures in force and necessary under the Agreement; and

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**BE IT FURTHER RESOLVED,** That the Board authorizes the Senior Vice President for Finance and Administration and his staff to pursue all necessary steps for the accomplishment of said project.

**COLLEGE OF WILLIAM AND MARY  
RESOLUTION TO APPROVE THE NAMING OF  
RICHMOND HALL**

WHEREAS, the William & Mary Real Estate Foundation recently purchased the Days Inn Motel on Richmond Road in Williamsburg, for the purpose of providing transitional housing in support of the university's student residence hall capital renovation program; and

WHEREAS, the university will enter into a long term lease with the William & Mary Real Estate Foundation for the purpose of providing student housing for up to 180 students; and

WHEREAS, in order to participate in the Residence Life Student Housing room selection and housing assignment process, the facility must be assigned a name and other identifying properties (Banner Finance Location code, for instance); and

WHEREAS, assignment of this name will be with the concurrence of the William & Mary Real Estate Foundation;

THEREFORE, BE IT RESOLVED, That upon the recommendation of the President, the Board of Visitors of the College of William & Mary hereby names the facility "Richmond Hall."

**COLLEGE OF WILLIAM AND MARY  
REVISIONS TO THE STAFF ASSEMBLY BYLAWS**

At the April 14-16, 2010, meeting, the Board of Visitors adopted **Resolution 9** establishing the Constitution and Bylaws of the Staff Assembly, representing the operational, classified and hourly wage employees of the College, in order to provide input on discussions of the general welfare of the university and to formalize the advisory role of the operational, classified and hourly wage employees in college governance and planning.

Article V. of the Staff Assembly Bylaws provides that amendments shall be presented, when approved, to the College Board of Visitors. Revisions to the Staff Assembly Bylaws were approved by the Staff Assembly on September 20, 2016 and are hereby presented to the Board of Visitors in the following pages.

THEREFORE, BE IT RESOLVED, That upon recommendation of the President and the Senior Vice President for Finance and Administration, the Board of Visitors hereby approves the revisions to the Bylaws of the Staff Assembly, effective immediately.

**BYLAWS OF THE STAFF ASSEMBLY**

Article I. Assembly Executive Board, Including Officers

Article II. Committees

Article III. Conducting Business

Article IV. Election Procedures

Article V. Amendments to the Bylaws

Article VI. Authorization and Parliamentary Authority

**Article I. Assembly Executive Board, Including Officers**

**A. Staff Assembly Executive Board**

The Staff Assembly Executive Board, hereafter referred to as the Executive Board, shall act on behalf of the Staff Assembly between regular meetings. All such actions shall be reported at the next Staff Assembly meeting. The Executive Board shall consist of the Officers of the Assembly and Chairs of the Standing Committees. The retiring President of the Staff Assembly shall serve as an advisor to the Executive Board for one year. If his/her elected term as a representative expires during that one-year advisory period, he/she shall serve as a non-voting member of the Executive Board for the remainder of the period.

1. The Executive Board shall meet at least once per month at a time to be determined by the Executive Board at its first meeting following annual elections. Other meetings of the Executive Board may be called by the Staff Assembly.
2. The Executive Board approves by majority vote the initial composition of each Standing Committee, except for the Committee Chairs. The Executive Board approves changes and additions to the membership of each Standing Committee as recommended by the appropriate Chair. All Executive Board meetings shall be open to the public.
3. The Executive Board screens proposals from Staff for consideration and implements the rules and regulations of the Staff Assembly.
4. The Executive Board assists in interpreting the intent of the Staff Assembly Constitution and Bylaws.
5. The Executive Board determines if a member's absence from a regular meeting is excused.
6. The Executive Board assists the Staff Assembly President in preparing the budget.



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## B. The Officers

The Staff Assembly Officers are elected from and by the 24 members. Officers are elected for a term of no more than one year. Officers shall be eligible for re-election but may not serve more than two consecutive terms of the same office.

The Officers shall be:

1. President. The President shall preside over the Executive Board and meetings of the Staff Assembly; prepare the agenda; with assistance of the Executive Board, prepare the budget and submit to Staff Assembly at the regular meeting for approval; authorize disbursement of funds consistent with the approved budget; perform such other duties associated with this office.
2. Vice-President. The Vice-President shall preside in absence of the President; serve as assistant to the President; complete term vacated by President; review minutes of committees prior to meetings of the Staff Assembly; perform such other duties associated with this office.
3. ~~Recording Secretary/Treasurer. The Recording Secretary/Treasurer shall prepare and distribute the minutes; distribute the agenda for regular meetings at least seven days prior to next meeting; maintain records of the Staff Assembly including mailing lists and prepare a report in an appropriate publication to the Staff of the business conducted at each meeting; maintain fiscal records; make authorized disbursements of funds; submit monthly financial reports of expenses to the Executive Board; perform such other duties associated with this office.~~ Secretary. The Secretary shall prepare and distribute the minutes; distribute the agenda for regular meetings at least five days prior to next meeting; conduct a roll call of members and record attendance; advise the President whether a quorum is present at the beginning of each meeting; maintain records of the Staff Assembly including a membership roster including term of office, mailing lists and prepare a report in an appropriate publication to the Staff of the business conducted at each meeting.
4. ~~Membership Secretary. The Membership Secretary shall maintain a membership roster including term of office; conduct a roll call of members and record attendance; advise the President whether a quorum is present at the beginning of each meeting; perform such other duties associated with this office.~~ Treasurer. The Treasurer shall maintain fiscal records; make authorized disbursements of funds in accordance with Bylaws Article III, Section II; submit monthly financial reports of expenses to the Executive board; create a consolidated annual report due no later than April 30 of each year; and perform such other duties associated with the office.

## **Article II. Committees**

### **A. General guidelines for standing committees**

1. The Chair of each Standing Committee shall be appointed annually by the Staff Assembly President.
2. The Chair of each Standing Committee must be a member of the Staff Assembly. Each Committee Chair shall appoint a Vice-Chair.
3. Members of a Standing Committee shall be appointed by the Chair and approved by a majority vote of the Executive Board. These members may be any Staff member.
4. A member of the Staff Assembly may not chair more than one Standing Committee.
5. Unless requested, membership on a Standing Committee shall not change during a member's term of office. Members do not have to serve on the same committee for both years of his/her term or on the same committee for multiple terms of office.
6. Each member shall serve on at least one Standing Committee.
7. Minutes shall be kept for each Standing Committee meeting. Each Standing Committee will also submit an annual report of its activities and any pending matters to the Executive Board at the June Executive Board meeting.
8. Standing Committees shall establish goals, objectives, and priorities. They have authority to carry out activities necessary to perform their charges, prepare reports, offer recommendations, and make parliamentary motions to the Staff Assembly.
9. Standing Committees or the Executive Board may establish subcommittees to address specific issues as needed. Chairs of subcommittees shall be appointed by Standing Committee Chairs or the President. The Standing Committees or the Executive Board may dissolve subcommittees upon completion of subcommittee's assignment.
10. The Standing Committee Chairs shall convene their first committee meeting within 30 days after appointment and as needed thereafter or as requested by the Executive Board.
11. Each Committee shall consist of at least four members.
12. At the end of each term, each Committee Chair shall provide to the respective incoming Chair appropriate information to facilitate continuity (e.g., responsibilities, goals, unfinished business, and past and pending parliamentary motions).

### **B. Committees**

1. Policies and Issues Committee - Primary Responsibilities
  - a. Serves as a liaison between the Staff Assembly and the President, the Senior Vice President for Finance and Administration, the Office of Human Resources, other College administrators, and the Faculty/Professionals and Professional Faculty/Student Assemblies on staff-related matters.
  - b. Serves as a resource to Staff in obtaining information on matters of Staff concern.
  - c. Serves as a link in obtaining information from the Virginia Governmental Employees Association.

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- d. Brings to the Staff Assembly's attention changes in policies and procedures that may affect the Staff and advises the Staff Assembly on these issues. This includes monitoring the actions of the Board of Visitors and any College Committees that may deal with issues of Staff concern.
- 2. Constitution and By-Laws Committee – Primary Responsibilities
    - a. Evaluate proposed amendments to the Constitution and Bylaws of the Staff Assembly.
    - b. Interpret the Constitution and Bylaws and make recommendations as needed to the Staff Assembly.
    - c. Revise and update the Constitution and Bylaws upon requisite approval.
- 3. Communications Committee - Primary Responsibilities
    - a. As authorized by the Executive Board, disseminates information about the Staff Assembly to the College community in print and/or electronic form to include the Staff Assembly website and Staff listserv.
    - b. Fulfills communication needs of the Staff Assembly as requested by any Committee Chair, the Assembly President, or Executive Board.
    - c. Interfaces with the College and non-university media sources to provide information on Staff Assembly activities when appropriate.
    - d. Plans and coordinates all information session activities.
    - e. Communicates with other Standing Committees to ensure that information distributed at information and orientation sessions is correct.
    - f. Serves as historian and archivist.
- 4. Elections and Nominations Committee - Primary Responsibilities
    - a. Coordinates the Staff Assembly election process. This Committee is responsible establishing election procedures and ensuring that these procedures and the Staff Assembly Constitution and By-laws are followed when electing Staff Assembly members and officers.
    - b. Compiles ballots for all Staff Assembly elections.
    - c. Makes recommendations to the Staff Assembly President for appointment of members and chairs to Staff Assembly and College committees, as needed.
    - d. Monitors elections and oversees voting on proposed amendments to the Constitution and Bylaws of the Staff Assembly.
    - e. Receives requests from individual Staff Assembly members of a member's desire to serve on a committee. Staff Assembly members with expertise in specific fields are encouraged to volunteer for membership on appropriate committees.

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~~5. Staff and Community Relations Committee Primary Responsibilities~~

~~Plans and coordinates outreach activities (Employee Assistance Fund), need-based fund drives (Holiday Food Drives), and awards (Employee of the Month).~~

~~7.5. Activities and Events Committee - Primary Responsibilities~~

~~a. Coordinates guest speakers/lectures, fundraisers for Staff activities, social activities and general meetings.~~

~~b. Plans and coordinates outreach activities (Employee Assistance Fund), need-based fund drives (Holiday Food Drives), and awards (Employee of the Month).~~

**Article III. Conducting Business**

A. The Staff Assembly shall hold a General Meeting once per semester designed for attendance by all available Staff.

B. Staff Assembly will meet no less than 10 times a year. These meetings will be open.

C. Meeting dates shall be published in advance in all appropriate College publications.

D. Items may be placed on the agenda for Assembly meetings by any of the following:

1. The President, the Executive Board, or any committee of the Assembly.
2. Any two Staff Assembly members
3. Any ten Staff members, provided that submission must be in writing.
4. The College President or the Senior Vice President for Finance and Administration.

E. Items to be placed on the agenda must be submitted to the ~~Recording~~ Secretary at least 15 days prior to the next meeting.

F. The agendas for the Executive Board and Staff Assembly meetings shall be distributed to the Staff, the College President and the Senior Vice President for Finance and Administration at least five days prior to the relevant meeting. Electronic distribution via email, list serves or web page is acceptable. All agendas shall be posted on the Staff Assembly website.

G. A quorum for Staff Assembly is fifty percent of all filled positions. All Assembly measures and actions, except for amendments to the Constitution, shall pass by a simple majority of the Assembly members present and voting. Voting on motions shall normally be *viva voce*, by show of hands or by email. Five members may require a roll call vote upon any motion.

G.H. Requests for expenditures must be submitted in writing to the Executive Board prior to the purchase being made. The Executive Board will approve requests by simple majority vote. The Executive Board has the right to decline reimbursement of any transaction that has

not been approved prior to the purchase being made or which does not comply with university guidelines. Expenses must comply with all university policies and procedures.

#### **Article IV. Elections**

##### **A. Election of Assembly Members**

1. Elections shall take place no later than March 31. Information concerning the election process will be distributed to all Staff by February 15.
2. Elections shall be held by secret ballot.

##### **B. Election of Officers**

1. Officers are elected by the 24 member Assembly, except where provided otherwise herein.
2. Elections of Officers will occur at the first meeting of the Staff Assembly after general elections are held.
3. An office may be filled by special election if an officer is unable to complete their term.
4. Elections shall be held by secret ballot.

#### **Article V. Amendments to the Bylaws**

Notice of any proposal to amend the Bylaws shall be given in the agenda in accordance with the requirements set out in Article III, above. An affirmative vote of the majority of the Assembly members is required for adoption. The amended Bylaws shall be presented, when approved, to the College Board of Visitors.

#### **Article VI. Parliamentary Authority**

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Assembly to the extent they apply.

#### **Addendum**

##### **Process for Officer Voting**

- A. A Tribe Response form will be created listing all of the available Officer positions. The form will allow individuals to nominate themselves or other Senators.
- B. The retiring President will contact Senators by email listing the Officer positions that are open, provide a brief description of each position (as stated in the Bylaws), and direct Senators to use the Tribe Response form for nominations. There will also be an opportunity for Senators to write-in nominees at the Staff Assembly meeting where voting will take place (Voting Meeting) if they are unable to access a computer before the meeting.

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- C. Prior to the Voting Meeting, a paper ballot will be created based on nominations submitted through the Tribe Response form. There will also be space to write-in nominees for all Officer positions.
- D. At the Voting Meeting, ballots will be distributed to all Senators.
- E. The retiring President will move through each Officer position.
- F. Prior to voting on each Officer position:
  - 1. The Assembly will be asked for any additional nominations. Nominated individuals will be written-in on all ballots.
  - 2. The Assembly will ask if anyone would like to be removed from consideration.
  - 3. The Assembly will allow time for remarks from nominees.
  - 4. Nominees will be asked to leave the room and the meeting will be opened up to discussion on the nominees.
  - 5. Voting will occur by secret ballot, per Bylaws.
  - 6. Two Senators will tally the votes and announce the new Officer based on majority vote. A run-off of the top two candidates will be required if a nominee does not receive the majority of votes.
- G. The Assembly will repeat this process for each of the positions.

Revisions approved by Staff Assembly 9/20/16; approved by Board of Visitors 4/21/17

**COLLEGE OF WILLIAM AND MARY**  
**FY 2017-18 OPERATING BUDGET PROPOSAL**

This Budget Summary provides an overview of William & Mary's proposed operating budget for fiscal year 2017-2018 (FY 2018), including both sources and uses of funds, and identifies recommended budget actions. The budget for the Virginia Institute of Marine Sciences is presented separately under Resolution 25.

**Background**

The FY 2018 operating budget as presented combines the university's state appropriated funds as well as private funds maintained locally at the College. Projected state appropriations reflect actions of the 2017 General Assembly as approved by the Governor. Specifically, the FY 2018 operating budget includes reductions in state funding resulting from the Commonwealth's revised revenue forecasts, which projects slower than anticipated growth through the end of FY 2018. The private funds budget reflects unrestricted and restricted gifts as well as endowment earnings received by the College. It does not include funds budgeted as part of the College of William and Mary Foundation or other university-affiliated foundations.

Development of the FY 2018 budget occurs within the context of the university's strategic planning process and the Six-Year Plan as approved by the Board of Visitors. To the extent resources are available, expenditures in support of the College's academic program reflect the priorities outlined in these plans. In addition, the budget includes \$2.65 million generated through a combination of budget reallocations, business innovation, and targeted vacancy savings.

**William & Mary Promise**

The budget as proposed maintains the William & Mary Promise for the fifth year. The Promise is an innovative business model that enhances the quality of a William & Mary education while improving predictability and affordability for in-state undergraduate students. Key pieces of the new model include improved predictability through a guaranteed four-year tuition for in-state undergraduate students, more financial aid for qualifying low and middle-income Virginia families, lower assumptions regarding average student loan debt for Virginia students, better efficiency through innovation, more seats at William & Mary for Virginia students, and more resources to recruit and retain the superb faculty crucial to continued academic excellence.

**Funding Priorities**

FY 2018 operating budget recommendations recognize the need for William & Mary to make sustained investments in university programs. The university continues to use all available fund sources to support its various programs and activities. As a result, priorities reflected in the proposed budgets are as follows:

- Maintain all elements of the William & Mary Promise;
- Maintain and enhance the quality of academic programs, including the competitiveness of faculty salaries;

- Address Strategic Plan, Six Year Plan, and Commonwealth priorities, including expanded aid for middle-income Virginia families, within budget constraints;
- Balance revenue need with student affordability;
- Use all available fund sources to address funding requirements; and,
- Continue to aggressively seek private funds and other revenue sources.

The university's FY 2018 proposed total operating budget eclipses \$400 million, with anticipated revenue of \$403.93 million and expenditures of \$392.78 million as shown in the table below.

### FY 2018 W&M OPERATING BUDGET, ALL SOURCES AND USES\*

	SOURCES OF FUNDING					Subtotal
	Educational & General	Sponsored Programs	Financial Aid	BOV Private Funds	Auxiliaries	
<b>REVENUES</b>						
State General Fund	43,182,499	75,000	4,519,258	-	-	47,776,757
Tuition and Fees	154,190,384	-	35,598,771	-	-	189,789,155
Sponsored Programs	-	31,650,000	-	-	-	31,650,000
Auxiliary User Fees	-	-	900,000	-	109,717,916	110,617,916
BOV Private Funds	-	-	-	24,096,324	-	24,096,324
<b>Total</b>	<b>197,372,883</b>	<b>31,725,000</b>	<b>41,018,029</b>	<b>24,096,324</b>	<b>109,717,916</b>	<b>403,930,152</b>

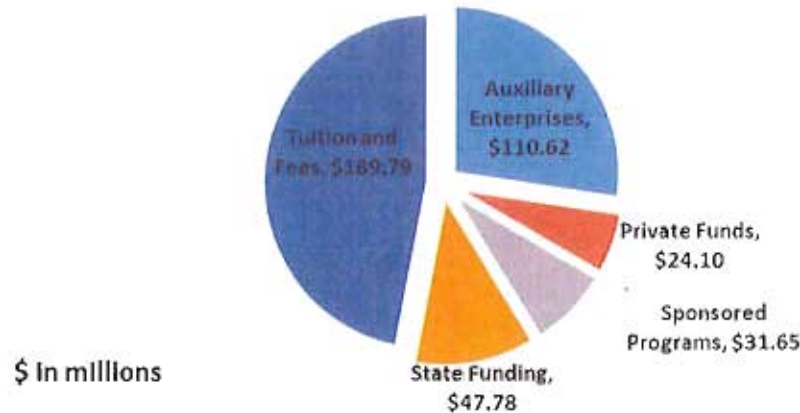
	USES OF FUNDING					Subtotal
	Educational & General	Sponsored Programs	Financial Aid	BOV Private Funds	Auxiliaries	
<b>EXPENDITURES</b>						
Instruction	112,872,320	-	-	1,219,259	-	114,091,579
Research	1,009,170	-	-	636,476	-	1,645,646
Public Service	8,021	-	-	14,283	-	22,304
Academic Support	30,297,231	-	-	1,094,111	-	31,391,342
Student Services	8,974,583	-	-	310,091	-	9,284,674
Institutional Support	24,686,554	-	-	8,448,368	-	33,134,922
Plant Operations	19,525,004	-	-	232,618	-	19,757,622
Financial Aid	-	-	41,018,029	3,874,185	-	44,892,214
Sponsored Programs	-	31,725,000	-	-	-	31,725,000
Auxiliary Services	-	-	-	-	106,831,305	106,831,305
<b>Total</b>	<b>197,372,883</b>	<b>31,725,000</b>	<b>41,018,029</b>	<b>15,829,391</b>	<b>106,831,305</b>	<b>392,776,608</b>

\* Excludes funds budgeted through the College of William and Mary Foundation and other affiliated foundations.

Tuition and fee revenue comprises the largest single source of revenue for the College at just under \$190 million, followed by Auxiliary Enterprises revenue at \$110.62 million as shown in the following chart.

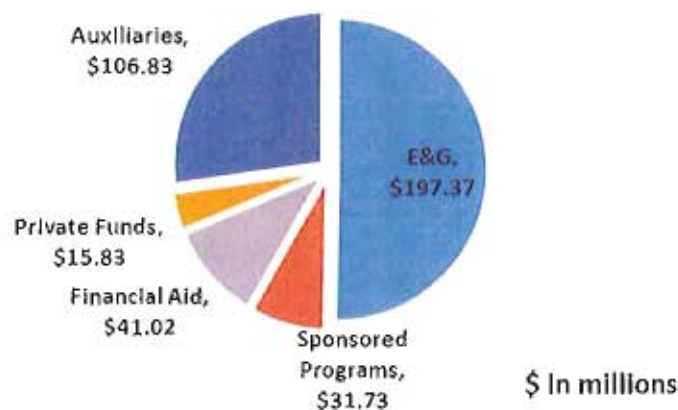


**FY 2018 Operating Budget Revenue,  
\$403.93 million**



At \$197.37 million, E&G Programs make up the largest expenditure category followed by Auxiliary Enterprises at \$106.83 million. Combined, those two programs account for three-fourths of the College's operating budget.

**FY 2018 Operating Budget Expenditures,  
by Program  
\$392.78 million**



Detail for each of the major program areas are provided in Enclosures K through O.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the FY 2018 Operating Budget of the College as displayed herein; and

BE IT FURTHER RESOLVED, That the Board of Visitors approves this FY 2018 budget and revisions thereto resulting from the carry forward of any unspent fund balances as of July 1, 2017.

**COLLEGE OF WILLIAM AND MARY****FY 2017-18 TUITION AND FEE STRUCTURE  
FOR FULL- AND PART-TIME STUDENTS**

Consistent with tuition and fee authority granted to William & Mary in the Code of Virginia, the attached schedules for undergraduate, graduate, first professional, and special program tuition, student fees, and room and board are recommended for approval by the Board of Visitors of the College of William and Mary in Virginia.

For FY 2018, the university maintains the William & Mary Promise as the operating model for enhancing and sustaining quality, affordability and access. The tuition structure included in the Promise, in combination with other elements of the plan, provides a four-year tuition guarantee for incoming Virginia undergraduates, reducing net tuition and the anticipated student loan burden for the vast majority of middle-income families, while providing the university with the resources necessary to implement its Six-Year and Strategic Plans.

In November, 2016, the Board of Visitors approved **Resolution 9 - Continuation: William & Mary Promise**, setting the FY 2018 in-state undergraduate tuition rate for new students at \$16,370. Under the Promise this tuition is guaranteed for four years. Tuition for in-state undergraduates admitted for FY 2015, FY 2016, and FY 2017 remains at \$12,428, \$13,978, and \$15,674 respectively. Total cost (tuition, fees, room, and board) for in-state undergraduates will range from \$29,901 to \$33,843, depending on class. Out-of-state undergraduate tuition will increase by \$1,267 (3.5%) to \$37,425 with a total cost of \$55,469. Tuition and fee increases for full-time in-state and out-of-state graduate and professional students range from \$150 to \$2,166, reflecting market conditions in each area.

Revenue generated through the proposed increases allows the university to implement the William & Mary Promise and maintain the top priorities of the university's Six-Year and Strategic Plans, despite a reduction in state general fund support. In addition to increased funding for student financial aid, these revenues provide support for a 3% salary increase for faculty and staff, consistent with the authority provided by the 2017 General Assembly, the College's share of state-mandated increases in health insurance costs, and targeted investments in College programs and activities consistent with its long-term plans.

Fee allocations for auxiliary services, facility debt service, student activities, and average charges for room and board support projected expenditures for operations and required debt service on facilities while allowing some contribution to the College's auxiliary reserve.

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the Tuition and Fees outlined in Tables 1-8 for FY 2018, ***as corrected for out-of-state students in the Master of Business Administration Program***. Pursuant to Section 23.1-1301 A.5., Code of Virginia, the Board further delegates authority to the Provost and Senior Vice President for Finance and Administration to establish: 1) course fees as needed to offset materials, supplies or additional course-specific costs not covered by general tuition and fees, and 2) special program fees for study abroad programs, on-line programs, certificate or other professional programs. The Provost and Senior Vice President for Finance and Administration shall update the Board annually on any program tuition and fees approved under this delegation.

**TABLE 1. TUITION AND FEE SUMMARY  
UNDERGRADUATE PROGRAMS, BY RESIDENCY**

<b>UNDERGRADUATE, FULL-TIME</b>						
	<b>FY 2017</b>		<b>Proposed FY 2018</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b><i>Tuition</i><sup>1</sup></b>						
Seniors	12,428	36,158	12,428	37,425	-	1,267
Juniors	13,978	36,158	13,978	37,425	-	1,267
Sophomores	15,674	36,158	15,674	37,425	-	1,267
New Students	N/A	36,158	16,370	37,425	N/A	1,267
<b><i>Standard Fees</i><sup>2</sup></b>						
General Fee (See Table 6 Detail)	4,126	4,126	4,309	4,309	183	183
Facility Fee (See Table 7 Detail)	1,262	1,262	1,229	1,229	(33)	(33)
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	31	62	31	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>5,524</b>	<b>6,080</b>	<b>5,674</b>	<b>6,245</b>	<b>150</b>	<b>165</b>
<b><i>Room and Board</i></b>						
Room, Wtd. Avg.	6,944	6,944	7,183	7,183	239	239
Board (19 meals)	4,438	4,438	4,616	4,616	178	178
<b>Subtotal, Room and Board</b>	<b>11,382</b>	<b>11,382</b>	<b>11,799</b>	<b>11,799</b>	<b>417</b>	<b>417</b>
<b><i>Total Cost</i></b>						
Seniors	29,334	53,620	29,901	55,469	567	1,849
Juniors	30,884	53,620	31,451	55,469	567	1,849
Sophomores	32,580	53,620	33,147	55,469	567	1,849
New Students	N/A	53,620	33,843	55,469	N/A	1,849
<b>UNDERGRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>3</sup></b>						
<b><i>Tuition</i></b>						
<b>All Students, Per Credit Hour</b>	400	1,150	420	1,195	20	45

**Notes:**

<sup>1</sup> Recommend that tuition for in-state students who entered prior to the Promise increase from \$9,264 in FY17 to \$9,672 in FY 2018.

<sup>2</sup> Course specific or program specific fees may also apply.

<sup>3</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.

**TABLE 2. TUITION AND FEE SUMMARY  
GRADUATE PROGRAMS, BY RESIDENCY**

<b>GRADUATE (M.A., M.S., M.Ed., Ph.D., Ed.D), FULL-TIME</b>						
	<b>FY 2017</b>		<b>Proposed FY 2018</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b><i>Tuition</i></b>						
Arts & Science/Education/VIMS	9,000	24,686	9,630	25,920	630	1,234
Master of Public Policy (M.P.P.)	20,000	30,000	22,000	32,000	2,000	2,000
<b><i>Standard Fees<sup>1</sup></i></b>						
General Fee (See Table 6 Detail)	4,126	4,126	4,309	4,309	183	183
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	30	62	30	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>4,261</b>	<b>4,818</b>	<b>4,444</b>	<b>5,016</b>	<b>183</b>	<b>198</b>
<b><i>Graduate Program Fees</i></b>						
Arts & Sciences/Education/VIMS Facility Fee	961	960	928	928	(33)	(32)
<b><i>Total Tuition and Fees, By Program</i></b>						
<b>Arts &amp; Sciences/Education/VIMS (M.A., M.S., M.Ed., Ph.D., Ed.D)</b>	<b>14,222</b>	<b>30,464</b>	<b>15,002</b>	<b>31,864</b>	<b>780</b>	<b>1,400</b>
<b>Master of Public Policy (M.P.P.)</b>	<b>25,222</b>	<b>35,778</b>	<b>27,372</b>	<b>37,944</b>	<b>2,150</b>	<b>2,166</b>
<b>GRADUATE, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b>						
<b><i>Tuition</i></b>						
Arts & Sciences/Education/VIMS	500	1,200	535	1,265	35	65

<sup>1</sup> Course specific or program specific fees may also apply.<sup>2</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.

**TABLE 3. TUITION AND FEE SUMMARY - TRADITIONAL PROGRAMS  
SCHOOL OF LAW, BY RESIDENCY**

<b>LAW (J.D., LL.M.), FULL-TIME</b>						
	FY 2017		Proposed FY 2018		Dollar Change	
	In-State	Out-of-State	In-State	Out-of-State	In-State	Out-of-State
<b><i>Tuition</i></b>						
Juris Doctor (J.D.)	26,411	34,854	27,261	35,689	850	835
Master of Law (LL.M.)	26,411	34,854	27,261	35,689	850	835
<b><i>Standard Fees<sup>1</sup></i></b>						
General Fee (See Table 6 Detail)	4,126	4,126	4,309	4,309	183	183
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	30	62	30	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>4,261</b>	<b>4,818</b>	<b>4,444</b>	<b>5,016</b>	<b>183</b>	<b>198</b>
<b><i>Law School Fees</i></b>						
Law Facility Fee	692	692	659	659	(33)	(33)
Law North Wing Building Fee	230	230	230	230	-	-
Law Library Building Fee	340	340	340	340	-	-
Law Printing/Activity Fee	30	30	30	30	-	-
<b><i>Total Tuition and Fees, by Program</i></b>						
<b>Juris Doctor (J.D.)</b>	<b>31,964</b>	<b>40,964</b>	<b>32,964</b>	<b>41,964</b>	<b>1,000</b>	<b>1,000</b>
<b>Master of Law (LL.M.)</b>	<b>31,964</b>	<b>40,964</b>	<b>32,964</b>	<b>41,964</b>	<b>1,000</b>	<b>1,000</b>
<b>LAW, PART-TIME INCLUDING SUMMER SESSION(S)<sup>2</sup></b>						
<b><i>Tuition</i></b>						
Law, Part-Time	800	1,200	825	1,225	25	25

<sup>1</sup> Course specific or program specific fees may also apply.

<sup>2</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.

**TABLE 4. TUITION AND FEE SUMMARY  
BUSINESS, BY RESIDENCY**

<b>BUSINESS (MAcc, MBA, MSBA), FULL-TIME</b>						
	<b>FY 2017</b>		<b>Proposed FY 2018</b>		<b>Dollar Change</b>	
	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>	<b>In-State</b>	<b>Out-of-State</b>
<b><i>Tuition</i></b>						
Master of Accountancy (MAcc)	26,300	36,000	26,300	36,000	-	-
Master of Business Administration (MBA)	26,000	36,600	26,000	36,600	-	-
Master of Science in Business Analytics (MSBA)	33,000	39,000	34,000	40,200	1,000	1,200
<b><i>Standard Fees</i><sup>1</sup></b>						
General Fee	4,126	4,126	4,309	4,309	183	183
Technology Fee	100	100	100	100	-	-
Student Faculty Fee	5	5	5	5	-	-
HEETF Fee	30	62	30	62	-	-
State Building Fee	N/A	525	N/A	540	N/A	15
<b>Subtotal, Standard Fees</b>	<b>4,261</b>	<b>4,818</b>	<b>4,444</b>	<b>5,016</b>	<b>183</b>	<b>198</b>
<b><i>Business School Fees</i></b>						
Business Facility Fee	995	994	962	962	(33)	(32)
Business Printing Fee	100	100	100	100	-	-
Business Program/Support Fee	600	600	600	600	-	-
<b><i>Total, Tuition and Fees, by Program</i></b>						
<b>Master of Accountancy (MAcc)</b>	<b>32,256</b>	<b>42,512</b>	<b>32,406</b>	<b>42,678</b>	<b>150</b>	<b>166</b>
<b>Master of Business Administration (MBA)*</b>	<b>31,956</b>	<b>43,112</b>	<b>32,106</b>	<b>43,278</b>	<b>150</b>	<b>166</b>
<b>Master of Science in Business Analytics (MSBA)</b>	<b>38,956</b>	<b>45,512</b>	<b>40,106</b>	<b>46,878</b>	<b>1,150</b>	<b>1,366</b>
<b><i>GRADUATE AND PROFESSIONAL, PART-TIME INCLUDING SUMMER SESSION(S)</i><sup>2</sup></b>						
<b><i>Tuition</i></b>						
Business - Flex MBA	800	1,200	825	1,225	25	25

<sup>1</sup> Course specific or program specific fees may also apply.<sup>2</sup> FY 2018 part-time and summer session tuition rates are effective August 16, 2017 unless otherwise noted.

\*The out-of-state tuition is a correction from the Board Agenda Book materials.

**TABLE 5. TUITION AND FEE SUMMARY - SPECIAL RATE PROGRAMS**

TOTAL PROGRAM COST INCLUDING TUITION AND FEES					
Description		FY 2017	Proposed FY 2018	Dollar Change	
Business - Executive Master of Business Administration (EMBA) <sup>1</sup>	Five Semester Cohort Program Cost	91,500	93,900	2,400	
St. Andrews Joint Degree Program (Bachelor of Arts) <sup>2</sup>	Four-Year Undergraduate Dual Degree Program	39,650	39,650	-	
Miami-Dade Executive Doctorate of Education <sup>3</sup>	Three-Year Cohort Program Cost	35,000	35,000	-	
Education - Executive Doctorate of Education (E-EdD) <sup>4</sup>	Two and a Half Year Cohort Program Cost	44,250	Move to a per credit hour basis, see below	N/A	
TOTAL PROGRAM TUITION ONLY					
Study Abroad Programs (Eight credit hours or less) <sup>5</sup>	Short programs offered typically during the summer terms, awarding W&M credit	1,200	1,200	-	
Study Abroad Programs (More than eight credit hours) <sup>5</sup>	Longer programs typically offered during the Fall or Spring semesters, awarding W&M credit	2,200	2,200	-	
PER CREDIT HOUR TUITION					
Business - On-line Master of Business Administration (OMBA)	48 credit hours required over two years	1,081	1,150	69	
Education - Executive Doctorate of Education (E-EdD) <sup>4</sup>	48 credit hours required over two and a half years	Program Cost Model, see above	950	N/A	

**Notes:**

<sup>1</sup> Each EMBA cohort enters in January. The proposed program rate (tuition and fees) for FY 2018 reflects the requested change for January 2018.

<sup>2</sup> W&M students pay \$39,650 per academic year in tuition regardless of domicile status. Fees are assessed based on the home institution regardless of where the student is studying that year. The location of the student's first year of study is the home institution.

<sup>3</sup> Cohort start date was January 2017.

<sup>4</sup> For FY 2017, out-of-state tuition & fees for the full program were \$59,000. Proposed pricing structure would be effective Summer 2017 and would apply to both in-state and out-of-state students.

<sup>5</sup> Does not include program-specific costs related to non-educational aspects of the program for any study abroad program. For the Global Business Minor program specifically, students are also charged a separate mandatory E&G program fee listed on Table 8 to cover the additional educational costs of that program.

**TABLE 6. GENERAL FEE COMPONENTS**

	<b>FY 2017</b>	<b>Proposed FY 2018</b>	<b>Dollar Change</b>
<b>AUXILIARY SERVICES</b>			
Health & Wellness	508	531	23
Bus Service	58	59	1
Student Unions	356	364	8
Kaplan Arena Operations	326	348	22
General Auxiliary	210	218	8
Telecom/Networking	255	286	31
PC Maintenance	36	40	4
Intercollegiate Athletics	1,833	1,900	67
Tennis Center	20	20	-
ID Office	30	32	2
<b><i>Subtotal, Auxiliary Services</i></b>	<b>3,632</b>	<b>3,798</b>	166
<b>STUDENT ACTIVITIES</b>			
Green Fee	40	40	-
Cultural Fee	42	44	2
Student Activities	98	98	-
Student Affairs	33	33	-
Recreational Sports	157	168	11
Recreational Center	124	128	4
<b><i>Subtotal, Student Activities</i></b>	<b>494</b>	<b>511</b>	17
<b>TOTAL GENERAL FEE</b>	<b>4,126</b>	<b>4,309</b>	<b>183</b>

Note: Components of the general fee used to support debt service for facilities are now reflected in the Facilities Fee.



**TABLE 7. UNDERGRADUATE FACILITY FEE**

	<b>FY 2017</b>	<b>Proposed FY 2018</b>	<b>Dollar Change</b>
Athletic Facilities 1	42	42	-
Athletic Facilities 2	15	15	-
Cooling Tower 1	122	122	-
Cooling Tower 2	121	121	-
Integrated Science Center	238	238	-
Integrative Wellness Center*	120	120	-
Kaplan Hall 1*	21	21	-
Kaplan Hall 2*	16	16	-
Laycock Center	56	23	(33)
School of Business	302	302	-
School of Ed	30	30	-
Student Rec Ctr	110	110	-
Underground Utilities*	20	0	(20)
Utility Improvements	49	49	-
West Utilities	0	20	20
<b>TOTAL, FACILITY FEE</b>	<b>1,262</b>	<b>1,229</b>	<b>(33)</b>

\* Amounts previously included in General Fee.

**TABLE 8. MISCELLANEOUS STUDENT FEES**

	<b>FY 2017</b>	<b>Proposed FY 2018</b>	<b>Dollar Change</b>
Undergraduate Application Fee	70	75	5
Graduate Continuous Enrollment Fee (Per Semester)	100	150	50
Summer Comprehensive Fee	55	55	0
Summer Registration Fee	25	25	0
International Student Orientation Fee	130	130	0
International Student Service Fee	65	65	0
Graduation Fee	85	95	10
Orientation Fee	291	322	31
Applied Music Fee (per credit hour)	400	425	25
Reves Center - Study Abroad Registration Fee	75	75	0
<b>Arts &amp; Sciences</b>			
Graduate Application Fee	45	50	5
Master of Public Policy Student Activity Fee	400	400	0
<b>Law School</b>			
Application Fee	30	30	0
<b>School of Education</b>			
Application Fee	50	50	0
Live Text Fee	110	110	0
<b>School of Business</b>			
Application Fee	100	100	0
Undergraduate Business Major Fee	3,000	5,000	2,000
Undergraduate Business Minor Fee	1,500	2,500	1,000
Global Minor Program Fee	2,200	2,200	0
Global Minor Application Fee	75	75	0
Flex MBA Orientation Fee	300	300	0
MAcc Orientation Fee	450	450	0
MBA Orientation Fee	550	550	0
MSBA Orientation Fee	200	200	0
MBA Math Bootcamp Fee	400	400	0
MSBA Bootcamp Fee	500	750	250
OMBA Residency Fee	600	600	0
<b>DC Center</b>			
DC Semester Program Fee	500	500	0
DC Summer Institute Fee	250	250	0
DC Summer Prequel Course Fee	250	250	0
DC Spring Break Seminar Program Fee	2,500	2,500	0
DC Winter Institute Program Fee	2,500	2,500	0

Note: Excludes Course Specific Fees.

COLLEGE OF WILLIAM AND MARY  
VIRGINIA INSTITUTE OF MARINE SCIENCE

FY 2017-18 OPERATING BUDGET

For the Virginia Institute of Marine Science, educational and general programs constitute those activities that support the delivery of its tripartite mission of research, education, and advisory service to a large constituency within the Commonwealth and globally. These activities include state mandated and sponsored research, advisory service to the Commonwealth, instruction, academic support (including library, information technology, communications, field operations, seawater research laboratory, analytical, and student services), institutional/administrative support, and plant operations.

For fiscal year 2017-18 the State appropriation for the Virginia Institute of Marine Science provides \$21.6 million in general funds support. This includes an increase of \$125,000 for a Marine Conservation Fellowship Program and raises for faculty and staff salaries. Also reflected, is the restoration of \$1.04 million in general funds that the Governor had proposed as a budget reduction in his December 2016 budget. The appropriation is further supplemented by non-general fund revenues estimated at \$25.1 million, the majority of which is due to externally funded grant and contract activities, and less than \$1 million attributable to tuition revenues.

BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves the FY 2017-18 operating budget of the Virginia Institute of Marine Science, as displayed on the attached schedule.

## VIRGINIA INSTITUTE OF MARINE SCIENCE

**ESTIMATED AND PROPOSED REVENUE AND EXPENDITURES**  
**FY 2016-2017 AND FY 2017-2018**

	<b><u>Approved Budget</u></b> <b><u>FY 2016-17</u></b>	<b><u>Estimated</u></b> <b><u>FY 2016-17</u></b>	<b><u>Proposed</u></b> <b><u>FY 2017-18</u></b>
<b><u>REVENUE</u></b>			
General Fund	\$21,476,210	\$21,130,594	\$21,565,359
Nongeneral Fund			
Education and General	1,793,030	2,198,330	1,843,030
Eminent Scholars	75,992	75,992	77,185
Sponsored Programs	<u>23,000,000</u>	<u>23,500,000</u>	<u>23,250,000</u>
 TOTAL REVENUE	 \$46,345,232	 \$46,904,916	 \$46,735,574
 <b><u>EXPENDITURES</u></b>			
Instruction	\$1,433,980	\$1,396,702	\$1,424,566
Research & Advisory Services	9,860,249	9,904,863	9,738,659
Academic Support	4,921,222	4,912,565	5,049,269
Institutional Support	2,698,281	2,655,360	2,409,454
Plant and Maintenance	4,035,891	3,975,567	4,374,876
Student Financial Assistance	319,617	319,617	321,002
Sponsored Programs	<u>23,075,992</u>	<u>23,575,992</u>	<u>23,327,185</u>
 TOTAL EXPENDITURES	 \$46,345,232	 \$46,740,666	 \$46,645,011

April 19-21, 2017

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**VIRGINIA INSTITUTE OF MARINE SCIENCE  
OPERATING BUDGET SUMMARY**

	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	Estimated 2016-2017 <u>Budget</u>	Proposed FY 2017-2018 <u>Budget</u>	<u>Variance</u>
<b><u>REVENUE</u></b>					
General Fund	\$18,886,292	\$19,699,566	\$21,130,594	\$21,565,359	434,765
Nongeneral Funds					
Educational/General	1,762,757	1,941,120	2,198,330	1,843,030	-355,300
Eminent Scholars	78,948	43,647	75,992	77,185	1,193
Sponsored Programs	<u>23,174,854</u>	<u>23,234,922</u>	<u>23,500,000</u>	<u>23,250,000</u>	<u>-250,000</u>
<b>Total Revenue</b>	\$43,902,851	\$44,919,255	\$46,904,916	\$46,735,574	-169,342
<b><u>EXPENDITURES</u></b>					
Instruction	\$1,328,796	\$1,045,649	\$1,396,702	\$1,424,566	27,864
Research and Advisory Services	8,593,009	9,260,758	9,904,863	9,738,659	-166,205
Academic Support	4,313,766	4,897,996	4,912,565	5,049,269	136,704
Institutional Support	2,299,618	2,334,682	2,655,360	2,409,454	-245,906
Plant Operations	3,843,299	3,855,280	3,975,567	4,374,876	399,309
Student Financial Assistance	241,540	241,540	319,617	321,002	1,385
Sponsored Programs/Eminent Schola	<u>23,216,498</u>	<u>23,278,569</u>	<u>23,575,992</u>	<u>23,327,185</u>	<u>-248,807</u>
<b>Total Expenditures</b>	\$43,836,525	\$44,914,473	\$46,740,666	\$46,645,011	-95,657

**BOARD OF VISITORS RESOLUTION TO HONOR  
EDWARD C. DRISCOLL, JR.  
DIRECTOR OF ATHLETICS**

Edward C. Driscoll, Jr. joined the College of William & Mary in 1996 as Director of Athletics. The longest tenured athletics director in the Colonial Athletic Association and the second-longest in William & Mary's history, Terry Driscoll will retire from William & Mary on June 30, 2017.

Terry earned his undergraduate degree from Boston College. As a student-athlete, he captained the Boston College basketball team to the National Invitation Tournament Finals as a senior and was named the tournament MVP. In addition to being named an All-American, his success in the classroom as a biology major garnered him an Academic All-America honor. His own success as a student-athlete was a defining influence on his role in leading William & Mary Athletics and its equally strong commitment to having athletes who are good citizens and able students as well as highly skilled competitors.

After graduation, Terry was the fourth overall pick of the 1969 NBA Draft, selected by the Detroit Pistons, just three spots after the Milwaukee Bucks chose UCLA's Lew Alcindor, later to be known as Kareem Abdul-Jabbar. Terry chose to play a year in Italy first, but then returned to the United States to play for the Pistons, Washington Bullets and Milwaukee Bucks before going back to Italy as a player and then coach until 1980.

In 1980, Terry entered the corporate world, working for Kazmaier Associates, Inc., an international sporting goods sales and sports marketing firm. After Kazmaier purchased Bike Athletic in 1986, KSG Inc. was formed with the objective of becoming the first, and only, national sales agency in the sporting goods industry. By 1987, Terry was president of the company and had expanded the agency to all 50 states just two years later. In early 1990, Terry's contribution to a marketing research project for the NCAA was the initial step moving him from product marketing and sales to sports marketing and management. The result of the project was a joint venture between Kazmaier Associates and Host Communications - with Terry being named managing director and chief operating officer of NCAA International.

In 1993, Terry diversified his experience in the athletic world by working as the venue executive director of the 1994 World Cup site in Boston. In September of that year, Terry was again enlisted to launch a new business, Eagle International Group, an event management and services company. As vice president, Terry worked with Hawaii Pacific Sports to organize the Women's World Volleyball Grand Prix competition in Honolulu.

At William & Mary, Terry has led the Department of Athletics with rock-ribbed integrity and an uncanny combination of virtues: sound judgment with a willingness to make tough decisions when necessary while coupled with compassion and an abiding commitment to the ideals that set William & Mary apart in the world of college sports. During his tenure, he has overseen

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an unprecedented era of improvement in terms of funding and facilities while also maintaining the university's rich history of producing well-rounded student-athletes – 95 Colonial Athletic Association titles, 12 top-100 rankings in the Directors' Cup and 120 all-time league championships – more than any other university in the CAA.

Academically, Terry has overseen a program in which 125 teams have had NCAA graduation rates of 100 percent. Since the CAA instituted its scholar athlete of the year award in 2002-03, W&M has won 70 awards, 28 more than the next highest school. William & Mary has won the overall award eight times, more than any two schools combined, and in 2014-15 swept the overall men's and women's awards. There have been 58 Phi Beta Kappa initiates and 30 academic All-Americans during the Driscoll era.

In addition to the many academic and athletic successes, Terry's impact on the program has been equally impressive in terms of physical and financial improvements. Since taking over as Athletics Director, he has overseen the construction of more than \$50 million in new facilities, including Plumeri Park, Martin Family Stadium at Albert-Daly Field and the Millie West Tennis Facility. The most recent additions include the \$27 million Zable Stadium renovation, which features a new state-of-the-art playing surface, and the Joe Plumeri Indoor Baseball Practice Facility.

The Zable Stadium renovation punctuates a long list of significant improvements to the football facilities in recent years, as the university dedicated the Jimmie Laycock Football Center at Zable Stadium in the summer of 2008. The venerable stadium has also been enhanced with the installation of a permanent lighting system in 2006 and a video scoreboard in 2007.

In 2009, Terry was inducted into the New England Basketball Hall of Fame.

Terry and his wife, Susan, have two children – Keith, a 1997 graduate of Holy Cross, and Leslie, a 2001 graduate of William & Mary, and five grandchildren.

THEREFORE, BE IT RESOLVED, That the Board of Visitors recognizes and commends Edward C. Driscoll, Jr. for his service and expresses its appreciation to him for the many contributions he has made to the university and to the Athletics Department during his tenure as Director; and

BE IT FURTHER RESOLVED, That upon recommendation of the President, and in recognition of Terry Driscoll's service to William & Mary, the Board of Visitors of the College of William and Mary hereby names the Athletics Director's office the "TERRY DRISCOLL ATHLETICS DIRECTOR OFFICE SUITE" 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 Terry Driscoll with best wishes from a grateful College.

## **CHARGE TO THE PRESIDENTIAL SEARCH COMMITTEE**

WHEREAS, the Board of Visitors of The College of William and Mary in Virginia requests that the Presidential Search Committee (attached), appointed by the Rector of the College, conduct a search for the 28<sup>th</sup> president of the College of William and Mary; and

WHEREAS, in conducting this search the Board requests that the Search Committee actively seek nominations nationally and internationally as well as from the university community and from other institutions of higher education; and

WHEREAS, the Board desires a diverse candidate pool that reflects a full array of backgrounds and perspectives from which to select the next president; and

WHEREAS, the Board directs the Presidential Search Committee to conduct a comprehensive review of the experience and qualifications of each recommended candidate; and

WHEREAS, the Board requests an expeditious but thorough search conducted in accordance with the laws of the Commonwealth and the Equal Opportunity policies of this university;

THEREFORE, BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia hereby charges the Presidential Search Committee to recommend to the Board not more than three qualified candidates for the position of president no later than February 15, 2018; and

BE IT FURTHER RESOLVED, That the Board of Visitors requests the Search Committee to forward these finalists to the Board unranked but with sufficient information for review.



**2017-2018 PRESIDENTIAL SEARCH COMMITTEE**

Tom Watkins (Chair) – BOV Vice Rector

Todd Stottlemeyer (Vice Chair) – BOV Rector

Julie Agnew – W&M undergraduate/Associate Professor, Business School

Laini Boyd – Class of 2018 president

Doug Bunch – BOV

Eric Chason – Associate Professor of Law/former Faculty Assembly president/BOV  
faculty representative

Lynn Dillon – BOV

Tom Frantz – BOV

Sue Gerdelman – BOV Secretary

Paul Heideman – Professor of Biology; former department chair

Jim Hixon – BOV

John Littel – BOV

Iyabo Osiapem – Senior Lecturer in the Africana Studies and Linguistics programs;  
Director of the Africana House; NTE Faculty Association president

Will Payne – BOV

Suzanne Raitt – Chancellor Professor; Chair, English Department; former Faculty  
Assembly president; former BOV faculty representative

Lisa Roday – BOV

Lydia Whitaker – Applied Science Business Manager; former Staff Assembly  
president; former BOV staff liaison, Duke Awardee

Yohance Whitaker – W&M undergraduate; former Student Assembly president;  
former BOV student representative; currently in seminary in Richmond

Brian Woolfolk – BOV

Advisor to the Search Committee – Chancellor Robert M. Gates

Administrative Assistant – Cheryl Corvello

Board of Visitors  
April 21, 2017

## **RESOLUTION 28**

WHEREAS, the Virginia Freedom of Information Act permits members of public bodies to authorize remote participation for their members who are unable to physically attend meetings of their boards for reasons relating to emergencies and personal matters, as well as for reasons of temporary and permanent disability or medical condition; and

WHEREAS, FOIA permits such remote participation for only those public bodies that have written policies that are consistent with the obligations imposed by the law; and

WHEREAS, the Board of Visitors has authorized such remote participation for itself under the terms of its Bylaws; and

WHEREAS, the Board wishes to extend this authorization to include the meetings of Board committees and subcommittees, committees appointed by the Board or the Rector to perform a delegated function or to advise the Board, as well as any subcommittees thereof;

BE IT RESOLVED, that the Board hereby adopts the following policy:

Committees or subcommittees of the Board of Visitors, or appointed by the Board or the Rector to perform a delegated function or to advise the Board, are authorized to allow members to participate remotely, subject to the same requirements as the Board has imposed on itself in Article III, Section D of the Bylaws.

Board of Visitors

April 21, 2017

## **RESOLUTION 29**

RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia approves for the Fiscal Year 2017-2018 the salary of \$284,275 for President Debbie Sydow, and fully funds her bonus, in accordance with the terms of the Employment Contract, effective July 1, 2017.

## 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**

### **2017**

April 19-21 (W&M and RBC Commencement 5/13)

July 13-14 RETREAT

September 13-15

November 15-17

**APRIL 2017**