

RICHARD BLAND COLLEGE  
A RESOLUTION HONORING CLARENCE MAZE, JR. AND MARLENE DOTSON MAZE

Dr. Clarence Maze, Jr. became the second president of Richard Bland College of The College of William and Mary in Virginia on August 1, 1975 and has skillfully led the institution through twenty years of academic, physical, and social progress. As architect of the most recent restructuring plan, he has streamlined the administration and downsized the faculty bureaucracy from five academic divisions to two. During his tenure, he has led the College community through two successful re-accreditation visits by the Southern Association of Colleges and Schools. Dr. Maze will retire on July 31, 1996.

Dr. Maze pioneered the field of intercollegiate articulation agreements, a process that has insured and made more fluid the transfer of Richard Bland College graduates to four-year colleges and universities across the Commonwealth. He has enhanced the curriculum with several innovative programs, including theatre and speech which results in four to five major productions per year.

Under the leadership of President Maze, the off-campus degree program in business at the Defense Supply Center Richmond has significantly developed and expanded. Throughout his entire twenty-year tenure, President Maze has been an active member of the Council of Presidents, an organization which is extremely influential in shaping the higher education policies throughout the Commonwealth.

A cornerstone of his presidency has been the enhancement of opportunities for minority students, faculty, and administrators. President Maze has also developed the International Studies Program which makes it possible for students to earn academic credit for international educational travel. He has personally organized and led educational travel trips around the world. Dr. Maze oversaw the creation of The Richard Bland College Foundation and raised endowment funds to assist students and faculty in their pursuit of international travel and globalization of the curriculum.

During President Maze's tenure, two of the five major buildings on campus have been completely remodeled into state of the art offices and classrooms ready to promote the instruction of the arts and technologies through the remainder of this century and well into the next. He is also responsible for the construction of the campus-wide maintenance center. Under his leadership, a well planned and beautifully executed landscape program has been developed which through minimum maintenance provides the entire community with spectacular scenery.

President Maze's contributions to the community have been extensive. He is responsible for the creation of the Richard Bland College Wind Ensemble which provides concerts throughout the year, as well as entertainment at commencement. He was a leader in the support for the Petersburg Festival Chorus, a group that has won state-wide acclaim. The number of community organizations and boards on which he has served is extensive.

Marlene Dotson Maze has served for the past twenty years as the first lady of Richard Bland College. During her tenure, she has consistently demonstrated her enthusiasm and support and has served actively as part of the presidential

team. Mrs. Maze brought a thoughtful standard of excellence to all events and programs she hosted for the College. She served with distinction in her role as College ambassador in visits with alumni, donors, and friends.

BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia acknowledges the leadership and vision of Clarence Maze, Jr.; expresses its gratitude to him for his contributions to Richard Bland College and the community during the past twenty years; and in grateful appreciation, bestows upon Dr. Maze the title of President Emeritus of Richard Bland College.

BE IT FURTHER RESOLVED, That the Board of Visitors also wishes to acknowledge the service to Richard Bland College, its students and its faculty, of Marlene Dotson Maze and expresses its gratitude to her for her contributions to the Richard Bland College community. Her involvement in the life of the college has been thoughtful, enthusiastic and generous.

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

**RICHARD BLAND COLLEGE  
NAMING OF ADMINISTRATION BUILDING**

Dr. Clarence Maze, Jr., President of Richard Bland College of The College of William and Mary, will retire on July 31, 1996. Dr. Maze assumed the presidency of Richard Bland College on August 1, 1975, and has skillfully led the institution through twenty-one years of academic, physical, and social progress.

During President Maze's stewardship, two of the five major buildings on campus have been completely remodeled into state of the art offices and classrooms. He is also responsible for the construction of the campus-wide maintenance center. His leadership has also developed a well planned and beautifully executed landscape scheme which through minimum maintenance provides the entire community with spectacular scenery.

In recognition of years of outstanding service and commitment by Clarence Maze, Jr. to Richard Bland College, the faculty and staff of that college have asked that the newly renovated administration building be named "Maze Hall."

**THEREFORE, BE IT RESOLVED,** That in appreciation of Clarence Maze, Jr.'s, dedication and commitment to Richard Bland College, the Board of Visitors of The College of William and Mary in Virginia accepts the request and hereby names the administration building "Maze Hall."

**BE IT FURTHER RESOLVED,** That the Board of Visitors directs the Secretary to inform Clarence Maze, Jr. of its action and to express its deep appreciation for his years of service to Richard Bland College of The College of William and Mary in Virginia.



Petersburg, Virginia 23805

804-862-6220

PRESIDENTIAL SEARCH COMMITTEE

- I. Board of Visitors (3, includes chair)
- II. Richard Bland College Administration (2)
  - Dr. Russell E. Whitaker, Jr. (804) 862-6200  
Dean of Administration & Finance
  - Mr. Tony G. Jones (804) 862-6223  
Director of Financial Aid
- III. Richard Bland College Faculty (2, 3, or 4)
  - Dr. John L. Blair (804) 862-6275  
Professor of History & Government
  - Mrs. Williabel Davis (804) 862-6264  
Associate Professor of English
  - Mr. Steven E. Martin (804) 862-6239  
Associate Professor of Mathematics & Computer Science  
Chair, Division of Science & Quantitative Methods
  - Mrs. Carole Summerville (804) 862-6270  
Associate Professor of Mathematics
- IV. RBC Alumni, Foundation, & Student Government (3)
  - Mrs. James R. (Sophia) Traylor (804) 541-3389 (Alum)  
P. O. Box 283  
Hopewell, VA 23860
  - Mr. J. Peter Clements, President (804) 861-4177 (Fnd Pres.)  
The Bank of Soutside Virginia  
Carson, VA 23830
  - Miss Amy K. Arnold (<sup>PRES.</sup>~~VP~~ of SGA) (804) 794-3936/732-6587  
13325 Queensgate Road  
Midlothian, VA 23113 or SGA at RBC
- V. Secretary to the Search Committee
  - Mr. S. Robert Davis (Professor Emeritus) (804) 732-1739  
231 Greenwood Drive  
Petersburg, VA 23805

*"A Margin of Excellence Makes the Difference"*



CHARTERED 1693

COLLEGE OF WILLIAM AND MARY  
OFFICE OF THE RECTOR OF THE COLLEGE  
WILLIAMSBURG, VIRGINIA

October 16, 1995

Mrs. Audrey M. Harris  
10440 Cherokee Road  
Richmond, VA 23235

Dear Audrey:

Enclosed is a copy of a letter I have sent to each member of your search committee. To all that I have said to them, I would add how grateful your recent colleagues and the new members of the Board of Visitors are for your agreeing to undertake this very important assignment.

I have asked Jim Vergara to serve as your Vice Chairman and Liaison to the Board of Visitors. Jim shares with you a genuine concern for the College and I know he will be of great assistance in this endeavor.

I pledge to you my complete support. Should you feel that there is anything needed from Williamsburg, please do not hesitate to call on Jim Kelly and I know that his assistance will be forthcoming.

Again, on behalf of the Board and Richard Bland College, thank you so very much.

Sincerely,

James B. Murray, Jr.  
Rector

JBM:sw

cc: Mr. S. Robert Davis  
Mr. James S. Kelly ✓  
Mr. James J. Vergara, Jr.



CHARTERED 1693

COLLEGE OF WILLIAM AND MARY  
OFFICE OF THE RECTOR OF THE COLLEGE  
WILLIAMSBURG, VIRGINIA

October 16, 1995

Mrs. Audrey M. Harris  
10440 Cherokee Road  
Richmond, VA 23235

Dear Audrey:

On behalf of the Board of Visitors and the Richard Bland College community, I would like to again thank you--as I did publicly--for agreeing to serve on the search committee for the next President of Richard Bland College. The decisions that you make in the next few months will be a principal factor in determining the future of this splendid institution. We are most grateful for your support in this endeavor.

The Board of Visitors of The College of William and Mary in Virginia requests that the Search Committee, appointed by me on September 27, 1995, conduct a national search for the third president of Richard Bland College. In this search we request that the Search Committee actively seek nominations from the college community and from other institutions of higher education as well as appropriate national organizations.

Following this national search, the Board directs the Search Committee to recommend to the Board of Visitors not more than three or less than two qualified candidates for the position of president.

The Board requests an expeditious but thorough search. This search is to be conducted in accordance with the laws of the Commonwealth and the affirmative action policies of this College.

As I stated in our meeting in Petersburg on October 10, members of this committee have the complete confidence and support of the Board of Visitors and its Rector. Should you have any questions or concerns, please do not hesitate to voice them to your chairman and through her to the Board.

Best wishes for the success I am sure you will achieve.

Sincerely,

James B. Murray, Jr.  
Rector

JBM:sw

cc: Mr. S. Robert Davis  
Secretary to the Search Committee

## RICHARD BLAND PRESIDENTIAL SEARCH TIMELINE

Thursday, September 7, 1995 - Dr. Maze to announce retirement to RBC faculty and staff

Friday, September 8, 1995 - Dr. Maze to announce retirement publicly at Board of Visitors meeting

~~Friday~~, <sup>MON.</sup> ~~October 6~~<sup>9</sup>, 1995 - Rector to announce members of RBC Presidential Search Committee at Richard Bland College

mid-October - Search Committee to create position description, advertise

November 17, 1995 - Search Committee report at Board of Visitors meeting

January 1996 - committee to develop short list for interviews

February 1996 - interviews on RBC campus

March 22, 1996 - special called meeting of Board of Visitors on RBC campus to announce selection of president (cancel December 6, 1996 meeting)

50,000.00

From - THE OFFICE OF THE PRESIDENT

To - <sup>Staff</sup> Thrus 9/7 - announce to faculty  
 Sept <sup>Tue 9/8</sup> - announce retirement Bd  
 Oct 6 <sup>Rector</sup> announce search comm at RBC  
 mid-Oct - Nov <sup>create position desc.</sup> advertise  
 Nov Bd - report committee  
~~Dec~~ <sup>Jan</sup> ~~mid Dec~~ - short list for interviews  
 Jan - Feb interview on campus  
 Mar <sup>22</sup> - announce selection  
 (cancel 12/6 mtg)

H TIMELINE

retirement to RBC faculty

retirement publicly at mtg

members of RBC Presidential Richard Bland College

description, advertise

of Visitors meeting

interviews

of Visitors on RBC campus to cancel December 6, 1996



*The College of*  
**WILLIAM & MARY**  
*Office of the President*  
Williamsburg, VA 23187-8795  
(804) 221-1693, Fax (804) 221-1259

*10/2 per Peggy  
OK - send over  
Murray signature*

FACSIMILE COVER SHEET

TOTAL PAGES: 4 (including this cover sheet)

DATE: 9/27/95

TO FAX NUMBER: 804/971-7780

NAME: James B. Murray, Jr.

ADDRESS: Chairman

Columbia Capital Corporation

FROM: James S. Kelly

Secretary to the Board of Visitors

MESSAGE: Mr. Rector:

Enclosed is a draft letter from you to each of the individuals to be invited to serve on the Richard Bland Presidential Search Committee, along with a draft script for the 10/9 meeting in Petersburg. Please let us know if you wish us to prepare these letters for your signature once you have approved the content.

From the beginning of time you and I have been taught the smaller the committee the greater the chance for success. However, I do believe that in the search process for a president this is not necessarily the best advice. This is a balanced group and will afford representation to all groups in the event of absences.

I have talked with Audrey--I guess I got a little ahead of you but she is willing to serve if asked; however, she will be at the beach on the 9th. You may wish to give her a call at your earliest convenience. I will be out of the office this rest of this week and next, but close to a phone and should you wish to speak with me, let Sandy know and I will be right back to you.

Beyond that, I think your college is in good shape and all is well today--today.

cc: President Clarence Maze, Jr.

*Facsimile copies cannot be retained for any length of time, as they fade rapidly. If there is a need for a permanent record of this message, please make a hard copy.*

September 27, 1995

1~

Dear 2~:

On September 8, 1995, Clarence Maze, Jr. formally notified the Board of Visitors of the College of William and Mary that he will be 65 in November 1996 and he would like to retire from the presidency of Richard Bland College, effective December 31, 1996.

In accepting Dr. Maze's retirement, the Board noted that under the leadership he has provided over the past twenty years, Richard Bland College has grown into an important part of our Commonwealth's system of higher education. The selection of a successor to Dr. Maze will be an important task and I would be pleased if you would serve on the committee charged with that task.

I have asked a former member and immediate past secretary of the Board of Visitors, Audrey M. Harris, to serve as the chairman of this search committee. She will convene the first meeting in the near future.

I am also pleased to announce that Mr. S. Robert Davis, Professor Emeritus of Richard Bland College, has agreed to serve as the secretary to this committee.

It is my intention to meet with as many of you as possible on Monday, October 9, 1995, at 11:00 a.m. in the Humanities and Social Services Building on the Richard Bland campus to announce the appointment of the committee and answer any questions.

I look forward to hearing from you. Should you have any questions, please let me know.

Sincerely,

James B. Murray, Jr.  
Rector

JBM:sw

cc: President Clarence Maze, Jr.  
Mr. James S. Kelly

RICHARD BLAND COLLEGE SEARCH COMMITTEE MEETING  
Monday, October 9, 1995  
Humanities and Social Services Building - Richard Bland College

- 11:00 a.m. 1. President Clarence Maze calls those assembled to order and introduces Rector of the College.
2. Rector thanks Dr. Maze, briefly welcomes the group, speaks briefly of President Maze's career at Richard Bland, and announces selection of search committee:

**RECTOR:** First and foremost, the most important job of a Board of Visitors is choosing a president. The last president of Richard Bland College was chosen with care, thought, and great deal of success. Now it is the intention of this Board to do our very best to bring to Richard Bland leadership that will carry it into the 21st century.

I have asked the following people, representing the groups noted, to serve on the Search Committee, and I am pleased to formally announce their appointment today:

**Chair:** Audrey M. Harris, immediate past Secretary, Board of Visitors

**Members:** Amy K. Arnold, President, Student Government Association  
John L. Blair, Professor of History and Government  
J. Peter Clements, President, Richard Bland Foundation  
Williabel Davis, Associate Professor of English  
J. Edward Grimsley, Board of Visitors  
Tony G. Jones, Director of Financial Aid  
Steven E. Martin, Associate Professor of Mathematics and Computer Science; Chair, Division of Science & Quantitative Methods  
Linda Arey Skladany, Board of Visitors  
Carol Summerville, Associate Professor of Mathematics  
Sophia Traylor, Alumna  
James J. Vergara, Jr., Board of Visitors  
Russell E. Whitaker, Jr., Dean of Administration and Finance

**Secretary:** S. Robert Davis, Professor Emeritus

I believe these individuals constitute a balanced and thoughtful group capable of bringing to the Board of Visitors the names of candidates well qualified to serve as president of Richard Bland College.

3. Rector charge to the committee:

**RECTOR:** In as expeditious a manner as possible and in concert with their various constituencies, I now charge the committee to develop a job description for the position of President. This position description will serve as the basis for an advertisement to be placed nationally and circulated to all sister institutions in this state as well as any organizations or individuals who might provide suitable candidates.

I would expect a preliminary report to the Board of Visitors at their November meeting, and would ask that Jim Vergara, ably assisted by Ed Grimsley and Linda Skladany, serve as liaison to the Board.

I would further hope that at the November meeting we can receive from this group a timetable that will bring candidates to the Board of Visitors in the spring. I would further direct there be no fewer than two and no more than three final candidates.

I would pledge to this committee my personal support and have no hesitancy in stating further that you have the interest, support and concern of the entire Board of Visitors. We wish you all well in the success we know you are going to enjoy.

I am sure that the chair will shortly invite the members of the committee to meet with her at a spot to be designated. I would be pleased to entertain any questions that any of you might have about this process.

4. Rector turns meeting back to Dr. Maze, who will adjourn the group to lunch.

10/17-18/91

Board of Visitors  
MINUTES  
Page 2

The Rector called on President Maze, who briefly commented on the campus planning presentation and introduced Professor Robert L. Vickery, from the University of Virginia Department of Architecture.

Professor Vickery made a presentation in support of Resolution 17, Richard Bland College Campus Planning, and answered questions from the Board.

Following Professor Vickery's presentation, the Rector made brief remarks:

The Rector indicated that he was pleased that the President of the Society of the Alumni had been able to join the Board this morning, indicating the desire of the Board and the Society to work more closely with the College; Wallace Terry, who was unable to attend, was awarded earlier in the year the medal of honor from the University of Missouri School of Journalism for distinguished service in journalism; Ed Rollo has written a very complimentary editorial regarding John Tucker in the September 25 Richmond News Leader; commented to observers to make sure that tercentenary plans discussed earlier were not talked about too much until plans were confirmed closer to the date; reported his attendance at a meeting of the group which is intended to develop into the Council of Rectors, a supplement to the Council of Presidents, to find ways in which College communities could support and further the cause of higher education in the Commonwealth; in connection with that reminded members of the meeting on November 13; discussed his letter of August 21 regarding date changes and suggested that proposed dates for the next several years be developed by the staff and sent to Board members for comment; and announced that a letter was being delivered to the College community regarding the search committee.

Provost McNeer gave the report on Richard Bland College.

President Verkuil gave the report on the College of William and Mary and asked Jim Kelly to unveil the Tyler Hall plaque and make brief comments.

The Rector asked for any corrections to the minutes of the April 11-12 Annual Meeting, and the June 28 Executive Committee meeting.

The Rector noted that Paul Forch had suggested a further clarification to the minutes of the April 11-12 meeting to emphasize that Mr. Brinkley did not vote on the permanent financing resolutions, which will change the last sentence in paragraph 9 on page 3 to read:

"Mr. Brinkley ~~abstained from this motion~~, declining to participate in and vote upon the motion. "

Hearing no other corrections, the Rector asked for a motion to approve the April 11-12 minutes as corrected and the June 28 minutes as distributed. Motion was made by Mr. Grosvenor, seconded by Mr. Campbell, and approved by vote of the Board.

The Rector called for committee reports, reminding those present that the Board now meets as a committee of the whole and the resolutions had been discussed in depth earlier:

The Rector had brief closing remarks:

Homecoming activities continue through Sunday, October 20; the first meeting of the Search Committee will be held on Sunday, October 20, in the Board Room; Rector again reminded Board members that the Council of Higher Education 1991 Boards of Visitors Conference will be held on November 13 in Richmond at Virginia Commonwealth University's Student Commons from 9:00 a.m. until 3:30 p.m. and encouraged their attendance; the next Board meeting will be held on February 6-7, 1992, in conjunction with Charter Day on February 8.

Rector asked Mr. Brinkley, as Chairman of the Presidential Search Committee, if he had any remarks for the Board. Mr. Brinkley repeated that the first meeting of the Committee would be 10 a.m. on Sunday in the Board Room and asked the Rector to read his letter to the College community (copy appended).

There being no further business, and following brief closing remarks regarding plans for the rededication of Washington Hall following the meeting, the Board adjourned at 2:18 p.m.

October 18, 1991

*appended to  
minutes of  
October 1991  
mjf*

TO THE WILLIAM AND MARY COMMUNITY:

On September 18, Paul Verkuil notified the Board of Visitors that he intends to terminate his tenure as the 24th president on Charter Day 1992. It was the consensus of the Board that we should move in as expeditious a manner as possible in the appointment of a search committee.

As Rector of the College, my first action was to ask the Vice Rector, James W. Brinkley, to serve as chairman of the Search Committee. I then contacted the College's several constituencies: the faculty, represented by the Executive Committee of the Faculty Assembly; the alumni, represented by their president, John Entwisle; and the students, graduate and undergraduate, represented by their respective presidents. I also received communications from other groups and individuals with timely and thoughtful suggestions and nominations. All of this has been very helpful.

The Board recognized faculty concern about the appointment of a president and I was most grateful to have the Faculty Assembly in place as the constituted representative of the faculties of the College. The several suggestions presented by the Executive Committee as to models for faculty representation were insightful and helpful.

Today I am announcing the appointment of the following individuals to the Search Committee:

Chairman: James W. Brinkley, Vice Rector of the College

Members: A. Marshall Acuff, Jr., Board of Visitors  
John E. Donaldson, Professor of Law  
Morton Eckhause, Professor of Physics  
John S. Entwisle, President, Alumni Society  
Laura Flippen, President, Undergraduate Student Association  
Alan E. Fuchs, Professor of Philosophy  
J. Edward Grimsley, Board of Visitors  
Audrey M. Harris, Board of Visitors  
Janet Hill, Board of Visitors  
Mariann Jelinek, Professor of Business Administration  
Richard C. Kraemer, President, Endowment Association  
John J. McGlennon, Professor of Government; President, Faculty

Assembly

John Ruzecki, Associate Professor of Marine Science  
Shirley Santiago, Graduate Student  
Rebecca B. Smith, Vice President, Alumni Society  
John H. Tucker, Jr., Board of Visitors  
James E. Ukrop, Secretary, Board of Visitors  
James M. Yankovich, Professor of Education

Ex Officio: Hays T. Watkins, Rector of the College

Secretary: Harriet E. Reid

I believe these individuals constitute a balanced and thoughtful group capable of bringing to the Board of Visitors the names of candidates well qualified to serve as president of the College of William and Mary. I urge that all of us, this university community, come together in support of this search committee and help them in the successful completion of their task.

Sincerely,

Hays T. Watkins  
Rector

HTW:sw



2/6-7/92

At 4:10 p.m. the Board reconvened in open session. The Rector advised observers that the Board had discussed matters pertaining to specific personnel and the consideration of honorary degrees. The Rector called for a show of hands to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. The vote was unanimous. (Certification of Closed Session Resolution is appended).

In the absence of Mr. Terry, Mr. Brinkley chaired the Committee on Student Affairs.

**Richard Bland College:** Members of the Student Liaison Committee summarized Student Government Association activities for the year and reported that they are striving to increase awareness on campus about drunk driving and patterns of drinking which can lead to alcoholism. Joseph Barden, Director of Student Activities, reported that the Secretary of Education would speak at the 1992 Commencement on May 8.

**College of William and Mary:** W. Samuel Sadler, Vice President for Student Affairs, gave a brief report on plans to examine the policy on special interest housing, reviewed new rush procedures in use by the fraternities this year and discussed staff turnover in the Office of Residence Life. Mr. Sadler introduced Richard Brooks, President of the Graduate and Professional Students, who discussed two issues of concern for graduate students. The undergraduate Student Liaison members reported on student involvement in volunteerism, the review of the Honor System and student support of a tuition increase. Laura Flippin, outgoing President of the Student Association, was congratulated by the Rector and Mr. Brinkley on her service as Student Association president this year and was invited to return in April to introduce the new members of the Student Liaison Committee.

At 4:55 p.m. the Board took a short recess and reconvened in open session at 5:00 p.m.

Mr. Tucker chaired the Committee on Academic Affairs.

**Richard Bland College:** James B. McNeer, Provost, gave a brief report. The Chairman of the Faculty Liaison Committee, Tom Milton, introduced the other member of the committee present, LeAnn Binger, and gave a brief report from the committee.

**College of William and Mary:** Melvyn D. Schiavelli, Provost, indicated that his report had been given in closed session. The Chairman of the Faculty Liaison Committee, John Ruzewski, distributed the report of the Committee and answered questions from the Board. Chairman of the Faculty Compensation Board, Edward Remler, distributed a set of graphs on salary rankings and dollar figures and answered questions from the Board. It was suggested that further details were necessary to clear up confusion as to what categories were being compared and Provost Schiavelli advised the Board that he would be prepared with further information at the April meeting.

Mr. Tucker moved the adoption of Richard Bland College Resolution 1, Appointment to Fill Vacancy in the Administrative Faculty; College of William and Mary Resolution 2, Appointments to Fill Vacancies in the Instructional Faculty Tenure Eligible; Resolution 3, Appointments to Fill Vacancies in the

Administrative and Professional Faculty; Resolution 4, Confirmation of Academic Tenure; Resolution 5, Faculty Promotions; and Resolution 6, A Resolution Honoring Paul R. Verkuil. Motion was seconded by Mr. Grimsley and approved by vote of the Board.

Mr. Watkins chaired the Committee on Honorary Degrees and asked for a motion to accept the report as given in closed session. Motion was made by Mr. Tucker, seconded by Mr. Grimsley and approved by vote of the Board; namely, honorary Doctor of Science degrees will be conferred upon the following individuals at Charter Day, 1992:

D. Allan Bromley (speaker)  
Cyril A. Clarke

Hermann A. Grunder  
Richard H. Peterson

There being no further business, the Rector adjourned the committee meeting at 5:58 p.m.

On Friday, February 7, the Rector convened the Board as a committee of the whole at 7:30 a.m. and advised that in order to eliminate opening and closing sessions for each committee agenda, there would be one closed session as the first item of business in which all closed session items for these committees would be handled.

The Rector asked for a motion that the meeting be closed in order to discuss matters pertaining to specific personnel; real estate; and gifts, bequests and fund raising, as authorized by Section 2.1-344.A. 1., 3., and 8., Freedom of Information Act, and reminded Board members they would be required to certify at the end of the session that only those items specified were discussed in closed session. Motion was made by Mr. Tucker, seconded by Mr. Ukrop, and approved by vote of the Board. The observers were asked to leave the room and the Board went into closed session at 7:35 a.m.

At 8:45 a.m. the Board took a short recess and reconvened in open session at 8:50 a.m. The Rector advised observers that the Board had discussed matters pertaining to specific personnel real estate; and gifts, bequests and fund raising. The Rector called for show of hands to adopt the Resolution certifying that the closed session was held in compliance with the Freedom of Information Act. The vote was unanimous. (Certification of Closed Session Resolution is appended).

Mr. Koons chaired the Committee on Athletic Policy. Mr. Randolph and Ms. Blosser discussed highlights of the athletic program through February 7, general special events and special events planned for the tercentenary.

In the absence of Mr. Batten, Mr. Brinkley chaired the Committee on University Advancement.

**Richard Bland College:** Richard M.B. Rennolds, Director of Institutional Advancement, gave a brief report.

**College of William and Mary:** Edward T. Allenby, Vice President for University Advancement, reported on campaign progress, gifts and commitments, fiscal year gift income analysis, and distributed an updated Interim Gift Report (appended). Mr. Allenby briefly discussed the reorganization of the

Mr. Brinkley advised that the report of the Presidential Search Committee had been given in closed session.

The Rector advised the Board that the Bylaws call for the appointment of a "Committee on Nominations, composed of not less than three (3) members, [which] shall be appointed by the Rector prior to the meeting at which officers will be elected. Election of the officers will be held biennially at the annual meeting of the Board ...." Inasmuch as the annual meeting will be held on April 9-10, the Rector advised the Board that he has appointed three members whose terms have been extended as this committee: Mr. McGlothlin, who was asked to serve as chair; Mr. Koons and Mr. Tucker. The committee has been asked to bring their report to the Board at the April meeting.

The Rector advised the Board that changes had been proposed in the meeting schedule so that the four Board meetings required by the Bylaws would be held during the months of September, November, February, and April. A general discussion followed in which the Rector also suggested holding a meeting in December at Richard Bland College or having the November meeting at Richard Bland, indicating that this would still have to be worked out. Scheduling of the meetings was clarified to be mid-September, mid-November, at Charter Day in February, and mid-April to avoid holding the meetings too close together. It was the general consensus that this was agreeable to the Board. Mr. Kelly advised that the new dates would be circulated to the Board shortly.

Mr. Halaby asked that the administration clear up the confusion from the Compensation Committee report at the April meeting. Options for solutions were requested prior to the next meeting.

*maye -  
to stay  
until  
new one  
on  
to board* - The Rector read Resolution 13, Appointment of Acting President, and asked members of the Board to indicate their approval by standing. The vote was unanimous. (Resolution 13 is appended). The Rector then read the press release and asked Acting President Schiavelli if he had any comments. Following brief remarks by Mr. Schiavelli, on behalf of the Board the Rector thanked President Verkuil for an outstanding job as 24th president and wished him Godspeed in his new position. The Board gave Mr. Verkuil a standing ovation.

The Rector reminded members of the Board that Charter Day activities continue through Saturday, February 8, and asked Mr. Kelly to make any announcements regarding the remainder of the schedule.

There being no further business, the Board adjourned at 2:50 p.m.

Board of Visitors

February 7, 1992

Resolution 13

Page 1 of 1

COLLEGE OF WILLIAM AND MARY  
APPOINTMENT OF ACTING PRESIDENT

WHEREAS, Dr. Paul R. Verkuil has tendered his resignation as twenty-fourth president of the College of William and Mary to accept the position of President of the American Automobile Association, effective January 1, 1992; and

WHEREAS, The Bylaws of the Board of Visitors provide that "In the case of the ... resignation of the President, the Board of Visitors shall designate as promptly as possible an Acting President to serve until a President shall have been elected by the Board and shall have assumed office";

NOW, THEREFORE, BE IT RESOLVED, That, in grateful recognition of his years of service to The College of William and Mary in Virginia and in full confidence of his capabilities and competencies, the Board of Visitors does now name Provost Melvyn D. Schiavelli as Acting President of The College of William and Mary in Virginia beginning on February 9, 1992, vesting in him all the duties and authorities prescribed for the presidency of the College under the Bylaws of the Board of Visitors, the Ancient Royal Charter, and The Code of Virginia, for a period of indefinite length, until a president, appointed by the Board of Visitors, shall take office at a time and place mutually agreed upon.

December 7-8, 1984

Mr. H. Tucker moved the adoption of the following resolution:

WHEREAS, Dr. Thomas Ashley Graves, Jr. has tendered his resignation as twenty-fourth president of the College of William and Mary; and

WHEREAS, The Board of Visitors has granted to Dr. Graves terminal leave from January 8, 1985, to March 18, 1985, at which time his affiliation with the College will be formally terminated; and

WHEREAS, The Bylaws of the Board of Visitors provide that the Provost of the College shall become the acting president until such time as a president shall be named and shall take office;

NOW, THEREFORE, BE IT RESOLVED, That, in grateful recognition of his years of service to The College of William and Mary in Virginia and in full confidence of his capabilities and competencies, the Board of Visitors does now name George Robert Healy as Acting President of The College of William and Mary in Virginia beginning on January 9, 1985, vesting in him all the duties and authorities prescribed for the presidency of the College under the Bylaws of the Board of Visitors, the Ancient Royal Charter, and The Code of Virginia, for a period of indefinite length, until a president, named by the Board of Visitors, shall take office at a time and place mutually agreed upon.

Motion was seconded by Mr. C. Davis, and approved by vote of the Board.

On behalf of the Board, the Rector wished President Graves happiness and all good luck in his future endeavors.

There being no further business, the Board adjourned at 4:30 p.m.

Board of Visitors

Resolution 6

February 6-7, 1992

Page 1 of 1

COLLEGE OF WILLIAM AND MARY  
A RESOLUTION HONORING PAUL R. VERKUIL

Paul R. Verkuil came to The College of William and Mary in Virginia as the twenty-fourth president in 1985, after a distinguished career as Dean and Joseph M. Jones Professor of Law at the Tulane Law School and Professor of Law at the University of North Carolina at Chapel Hill. He received his undergraduate degree from William and Mary, LL.B. from the University of Virginia, M.A. from the New School for Social Research, and LL.M. and J.S.D. from New York University.

To his service at William and Mary, Mr. Verkuil brought high academic and professional values worthy of the institution. The College has grown in significant dimensions under his leadership and the members of this university community acknowledge with great appreciation all he has accomplished at the College as well as the national recognition which William and Mary has received during his tenure.

BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia acknowledges the leadership and vision of Paul R. Verkuil, the twenty-fourth President of this ancient College; expresses its gratitude to him and to Mrs. Verkuil for their contributions in the past seven years; and in grateful appreciation, bestows upon Mr. Verkuil the title of President Emeritus of The College of William and Mary in Virginia.

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

December 7-8, 1984

Page 3

Mr. Roberts gave the report of the Committee on University Advancement, calling the Board's attention to the Interim Progress Report by Director of Development Barrett H. Carson, which was handed out in the committee meeting (appended).

In the absence of Lt. Gov. R. Davis, Dr. Faulconer gave the report of the Committee on Personnel Policy.

Mrs. Storm gave the report of the Committee on Legislative Relations.

In the absence of Mr. Jebo, Mr. C. Davis gave the report of the Committee on Athletic Policy.

Mr. H. Tucker gave the report of the Committee on Financial Affairs.

Mr. H. Tucker indicated that the Committee had voted to table Resolution VM-1 for further discussion at the next meeting.

Mr. H. Tucker moved the adoption of Resolution W-1, Continuance of Agreement for Investment Management Services and Custodial Services Through June 30, 1986. Motion was seconded by Mr. C. Davis and approved by vote of the Board.

The Rector asked for any other business.

Mr. H. Tucker moved the adoption of the following resolution:

WHEREAS, Thomas Ashley Graves, Jr., twenty-fourth president of The College of William and Mary in Virginia, in his fourteenth year in office, on November 30, 1984, did notify the Board of Visitors of the College of his acceptance of a position at the Henry Francis duPont Winterthur Museum in Delaware; and

WHEREAS, Thomas A. Graves, Jr. requested terminal leave with full pay from January 8, 1985, to March 18, 1985, from his post as President of the College; and

WHEREAS, There is lodged with the Board of Visitors certain private funds contributed to the College and the accrued interest thereon in the amount of \$15,912 for sabbatical leave for Dr. Graves; and

WHEREAS, Certain members of the Board of Visitors are willing to supplement that sabbatical fund in an amount of \$2,607 to provide salary and fringe benefits requested by Dr. Graves for a ten-week period;

NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors grant terminal leave with pay and fringe benefits of \$18,519 to Thomas Ashley Graves, Jr. from January 8, 1985, until March 18, 1985 with all good wishes for happiness in his new endeavor and with sincere gratitude for his fourteen years of service to The College of William and Mary in Virginia.

Motion was seconded and approved by all members of the Board.

**(Watkins leads applause. Hosts should hand presents to honorary degree recipients.)**

At this point, I would like to ask Paul and Fran Verkuil to join me at the lectern.

If this weekend is one of celebration, it is also touched with some sadness. Tomorrow will be the last opportunity we will have to introduce Paul Verkuil as president of William and Mary. As I am sure you know, Paul and Fran are leaving us to go to Florida, where Paul is the President and CEO of the American Automobile Association. As special guests of the Verkuils tonight is their daughter, Tara, and Paul's mother, Elsie Verkuil. **(Watkins leads brief applause.)** We welcome all of you.

Paul, before I yield the floor to you, let me just say that the last seven years have been remarkable ones for me and for the College. Rarely have I seen so much energy and determination in one individual. Your administration has been remarkably fruitful, from promoting academic excellence to the construction of modern classroom space, from the Campaign for the Fourth Century, to the plans for our Tercentenary. Few people realize the extent to which you were personally responsible for the success of so many of these activities.

It would be difficult to appropriately thank you for all these efforts. So, please let me offer these gifts to you and Fran as tokens of our gratitude for all that you have done for William and Mary over the years.

**(Watkins hands gift to Verkuils. As they open gifts:)**



Hays T. Watkins:

*with* For those who may not be able to see, the president is ~~unwrapping~~ <sup>has been presented</sup> a replica of the President's Medallion, while Fran has a William and Mary cypher.

It's also my pleasure to give to each of you the resolutions passed this afternoon by the Board of Visitors. If you will allow me, I will read them.

**(Resolution for Mrs. Verkuil)**

Frances Gibson Verkuil, a member of the Class of 1966, has for the past seven years been the first lady of the College of William and Mary. During her tenure, she has consistently demonstrated her enthusiasm and support for the College. She considered Paul Verkuil's mission to be her mission as well, and she has actively served as part of the presidential team.

Mrs. Verkuil brought a thoughtful standard of excellence to all events and programs that she hosted for the College. Each occasion was marked by her direct involvement and interest in making the event memorable. Mrs. Verkuil served with distinction in her role as College ambassador in visits with alumni, donors and friends.

Her interest in the construction of the Child Care Center is an example of her determination and dedication. Mrs. Verkuil served as a member of the Child Care Advisory Board, personally involved herself in the fund-raising efforts for the project, and carefully considered the needs of the staff, the families and especially the children. The members of the Board of Visitors and

the administration were often reminded of her concern and her belief that the College should be a leader in creating an outstanding child-care facility on its campus.

BE IT RESOLVED, That, in recognition of Frances Gibson Verkuil's invaluable contributions as first lady of the College, the Board of Visitors of The College of William and Mary in Virginia acknowledges her seven years of service to William and Mary; and

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Mrs. Verkuil with deep appreciation for her extraordinary dedication to the College of William and Mary.

**(Resolution for Paul Verkuil:)**

Paul R. Verkuil came to The College of William and Mary in Virginia as the twenty-fourth president in 1985, after a distinguished career as Dean and Joseph M. Jones Professor of Law at the Tulane Law School and Professor of Law at the University of North Carolina at Chapel Hill. He received his undergraduate degree from William and Mary, LL.B. from the University of Virginia, M.A. from the New School for Social Research, and LL.M. and J.S.D. from New York University.

To his service at William and Mary, Mr. Verkuil brought high academic and professional values worthy of the institution. The College has grown in significant dimensions under his leadership and the members of this university community acknowledge with great appreciation all he has accomplished at the College as well as

the national recognition which William and Mary has received during his tenure.

BE IT RESOLVED, That the Board of Visitors of The College of William and Mary in Virginia acknowledges the leadership and vision of Paul R. Verkuil, the twenty-fourth President of this ancient College; expresses its gratitude to him and to Mrs. Verkuil for their contributions in the past seven years; and in grateful appreciation, bestows upon Mr. Verkuil the title of President Emeritus of The College of William and Mary in Virginia.

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

(Hand resolution to THE PRESIDENT. Mrs. Verkuil and Watkins take their seats on stage.)

(President's Remarks)

Paul R. Verkuil:

Thank you, Hays, for your kind words; and thank all of you for the generosity which you've shown us tonight, and throughout our years here in Williamsburg. You have been a kind audience, and I do not want to test your patience. Still, I want to take advantage of this opportunity to remind you that the most important force in William and Mary's history for the last several years has not been the president, but you.

As I look out over this crowd tonight I am very much aware that each one of you has had a significant role to play. The president may be

COLLEGE OF WILLIAM AND MARY  
A RESOLUTION HONORING FRANCES GIBSON VERKUIL

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Mrs. Verkuil brought a thoughtful standard of excellence to all events and programs that she hosted for the College. Each occasion was marked by her direct involvement and interest in making the event memorable. Mrs. Verkuil served with distinction in her role as College ambassador in visits with alumni, donors, and friends.

Her interest in the construction of the Child Care Center is an example of her determination and dedication. Mrs. Verkuil served as a member of the Child Care Advisory Board, personally involved herself in the fund-raising efforts for the project, and carefully considered the needs of the staff, the families and especially the children. The members of the Board of Visitors and the administration were often reminded of her concern and her belief that the College should be a leader in creating an outstanding child-care facility on its campus.

BE IT RESOLVED, That, in recognition of Frances Gibson Verkuil's invaluable contributions as first lady of the College, the Board of Visitors of The College of William and Mary in Virginia acknowledges her seven years of service to William and Mary; and,

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Mrs. Verkuil with deep appreciation for her extraordinary dedication to the College of William and Mary.

4/26/95

December 1996 - Clarence Mage to retire

- ① ~~at risk~~
- ② ~~at risk~~ / sept B/V spec by  
by & di w = y /  
B/V & feb 1996

W - 6 - p 2  
 yesterday 3/21-22/96  
 in 3

~~at risk~~ as of  
 J RBC ( - 6/96)

- ③ ~~at risk~~ - aug 1996
- ④ Clarence c sabbatical 12/96

consultant?

may to ask someone to serve as secretary to of the committee

G.Cell - "not to stay in touch with the candidates you are truly interested in to let them know what is going on."

11/6/95

Mr. Kelly-



Bob Davis

to the Pres. Search Committee, asked that I send you a copy of the minutes of last meeting. Also, he would like to know if you would like to continue to receive such materials?

You can call me at 862-6221 to let me know if you wish, or you may call Prof. Davis at 862-6209.

Called

Jan Brewer

PRESIDENTIAL SEARCH  
THIRD PRESIDENT OF RICHARD BLAND COLLEGE  
OF THE  
COLLEGE OF WILLIAM AND MARY

MINUTES

The Presidential Search Committee met on Thursday, October 19, 1995 at Richard Bland College. The meeting opened at 3:00 p.m. and was chaired by Mrs. Audrey M. Harris. All search committee members were present, except Ms. Linda Arey Skladany (absent).

The following agenda was set and approved:

- a) Advertisement Announcement
- b) Skills Required of Candidates for President
- c) Budget for Search
- d) Placement of Presidential Advertisement
- e) Criteria for Candidates Evaluation

After discussing a draft media announcement for the position of President, the committee approved the enclosed copy of the ad.

The draft of some of the preferred skills required of candidates for president is contained in the ad enclosed.

The draft budget was accepted. See enclosed.

The committee agreed that the position announcement would be circulated in newspapers on dates as follows:

- a) Chronical of Higher Education, November 3 and 10, 1995
- b) Richmond Times-Dispatch, November 5, 1995
- c) Virginian Pilot, November 5, 1995
- d) Washington Post, November 5, 1995
- e) Richmond Afro-American, November 8, 1995
- f) Roanoke Times, November 5, 1995
- g) Progress-Index, November 5, 1995

To aid in the evaluation of presidential candidates, copies of each of the evaluation instruments used during the search for president at William and Mary were secured. Copies are enclosed for search committee review and comments at the next full committee meeting, December 6, 1995 at 3:00 p.m. in the Student Center Conference Room.

The Chair set a schedule for the full search committee to meet at 3:00 p.m. on January 3, 10, 17, and 24, 1995. This is in addition to the full committee meeting on December 6. Additional meetings may be added as necessary.

It was agreed that all finalist interviews would be on campus at Richard Bland College.



The Chair established the following screening groups. Group screenings of applicants will facilitate the process of selection.

Ed Grimsley - Chair  
J. Peter Clements  
Williabel Davis

Jim Vergara - Chair  
Amy Arnold  
Carole Summerville

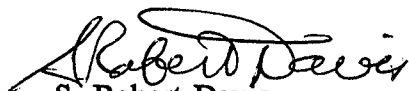
Linda Skladany - Chair  
Russell Whitaker  
Tony Jones  
John Blair

Audrey Harris - Chair  
Sophia Traylor  
Steve Martin

There being no further business, the meeting adjourned at 5:30 p.m.

Reminder: The next full meeting is scheduled for Wednesday, December 6, 1995 at 3:00 p.m. in the Student Center Conference Room.

Respectfully,

  
S. Robert Davis  
Secretary

**PRESIDENT**  
**Richard Bland College**  
**of**  
**The College of William and Mary**

Richard Bland College of The College of William and Mary invites applications and nominations for the position of President. The current President is retiring after twenty-one years and the position will be available on August 1, 1996. The President is the chief administrative officer of the College and reports to the Board of Visitors of The College of William and Mary.

Founded in 1960, Richard Bland College is the branch college of The College of William and Mary and is located on 700 acres, 25 miles south of Richmond in Petersburg, Virginia. The College is a public two-year institution governed by a Board of Visitors appointed by the Governor, and offers transfer associate degrees in the liberal arts and sciences, business, and other career programs appropriate to a junior college. The College also recognizes its responsibility and role in community education, public service, and college-community cultural activities. The College has a headcount enrollment of approximately 1200 commuting students and employs approximately 80 full-time faculty and support personnel. The annual operating budget exceeds \$5,000,000 and additional support is received from the Richard Bland College Foundation.

Preferred qualifications for the position include:

- An earned doctorate from an accredited institution;
- Ability to communicate and work effectively with faculty, students, staff, trustees, alumni and the community;
- A record of academic and/or managerial leadership which demonstrates initiative, drive and innovation;
- Success in fundraising -- public, private, individual and corporate.

Nominations, applications, and three letters of reference should be forwarded to: Mr. S. Robert Davis, Secretary, Presidential Search Committee, Richard Bland College, 11301 Johnson Road, Petersburg, Virginia 23805. To ensure full consideration, all materials should be received by the close of business on December 15, 1995.

Richard Bland College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. The College is an equal opportunity, affirmative action employer.

## BUDGET

### Compensation

Secretary	\$5,000.00
Clerical	2,000.00

### Advertisement

Chronicle of Higher Education - 2 weeks	2,880.00
Richmond Times-Dispatch	1,322.00
Norfolk	1,130.00
Washington Post	1,368.00

### Travel Expenses

6 candidates - 1 trip	10,000.00
3 candidates - 1 trip	3,000.00

### Dinners/Meetings

5,000.00

### Supplies, Duplicating, etc.

1,500.00

### Telephone

1,000.00

### Postage/Miscellaneous

1,000.00

### Contingency

3,000.00

\$38,200.00

Name \_\_\_\_\_

**PRESIDENTIAL SEARCH**  
**The College of William & Mary**

*Reading & Rating Sheet*

<u>Quality</u>	<u>Demonstrated</u>		<u>Inferred or Potential</u>		<u>Total</u>
Academic Leadership	_____	+	_____	=	_____
Long Range Planning	_____	+	_____	=	_____
External Relations	_____	+	_____	=	_____
Resource Acquisition	_____	+	_____	=	_____
Commitment to Diversity	_____	+	_____	=	_____
Administrative/ Management Skills	_____	+	_____	=	_____

Rater/Reader \_\_\_\_\_

Date \_\_\_\_\_

Comments:

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**Presidential Search**  
*25th President of The College of William & Mary*

**I. President Paul Verkuil's Announcement of Resignation**

On September 18, 1992, President Verkuil announced his resignation to assume the presidency of the American Automobile Association and his plans to leave the College after Charter Day, 1992.

**II. Appointment of the Presidential Search Committee**

Hays Watkins, Rector of the College, on October 18, 1991 announced the appointment of a search committee consisting of the following members:

**Chairman:** James W. Brinkley, Vice Rector of the College

**Members:** A. Marshall Acuff, Jr., Board of Visitors  
John E. Donaldson, Professor of Law; Faculty Liaison Committee  
Morton Eckhause, Professor of Physics; Faculty Liaison Committee  
John S. Entwisle, President of the Alumni Society  
Laura Flippin, President, Undergraduate Student Association  
J. Edward Grimsley, Board of Visitors  
Alan E. Fuchs, Professor of Philosophy; Faculty Liaison Committee  
Audrey M. Harris, Board of Visitors  
Janet Hill, Board of Visitors  
Mariann Jelinek, Professor of Business Admin; Faculty Liaison  
Richard C. Kraemer, Chairman, Endowment Association  
John J. McGlennon, Professor of Government; Faculty Liaison;  
President, Faculty Assembly  
John Ruzecki, Associate Professor of Marine Science; Faculty Liaison  
Shirley Santiago, Graduate Student  
Rebecca B. Smith, Vice President, Alumni Society  
John H. Tucker, Jr., Board of Visitors  
James E. Ukrop, Secretary, Board of Visitors  
James M. Yankovich, Professor of Education; Faculty Liaison

**Ex Officio:** Hays T. Watkins

**Secretary:** Harriet E. Reid

The first meeting of the Presidential Search Committee was held on October 20, 1991. During this meeting the statement "Profile for the President of The College of William & Mary" (Exhibit A) was finalized and distributed to committee members to be used only as an internal "measuring stick". The "Charge to the Search Committee" (Exhibit B) was also presented and finalized to be published to the College community.

The Chairman, James W. Brinkley, stressed the three goals of the search; to have an open search, an expeditious search, and a completely confidential search. This statement was reiterated throughout the search process.

At this same meeting, John Tucker was appointed by the Chairman (Jim Brinkley) as Vice Chair of the Committee.

The group was addressed by representatives of the College concerning the importance of Affirmative Action procedures. A summary of these procedures were subsequently given to and reviewed with Harriet Reid for compliance. (Exhibit C)

A sub-committee was appointed to screen candidates consisting of: James Ukrop (Chair), John Donaldson, John Entwisle, Laura Flippin, Alan Fuchs, J. Edward Grimsley, Audrey Harris, John McGlennon, and John Tucker. Though record will indicate that it was resolved at this meeting that each member of the sub-committee would be provided complete copies of the applications for review, in the interest of confidentiality, this method was not used.

### **III. Budgeting the Search Committee**

In an excerpt from Jim Brinkley's November 18, 1991 progress report (addressed to the Board of Visitors), the establishment of the budget was explained. "The budget is based directly on the one established in 1984 for the last presidential search. By adding an inflationary factor, we arrived at a base figure of \$68,260, which has been allocated from state education and general funds. In addition, \$32,000 in Endowment Association funds previously designated as president's contingency funds have been reallocated to support the search. These funds support our use of the PSCS (Presidential Search Consultation Service) as well as other expenses." (Exhibit D)

It should be noted that this memo was created in response to questions from both the college community and the press, specifically related to the nondisclosure of fees being charged by PSCS for their services and the overall budget for the search.

### **IV. The Search Committee Office**

The Search Committee was assigned two offices in Blow Memorial Hall; the Rector's office and the adjoining conference room suite. The Rector's office already furnished, the only need for furniture and equipment was in the conference room. All furniture was taken from College Surplus. A used computer, printer, copy machine and typewriter were "borrowed" from inventory on hand. The only new purchase consisted of a fax machine. As our copier was a slow, manual feed unit, the committee was also issued an auditron unit by materials management so that a larger, faster machine could be used for massive copying assignments.

The office staff consisted of the Secretary of the Search Committee, Harriet E. Reid, and an office assistant, Marcia Funke, hired through a temporary agency at an hourly rate.

The hours for the Search Committee office were 9:00 a.m. - 5:00 p.m., Monday through Friday. The office was opened earlier if the workload required such, and on weekends and evenings as necessary.

#### **V. Advertisement of the Position**

An advertisement (Exhibit E) was approved for placement in the Chronicle of Higher Education to run four times, October 30, November 6, 13 & 20. Initially the size of the ad was 2 x 5.75 inch ad. After its first run, the ad was enlarged to 2 x 6.5 inch.

#### **VI. Letters Requesting Nominees**

Beginning November 4, personal letters were sent to approximately 600 individuals who, due to the nature of their background and/or employment, were well positioned to nominate qualified candidates. These individuals were members of the following groups, boards and associations: School of Business Administration sponsors, Ex-Board Members (Cypher Society of W&M), Board of Visitors, Marine Science Development Council, Marshall-Wythe School of Law Foundation Board of Directors, Board of Trustees of the Endowment Association, SURA Institutional Representatives, Minority Organizations/Sources, State of Virginia College Presidents, Corporate Contacts, Presidents and Chancellors of select colleges and universities nationwide, Council of Presidents, State Council for Higher Education for Virginia, Society of the Alumni Board of Directors, Retired Faculty. (Exhibit F)

#### **VII. Processing of Nominations and Applications**

A computerized data base (Paradox 3.0) was created consisting of: Candidate Name, Current Position, Address, Nominator's Name and position (if applicable), dates of nomination, receipt of resume, status of application (whether being considered or rejected), date nomination was declined (if applicable), etc. This data base concept proved very valuable in ease of sorting, querying, following the progress of an application to make sure all correspondence was generated appropriately and timely.

A file folder was generated for each person, regardless of whether they were an applicant or a nominee. Inside each folder was a "Candidate File Data Sheet" (Exhibit G) providing a quick reference to the applicant's address, occupation, work and home telephone numbers, pertinent dates, etc.

Four A-Z sets of files were established as follows and kept secured at all times:

(PENDING RESPONSE) represented a "holding file" for those persons who were nominated and from whom we were awaiting response (either acceptance or declining). When a response was received, the file was removed and placed in either (PENDING COMMITTEE REVIEW) if nomination accepted, or in (REJECT/DECLINE) if nomination rejected.

(PENDING COMMITTEE REVIEW) represented those who had either applied without benefit of nomination or had accepted nomination and forwarded their application. These candidates



remained in this location until pulled for review by the Committee. After review, they were either placed in (UNDER CONSIDERATION) if deemed qualified for further consideration, or (REJECT/DECLINE) if deemed unqualified and rejected.

(UNDER CONSIDERATION) represented those persons who were considered worthy of further consideration after review by the Committee. After second winnowing process, the file either remained (UNDER CONSIDERATION) or was moved to (REJECT/DECLINE).

(REJECT/DECLINE) contained files of those persons who declined nomination or were deemed unqualified upon review by the Committee.

During this process form letters were prepared as follows: (Exhibit H)

- . Request for Nominations - sent to approximately 600 addresses
- . Acknowledgement to Nominators - thanking them for their nomination
- . Notice of Nomination to nominees - telling who nominated them (unless nominator requested to be anonymous) and accompanied by the following: copy of the advertisement, a Freshman Class Profile, booklet on the College provided by Admissions. Upon completion of the "Qualities Sought in the 25th President" document, it too was provided with the letter.
- . Letter to applicants - who responded to the ad and were not the result of a nomination. Enclosures included Freshman Class Profile, College booklet and a Voluntary EEO Survey Card with return envelope (provided by Affirmative Action). Upon completion of the "Qualities Sought in the 25th President" document, it too was provided with the letter.
- . Acknowledgement Letter to nominees who accept their nomination along with a Voluntary EEO Survey Card.
- . Declined nomination letters to nominators notifying them that their nominee is not interested in pursuing the position.
- . Under consideration letter (To those who survived each review process.)
- . Reject letter (To those who were rejected in the review process.)

### **VIII. Engagement of Consultants, Presidential Search Consultation Service**

During the first meeting of the Search Committee on October 20th, a suggestion was made to engage the services of a professional search organization. The following week, Jim Brinkley visited the Presidential Search Consultation Service (PSCS) of the association of Governing Boards of Universities and Colleges (AGB) and formally contracted their services to assist the Committee in searching, screening, interviewing and reference checking. (Exhibit I)

### **IX. Development of a Presidential Profile: "Qualities Sought in the 25th President of The College of William & Mary"**

On November 7 & 8, two representatives from PSCS, Drs. Charles Neff (Vice President) and Virginia Lester (Director) conducted a two-day "familiarization" visit to the William & Mary campus wherein they met with approximately 250 members of the college community (Attachment D), to get their views of what characteristics should be sought in the new president. This visit was initially announced on October 31 (Exhibit J) to students through a display in the

Flat Hat and William & Mary News, and to each faculty member and all staff employees through campus mail to be followed by a formal schedule of meetings once assembled.

The final meeting schedule (Exhibit K) was issued on Monday, November 4, with every effort possible made to advise the entire college community. A chair or selected representative of each group to be interviewed was provided a copy of the schedule with their respective segment highlighted and asked to contact those within their groups with the scheduled time. They were also asked to post these notices on the department bulletin board. The meetings designated for open invitation were publicized in the Flat Hat and the William & Mary News and schedules were posted on common bulletin boards throughout the campus with these segments highlighted. Consequently, these meetings were well attended and well received.

Following this two-day session, at 2:30 p.m. on Friday, November 8, members of the Search Committee met with the two PSCS representatives to review the first draft of a document prepared as a result of these interviews entitled "Qualities Sought in the 25th President of The College of William & Mary". It was decided that finalization of this document would be postponed until such time as the faculty committee survey information and student input could be adequately incorporated. For this purpose, a drafting committee was appointed consisting of John Entwisle, Laura Flippin, John McGlennon and John Tucker.

The Drafting Committee met on December 2, 1991 to redraft the "Qualities" document. Once redrafted the document was mailed to each member of the search committee and to PSCS representative, Virginia Lester, for review prior to the meeting scheduled for December 18 - 20. The document was approved, with minor changes, at the December 18th meeting. (Exhibit L)

Ideally, such a document should be created prior to beginning the search. This document should accompany letters soliciting nominations, letters to nominees, acknowledgement letters to applicants, etc. As a result of the late development of this document, it was necessary to make a special mailing to all those who had applied or had been nominated up to this point to provide them this information. This document was made available to the entire college community the week of 1/27/92. (Exhibit M)

## **X. Narrowing the Field**

The advertisement, although not publishing a deadline for receipt of applications, stated that review of applications would begin December 16, 1991. Though it was thought the initial winnowing process would take considerably longer (committee members were asked to be available beginning at 4:00 p.m. on December 18 through noon on December 20), this process was completed in one evening. Initial applications for review totaled 103. (See Exhibit N, Instructions to Staff; Preparation for Preliminary Reading of Candidate Files.)

Members of the Search Committee were encouraged to read the files as a group on December 18th initial review.

Virginia Lester (PSCS) conducted the screening process as follows: The 20 members of the search committee were divided into 5 groups of four members each. Each member had a

number (1 - 20). The candidate files were numbered 1 - 103. Each group was supplied with 3x5" blank sheets of paper for use in judging the applicant either "YES", "NO", or "MAYBE". Each group of 4 was initially given 20 files to review. As the file was read, the reviewer would judge it either "Yes", "No" or "MAYBE" by noting the same on a piece of paper and placing the sheet in the back of the file. The file was circulated around the table for each of the group to read. Once read by all members of that group, it was then decided, based on the number of yes, no and maybe responses as to whether it required reading by another group. For example, if three out of the four declared a candidate "NO", it was not passed on to another table. (See Exhibit O; Instructions to Search Committee for Preliminary Reading of Candidate Files.) It should be noted that no member of the search committee was prohibited from reading any or all of the files and if they felt the judgement was unqualified, the committee member could bring the candidate back up for review.

The first screening resulted in 29 candidates for further consideration; 74 were rejected. Candidates were notified by letters issued November 19 and 20 of their status. Of the 29 under consideration, one later withdrew his candidacy.

At the conclusion of this session, the following dates were agreed upon:

- |                     |  |
|---------------------|--|
| January 2, 1992     | Last date to receive nominations. College community was notified via campus mailboxes on December 20 in the form of a memo stating the dates and times of holiday operation for the Search Committee office and the Campus Post Office. After that date all nominations received were returned with a cover letter thanking the nominator but referring to the cut-off date. |
| January 12, 1992    | Screening committee, chaired by Jim Ukrop, to review the applications received since the December 18th initial review.   |
| January 17, 1992    | Last day to receive applications and responses to "Qualities" statement. All applications received after that date were returned with cover letter telling of deadline.  |
| January 19-20, 1992 | Search Committee meets to review all candidates still under consideration. The purpose of this meeting was to determine which candidates would be invited to interview.  |
| February 16-18 1992 | Off-campus (Richmond) interviews to be conducted.  |

On January 12, the screening committee assembled to review 24 additional candidates. This review, which took 2-1/2 hours, resulted in 8 additional candidates held for further consideration and 16 rejected candidates.

At this point, the field had been narrowed to 36 candidates, with five days remaining to receive applications. Additional materials on the college were forwarded each semi-finalists consisting of:

- . Document "Qualities Sought in the 25th President of William & Mary"
- . The College of William & Mary Booklet
- . Freshman Class Profile
- . The Master Plan
- . Institutional Profile
- . Undergraduate Catalog
- . William & Mary Administrative Organization Chart
- . Provost report on Self Study
- . Visitors Committee Report 1985
- . President's Five Year Report

## **XI. Selecting the Semi-finalists**

Between January 12 (the date of the sub-committee screening) and January 17 (the last day to receive applications), 13 new candidates were identified. It was decided that the screening committee would arrive one hour earlier than originally scheduled to review these new files. This screening resulted in five more candidates deemed viable for further consideration by the entire search committee.

A "Reading and Rating Sheet" (Exhibit P) was provided for each of the 41 candidates to be reviewed. Each committee member was also given a copy of the "Qualities" statement to review before the reading began. Each committee member was required to read every file and rank the candidates according to the criteria outlined on the "Reading/Rating Sheet". At the end of the reading, the committee member submitted to Virginia Lester his/her top eight choices.

The following morning, all candidates who were listed in any member's top eight were displayed on the presentation board with the number of "mentions" they received. Starting with those who received the least mentions, each person was brought up for discussion to determine if they should be removed from consideration or held. As a result of these discussions, the pool was narrowed to 15 candidates. Each member was then asked to again select their top eight candidates based on the remaining 15 names. Due to nine out of the 15 receiving a high number of votes, it was decided that nine candidates would be invited for interview, instead of eight. Three other candidates were named as alternates should any of the nine no longer be interested.

Approximately two weeks prior to the interviews, information was provided each of the nine candidates consisting of the following:

- Student Handbook
- Faculty Handbook with revision disclaimer
- Staff (Commonwealth of Virginia) Handbook
- Latest edition of William and Mary News
- Alumni Gazettes (October and December 1991 issues)
- Campaign for the Fourth Century newsletters (8)
- Peer Group 1987-1988

Budget: Summary of State Council of Higher Education  
Operating Budget Recommendations (1992-94)  
"Case for Change", Commonwealth of Virginia  
Search Committee Member List  
Expense Reimbursement Voucher form  
Background investigation authorization form with  
a self-addressed envelope  
Interim Gift Report (prepared by Ed Allenby)  
Campaign Progress Toward Goals; By Purpose; Sources; Distribution  
Statistical Profile, W&M Intercollegiate Athletics (Randolph)  
Summary of Fiscal Year 1991-92 Operating Budget (Jones)

## **XII. Reference Checks**

Immediately following the determination of the semi-finalists, assignments were made for the purpose of reference checking. Jim Brinkley contacted the nine top candidates to obtain six references from each. For each candidate, three committee volunteers were responsible for contacting two references each. John Tucker was in charge of assigning names and coordinated the checking of references. At Ginny Lester's request, no information derived from these references was to be documented for the candidate's file. Instead, prior to each interview the person who was assigned a reference to check for that particular candidate would address the search committee and report on the reference check.

Each committee member was sent a copy of the resume of the person for whom they were checking with instructions to return the resume to the Search Committee office immediately after checks were completed. Also provided each member were two documents written by PSCS: "Recommendations for Telephone Interviewing" (Exhibit Q) and "Questions for telephone reference checks..." (Exhibit R).

## **XIII. Interviewing the Semi-Finalists**

As aforementioned, the period of February 16 - 18 was designated as off-site interview dates. These interviews were held in a meeting room of the Sheraton Airport Hotel in Richmond. Hays Watkins had previously suggested using the CSX Room at Aero Services at Richmond Airport, however, this facility was determined to be too small for the comfort of 22 people. Each interview was scheduled to last two hours. From this process, five candidates were invited to come to campus to meet with various constituencies over a two-day period.

Out of the nine candidates to be interviewed, four drove to Richmond, one came by air but wished to provide for his own transportation, one arrived early to tour the campus (a "tour-guide" from Student Affairs was arranged to transport her), leaving three to be picked up at the airport and returned to the airport. Transportation was provided by use of the President's car, and Marcia Funke was assigned to airport transfers.

Three-ring binders were prepared for each of the committee members (Exhibit S) consisting of the following: agenda, interviewing suggestions, qualities sought statement, and a section on

each candidate (in the order of their appearance) that included a read/rate sheet, note sheets, and their resume. These notebooks were collected at the end of each day and at the conclusion of the nine interviews.

Set up of the room was such that the candidate would have full view of the committee members and every member would have good view of the candidate. Unfortunately, the air conditioning in the room where the meetings were held could not be well regulated and remained either too hot or too cold. Also, the sound caused by the air conditioner was somewhat distracting. Each member's name was displayed on a name tent.

The complete candidate files were carried to the Sheraton to provide an opportunity for members to reacquaint themselves with the candidates. The interview schedule (Exhibit T) was set up to provide time between each interview to hear the reference checks and prepare. Specifically, the first day provided a period for the committee to meet to review the interview procedure, with an ample period following the first interview to review the procedure. Committee members were asked not to compare notes on candidates until the final candidate had been seen.

Before the interviewing began, Jim Brinkley reviewed the procedure (Exhibit U) that would be followed. Reference checks would be presented aloud to be followed by any questions from the group. Different committee members were assigned a "qualities sought" topic to introduce for discussion. After that topic was introduced, the committee would be allowed to ask any questions they may have concerning that topic before moving on to another. The candidate would be brought into the room and each member would introduce themselves.

The candidate was invited to make an opening statement. The remainder of the first hour consisted of questions from the committee. The second hour allowed the candidate to ask questions of the group. The group was advised beforehand that their questions should be consistent for each candidate. Each interview was followed by a break.

At the conclusion of the interviewing process, the committee listed their top five candidates. A tally was taken, and the five finalists were identified. After much discussion and verbal vote, it was decided that an alternate should be selected in the event one of the finalist chose to withdraw. The group was asked to select the alternate by private ballot. Immediately thereafter, discussion was held on each of the finalist.

#### **IXX. Next Steps (Notification, Publicizing, Background and Reference Checks)**

Jim Brinkley called each of the interviewed candidates and informed him/her of the outcome. During this conversation, available dates for campus visits were discussed.

After notification by Brinkley of all finalists' continued interest, Harriet Reid arranged for background criminal investigations on each finalist and the alternate. (Requests for background checks (Exhibit V) were mailed to the candidates prior to interviewing.) These checks were performed with the confidential assistance of College Personnel Services and Campus Police. Additionally, Jim Brinkley arranged for background checks plus TRW (credit history) checks by Security Associates in Niantic, Connecticut (203-739-7943).

Checks of individual educational credentials were performed by the Presidential Search Consultation Service.

Announcement of the five finalists was made first to students, then to the college community at large and subsequently, the press. Day students and all undergraduate non-residents received their notice via first class mail. Notices were hand-delivered to all resident undergraduate students in their rooms. Graduate students received notices through their respective mail boxes and hanging files within the academic departments. The student notification (Exhibit W) included a cover memo written by Sam Sadler, Vice President of Student Affairs, plus a one page document (legal size, front and back) consisting of a letter from Jim Brinkley on the front and brief biographic information on the five finalists on the reverse. Copies of the resumes were given to the following constituencies who will meet directly with the candidates during the campus visits: Executive Vice President of the Alumni, each of the three vice presidents, academic deans, librarians, associate deans, Associate Provost, Director and Assistant Director of Athletics, Director of Financial Aid and Acting Dean of Admissions. Copies of the resumes were made available in Swem Library and the Presidential Search Committee office for review by all other members of the college community. Copies specifically for student review were made available at 16 duty offices, given to presidents of each graduate student body, off-campus student houses and student association office. Members of the press were given copies of each finalist's resume.

John Tucker organized a plan for further reference checks as follows: Each finalist was assigned to a member of the Board of Visitors and a faculty member. Beginning March 12, faculty members were charged with contacting senate chairs (past three years) of the candidate's present affiliation; likewise, the members of the Board of Visitors were to contact members of the Board, and the student association president of the Search Committee was responsible for contacting her counterparts. Any member of the search committee who had contacts at any of the universities were encouraged to call their contacts. The committee was requested to take thorough notes of their phone conversations to be presented orally at the final search committee meeting on April 4.

## **XX. Campus Visits**

Approximately 2-1/2 weeks prior to the onset of campus visits, a copy of minutes and supporting documentation from the most recent (February, 1992) Board of Visitors meeting was sent to finalists along with two editions of the William & Mary News and one edition of The Flat Hat. By a separate mailing, a copy of the "Official Guide to Colonial Williamsburg", "View from the Brafferton", and Wilford Kale's "Historical Overview" of the College (obtained from the Alumni Society). Final agendas were sent Federal Express with complimentary copies of two recently published books on William & Mary obtained from the Alumni Society.

Hotel reservations were made at the Hospitality House; all charges were direct-billed to the College. All catering was provided most satisfactorily by Marriott Dining Services.

Harriet Reid started working on the campus visit schedule prior to the February Richmond interviews. This work included consultations with Vice President (Student Affairs) Sadler, Dean

of Undergraduate Studies Haulman, Professor John McGlennon (President of Faculty Assembly), Laura Flippin (President of the Student Association), Shirley Aceto and many others. Each vice president was invited to bring any staff members he desired, to include staff and classified employee representatives.

Extensive time and care was taken to arrange schedules for the spouses of the candidates which addressed their individual interests and included such activities as the following: visit with Jackie Smith (Colonial Williamsburg Senior Designer), guided tour of DeWitt Wallace Gallery, visit to Hampton Roads Academy, review of the College tennis program, visit to the College Day Care Center, area activities for children, i.e. Williamsburg/James City County Recreation Center and Colonial Williamsburg interpretative programs (with Connie Graft of Colonial Williamsburg), etc. One constant on each spouse schedule was a tour of the President's House by Roy Williams (Associate Director, Facilities Management) and a lunch in the President's House attended by Sam Sadler (Vice President Student Affairs), Cindy Tracy-Bagley (Manager, University Events), Barbara Ball (Communications Manager), and Bill Lacey (Director of Food Services). Spouses attended the breakfast at the Alumni House, the Student Leader dinner in the Great Hall and the dinner with the Search Committee in the President's House, plus any other sessions they desired.

In preparation for campus visits by candidates, a "feedback" form (Exhibit X) was developed to encourage opinions of members of all constituencies who were invited to meet the candidate. For ease of collection, each candidate's evaluation form was printed on a different color paper. Forms were distributed in advance to those who received a personal copy of the curriculum vitae and also to the student leaders. For the faculty meeting and student forum, forms were distributed at the beginning of each session; signatures were optional. Forms were collected at the close of each meeting; however, if more time was needed, the evaluator was invited to return the form directly to the search committee office. Each comment was transferred to a typewritten list broken down by constituency, i.e. faculty, students, alumni, etc., and names were omitted listing only (signed) or (unsigned) at the end of each comment. Each summary (averaging 32 pages each) was sent to each committee member for review prior to the final meeting on April 4. Each committee member was advised by memorandum to treat the evaluations with utmost confidence and bring the evaluation summaries to the meeting for collection.

Schedules for each candidate (Exhibit Y) were drawn up in three forms: An internal working schedule which gave an overview of starting and ending times of each session, allowing approximately 15 minutes between each meeting; a much more detailed schedule which accompanied the cover letter to each candidate along with a list of attendee names and titles for each session; and an internal escort schedule.

Harriet Reid left letters of welcome, including her home telephone number, for the external candidates at the Hospitality House. She also personally greeted them at 7:30 a.m. and checked to see if they needed assistance of any kind before they started their visit.

Clyde Haulman, Dean of Undergraduate Studies, generously agreed to escort candidates for a large portion of the schedule, providing information and support and assuring that each meeting began and ended as scheduled. Harriet Reid provided the same service during the remainder



of the schedule, as well as regularly checking with the candidate and spouse to attend to any problems or to provide any services needed. Particular attention was paid to set up for all meals and to make sure groups were in place.

Candidate itineraries were not published to the college community in their entirety. This decision was made to reduce the chances of interference from the press. Rather, individual memorandums were sent to members of each group represented on the schedule giving the precise meeting dates, times and locations for their respective group only. In addition, times and locations for the faculty and student forums were published in campus newspapers. (Exhibit Z)

In addition to the on-campus constituencies, a pre-dinner social hour or a breakfast was scheduled with a representative of Colonial Williamsburg, Mr. Dennis O'Toole, and in two cases, a tour of the campus preceded the two-day schedule.

Concerning the content of the campus visits, offered as attachments are documents from Matt Klein, concerning the student forums (Exhibit AA), and John McGlennon, regarding the faculty forums (Exhibit BB).

At the conclusion of all campus visits, thank you notes signed by Jim Brinkley and Harriet Reid were distributed to all those who participated in the campus visits or provided excellent service during the visits. A letter of thanks was prepared for the college community, Exhibit CC, for publication in the *Flat Hat* and *William & Mary News*.

## **XXI. Recommendation to the Board**

On Saturday, April 4, beginning at 10:00 a.m., the Presidential Search Committee met for the final time to fulfill their charge to recommend to the Board of Visitors "no less than two; no more than three" candidates for the presidency. At this point, the field of candidates had been reduced to four, due to the withdrawal of one candidate.

Proceeding alphabetically, references obtained on a candidate (see section IXX. Next Steps) were presented and discussion ensued about that candidate until there was no further comment concerning that individual. The discussion would then move to the next candidate. At the end of the discussion of all candidates, members of the search committee were asked to rank by secret ballot, all four candidates. A tally of these rankings was made. The committee voted on the number of names to be recommended (two or three), with the result being three.

By overnight mail, each member of the Board of Visitors was provided the curriculum vitae and evaluation summaries on each of the three candidates recommended for consideration.

At this time and at the request of Affirmative Action, the Candidate Selection Report (Exhibit DD) was prepared listing the three recommendations and signed by Jim Brinkley, as Chairman of the Search Committee.

## XXII. Selection of the New President

The Board of Visitors, having convened in Williamsburg for their regular Board meeting, heard from search committee members who had performed reference checks on the three recommended candidates the evening prior to the scheduled interviews. The following morning, one candidate (Michael Hooker) withdrew his candidacy (by fax to Jim Brinkley), reducing the pool of candidates to two, Melvyn D. Schiavelli and Timothy J. Sullivan. Interviews were held with each candidate, accompanied by his spouse, in the Visitors Board Room. Following the final interview, the Board discussed the candidates before proceeding to the Blue Room of the Wren Building, as is the tradition of the College, to make the final selection.

At 4:30 p.m. on Thursday, April 9, Mr. Hays T. Watkins, Rector of the College, along with James W. Brinkley, Vice Rector and Chairman of the Search Committee, called a press conference in the Great Hall of the Wren Building to announce that Timothy J. Sullivan, Dean of the College's Marshall-Wythe School of Law and an alumnus of the College, would be the twenty-fifth president of The College of William & Mary in Virginia.

## XXIII. Summary of Activity

	Present Search	Previous Search
Nominations received	172	138
Total accepted nominations	83	75
Total nominations outstanding	24	
Total declined nominations	67	38
Applications received	142	147
(includes 3 who applied then withdrew)		
Acceptance of nomination	83	77
Not as a result of nomination	79	70
Withdrawn applications	3	3
Rejected applicants	127	
Candidates presently under consideration (9 semi-finalists; 3 alternates)	12	

### *Applicants represented:*

40 states  
4 foreign countries  
122 male  
20 female

For Internal Use

A PROFILE FOR THE PRESIDENT OF  
THE COLLEGE OF WILLIAM AND MARY

- A. The following lists the relevant abilities, skills and types of experience:
1. Administrative experience at the senior level of a complex organization and demonstrated excellence as a leader and an administrator.
  2. Demonstrated ability to delegate responsibility when the situation permits but to take over when the situation demands.
  3. Ability to communicate and develop teamwork among diverse elements of a complex organization without destroying individual and group initiative.
  4. Demonstrated skill/success as a fund raiser is of critical importance. This experience should involve both working with political and legislative organizations and with private individuals, organizations, foundations and the like.
  5. Experience in academe as a teacher-scholar and/or as an administrator which will help the candidate to develop an experiential base for understanding the university structure and academic values.
- B. In addition to the above, the President should possess certain personal characteristics in order to be effective in the extremely demanding role:
1. The President must be able to meet the demands of the position.
  2. The President must be a person of outstanding character and personal integrity.
  3. An open, communicative interpersonal style is important.
  4. The Board urges the selection of a President who is decisive, and has initiative and drive, with innovative and creative ideas.
  5. The President must understand and espouse the mission concepts of excellence and quality that underlie the uniqueness of William and Mary.

**CHARGE TO THE SEARCH COMMITTEE**

The Board of Visitors of The College of William and Mary in Virginia requests that the Search Committee, appointed by the Rector of the College on October 18, 1991, conduct a national search for the 25th president of the College of William and Mary. In this search we request that the Search Committee actively seek nominations from the university community and from other institutions of higher education as well as appropriate national organizations.

Following this national search, the Board directs the Search Committee to recommend to the Board of Visitors not more than three or less than two qualified candidates for the position of president.

The Board requests an expeditious but thorough search. This search is to be conducted in accordance with the laws of the Commonwealth and the affirmative action policies of this university.



**PRESIDENT**

**The College of William and Mary**

The College of William and Mary in Virginia invites applications and nominations for the position of President. The position will be available prior to the 1992-93 session. The President is the chief administrative officer of the College, which consists of the Faculty of Arts and Sciences and the Schools of Business Administration, Education, Law and Marine Science.

The College of William and Mary is a public university supported by the Commonwealth of Virginia and governed by a Board of Visitors appointed by the Governor. The undergraduate program in arts and sciences is central to the aims of liberal education at William and Mary. Approximately 5000 students are enrolled in the undergraduate program. Another 2100 students are enrolled in the graduate and professional programs in arts and sciences, business administration, education, law and marine science. Through its advanced research institutes, sponsored programs, conferences and non-credit course offerings, William and Mary serves the needs and interests of the wider public. The College will celebrate its 300th anniversary in 1993.

The College employs approximately 1500 faculty and support personnel at its main campus in Williamsburg and at the York River campus in nearby Gloucester Point. The annual operating budget exceeds \$126,000,000.

Nominations and applications should be forwarded to: Harriet E. Reid, Secretary, Presidential Search Committee, College of William and Mary, P.O. Box 8795, Williamsburg, VA 23187-8795. The Search Committee will begin to review applications on December 16, 1991. To ensure full consideration, letters of application and nominations should be received by the close of business on that date. Women and minorities are encouraged to apply.

This search is assisted by The Presidential Search Consultation Service (PSCS), which is associated with the Association of Governing Boards of Universities and Colleges.

*An equal opportunity, affirmative action employer*

CANDIDATE CHECKLIST

Name \_\_\_\_\_

Address - Home: \_\_\_\_\_

\_\_\_\_\_

- Business: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone - Home: \_\_\_\_\_

Business: \_\_\_\_\_

Date

Application Received \_\_\_\_\_

Acknowledgement of Application \_\_\_\_\_

Nomination by \_\_\_\_\_ received \_\_\_\_\_

Acknowledgement of nomination to nominator \_\_\_\_\_

Request for Statement of Interest from Nominee \_\_\_\_\_

Acceptance

References sought by \_\_\_\_\_

References contacted by \_\_\_\_\_

Invited to Interview \_\_\_\_\_

Invited to Campus \_\_\_\_\_

Rejection

Letter of rejection sent \_\_\_\_\_

Name \_\_\_\_\_

**PRESIDENTIAL SEARCH**  
**The College of William & Mary**

*Reading & Rating Sheet*

<u>Quality</u>	<u>Demonstrated</u>		<u>Inferred or Potential</u>		<u>Total</u>
Academic Leadership	_____	+	_____	=	_____
Long Range Planning	_____	+	_____	=	_____
External Relations	_____	+	_____	=	_____
Resource Acquisition	_____	+	_____	=	_____
Commitment to Diversity	_____	+	_____	=	_____
Administrative/ Management Skills	_____	+	_____	=	_____

Rater/Reader \_\_\_\_\_

Date \_\_\_\_\_

Comments:

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Petersburg, Virginia 23805

804-862-6220

September 8, 1995

Members of the Board of Visitors  
College of William and Mary

Ladies and Gentlemen:

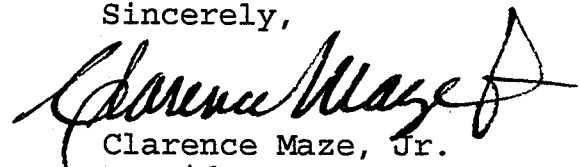
Richard Bland College opened in September 1961 with 175 students and nine faculty. We have grown to 1,200 students and 34 full-time faculty, and I have been privileged and honored to have served as its President for these past 20 years.

Maybe it is fate, but two timely events are upon us. First, it is about time for me to retire (I will be 65 on November 24, 1996); and second, the groundwork has been laid for Richard Bland College to head into the 21st Century with an expanding role of service to the Commonwealth under the leadership of a new President.

Therefore, I wish to announce my retirement, effective December 31, 1996. Because of the timing of the implementation of certain changes proposed in our restructuring efforts, and the necessity for starting the 1996-97 year-long self study for SACS reaccreditation, I would be willing to go on sabbatical prior to the beginning of the 1996 fall semester and serve as a consultant to my successor until December 31. I believe it is especially important that he or she be involved in these critical restructuring and self-study decisions.

In the diverse system of higher education in Virginia, Richard Bland College is a unique institution that provides the liberal arts component of a baccalaureate degree. The nurturing environment provided by the faculty and staff contributes to the feeling of family that permeates the campus. To have spent slightly more than half of a forty-year career in higher education as a member of the Richard Bland family has been an absolute joy.

Sincerely,



Clarence Maze, Jr.  
President

*"A Margin of Excellence Makes the Difference"*

## HIGHLIGHTS OF THE MAZE ADMINISTRATION

- 1) Creation of The Richard Bland College Foundation.
- 2) Oversaw the successful re-accreditation by SACS in 1978 and 1988.
- 3) Focused the primary mission of the College on the general education requirements for a transfer degree. Initiated articulation agreements with senior colleges and universities.
- 4) Development and expansion of off-campus degree programs in business at Bellwood's Defense General Supply Center.
- 5) Renewed the "Old Campus" with the complete renovation of Commerce Hall, now Humanities and Social Sciences, and the old Chemistry Building, now the Administration Building.
- 6) The construction of the first new building since 1973, the campus-wide maintenance center.
- 7) The enhancement of RBC landscape.
- 8) The adaptive use of the old barn into a drama center, the Richard Bland College Theatre.
- 9) The development of the Department of Theatre and Speech that includes four to five major productions per year.
- 10) Greatly enhanced the educational opportunities of minority students, faculty and staff, as well as increased the number of minority faculty and staff.
- 11) Developed the International Studies Program which makes it possible for students to earn academic credit for international educational travel. Also created a line item in the RBC Foundation budget and raised endowment funds to assist students and faculty in their pursuit of international travel and globalization of the curriculum.
- 12) Brought many international students to Richard Bland College and greatly enhanced the diversity of the student body.

- 13) Revived and supported the RBC Community Wind Ensemble which has performed on campus throughout the years.
- 14) Instrumental in the creation of and support for the Petersburg Festival Chorus.
- 15) Was instrumental in making the campus handicapped accessible.
- 16) Streamlined the academic organization of the faculty from 18 autonomous departments to two divisions.
- 17) Supported the creation and maintenance of state of the art computer-technology programs (academic and administrative).
- 18) Instituted the process to automate the college library system and to establish the Virtual Library of Virginia.
- 19) Improved the college's public utilities system.
- 20) Served on numerous community boards and commissions.
- 21) Encouraged the utilization of campus facilities by community groups.

**EMBARGOED**

To Be Released After 2:00 p.m. on September 7, 1995

Dr. Clarence Maze, Jr., President of Richard Bland College of The College of William and Mary, today formally announced his retirement plans to the institution's Board of Visitors at their September meeting being held at "Ash Lawn" near Charlottesville. President Maze will step down on July 31, 1996. He has agreed to serve in a consultant capacity until December 31 of that year.

Dr. Maze assumed the Presidency of Richard Bland College on August 1, 1975 and has skillfully led the institution through twenty years of academic, physical, and social progress. As the architect of the most recent restructuring plan, he has streamlined the administration and downsized the faculty bureaucracy from five academic divisions to two. During his tenure, he has led the College community through two, in 1978 and again 1988, successful re-accreditation visits by SACS (Southern Association of Colleges and Schools) a nationally recognized accrediting board. He has pioneered the field of intercollegiate articulation agreements, a process that has insured and made more fluid the transfer of Richard Bland College graduates to four-year colleges and universities across the Commonwealth. He has enhanced the curriculum with several innovative programs, including theatre and speech which results in four to five major

productions per year. Under the leadership of President Maze, there has occurred a significant development and expansion of the RBC off-campus degree program in business at the Defense General Supply Center at Bellwood. Throughout his entire twenty-year tenure, President Maze has been an active member of the Council of Presidents, an organization which is extremely influential in shaping the higher education policies throughout the Commonwealth.

A cornerstone of his presidency has been the enhancement of opportunities for minority students, faculty, and administrators. Fourteen administrators and faculty members have elevated their degree level with his staunch support. President Maze has also greatly enhanced scores of students lives through his international travel program. He has personally organized and led educational travel which has not only broadened his students views on the world, but also allowed them to earn college credit in the process. Educational opportunities requires private funding, and to that end, President Maze oversaw the creation of The Richard Bland College Foundation which has been responsible for assisting hundreds of students in their pursuit of knowledge.

During President Maze's stewardship, two of the five major buildings on campus have been completely remodeled into state of the art offices and classrooms ready to promote the instruction of the arts and technologies through the remainder of this century and well into the next. He is also responsible for the

construction of the campus-wide maintenance center, the first new building since 1973. His leadership has also developed a well planned and beautifully excavated landscape scheme which through minimum maintenance provides the entire community with spectacular scenery.

President Maze's contribution to the community has been extensive. He is responsible for the creation of the Richard Bland College Wind Ensemble which provides concerts throughout the year, as well as entertainment at commencement. He was a leader in the support for the Petersburg Festival Chorus, a group that has won state-wide acclaim. The number of community organizations and boards he has served on is extensive. The United Way, Rotary International, and the Community Concert Series serve as examples of his leadership.

Dr. Maze and his wife, Marlene, plan to remain in the Petersburg area and hope that they will be able to give more to the community they each adopted over twenty years ago.

MR KELLY

862 6215

Mr. James B. Murray, Jr., Rector of the Board of Visitors of The College of William and Mary, accepted <sup>the Pres's</sup> the letter of resignation noting that during his leadership Richard Bland College has become one of the jewels in Virginia's system of higher education. He also stated that the Board of Visitors had always held President Maze in high regard and have been impressed with the consistency of his vision and wisdom. Finally, Murray <sup>said</sup> expressed that generations of students yet to come to Richard Bland College will join with the students that have known him in praise of <sup>the</sup> his many contributions he has made to ~~them~~ and their Alma Mater.

202 957 1719

**WHILE YOU WERE AWAY**

FOR Candy DATE 9/27 TIME 2:20 A.M.  
P.M.  
 M. Linda Skladany  
 OF \_\_\_\_\_  PHONED  
 PHONE 202-547-4000  RETURNED YOUR CALL  
AREA CODE NUMBER EXTENSION  
 MESSAGE Is the Pres. Search  PLEASE CALL  
Com. for Richard Blumenthal  WILL CALL AGAIN  
Meeting on 10/9 or 10/16?  CAME TO SEE YOU  
LH  WANTS TO SEE YOU  
 SIGNED \_\_\_\_\_ TOPS FORM 4002

**WHILE YOU WERE AWAY**

FOR JSK DATE 9/27 TIME 11:49 A.M.  
P.M.  
 M. Linda Skladany  
 OF \_\_\_\_\_  PHONED  
 PHONE 202-547-4000  RETURNED YOUR CALL  
AREA CODE NUMBER EXTENSION  
 MESSAGE would love to see some  PLEASE CALL  
on the committee & thinks 10/9  WILL CALL AGAIN  
is OK - thanks for meeting Gay  CAME TO SEE YOU  
& Alexis - you are wonderful!  WANTS TO SEE YOU  
 SIGNED sw TOPS FORM 4002

**WHILE YOU WERE AWAY**

FOR JSK DATE 9/27 TIME 11:30 A.M.  
P.M.  
 M. Peggy  
 OF Jim Murray's office  PHONED  
 PHONE 804 971-8080  RETURNED YOUR CALL  
AREA CODE NUMBER EXTENSION  
 MESSAGE (draft) (search apt)  PLEASE CALL  
 WILL CALL AGAIN  
 CAME TO SEE YOU  
 WANTS TO SEE YOU  
 SIGNED sw TOPS FORM 4002





Alman ask if he  
could add to his salary  
\$3,000 + add

Up to date

U.P.I.  
U.Va.  
U.C.Y.  
U.M.

U.Va. game Confun + train

President

Adrian case  
Bdy/Reg. a.c  
Conservatism  
anticipating

What programs do we  
have what do we plan to  
do

**JAMES B. MURRAY, JR.**  
**0 COURT SQUARE**  
**CHARLOTTESVILLE, VIRGINIA 22902**  
**804 971-8080**  
**FAX 804 971-7780**

**TO: Jim Kelly 804 221-1259**

**FROM: Jim Murray**

**DATE: September 13, 1995**

**RE:**

**A postscript to this morning's correspondence: I spoke with Linda Skladany today (non-William & Mary business) and she expressed an interest in serving on the Richard Bland College Search Committee. She cited her prior experience in college administration and on another search committee. Let me know what those of you at the Brafferton think.**

**JAMES B. MURRAY, JR.  
0 COURT SQUARE  
CHARLOTTESVILLE, VIRGINIA 22902  
804 971-8080  
FAX 804 971-7780**

**TO: Jim Kelly 804 221-1259**

**FROM: Jim Murray**

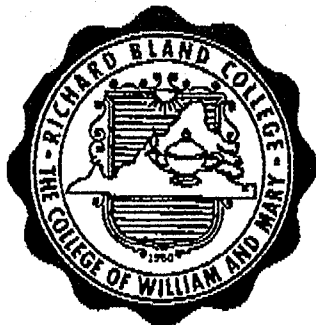
**DATE: September 13, 1995**

**RE:**

**William and Mary's Board of Visitors representatives:**

**Audrey Harris, Chairperson  
Jim Virguera  
Ed Grimsley**

**I would appreciate your advice and comments.**



Petersburg, Virginia 23805

804-862-6220

PRESIDENTIAL SEARCH COMMITTEE

- ~~I.~~ Board of Visitors (3, includes chair) 4
- II. Richard Bland College Administration (2)
- Dr. Russell E. Whitaker, Jr. (804) 862-6200 1  
Dean of Administration & Finance
- Mr. Tony G. Jones (804) 862-6223 ✓  
Director of Financial Aid
- III. Richard Bland College Faculty (2, 3, or 4) 2
- Dr. John L. Blair (804) 862-6275 4  
Professor of History & Government
- Mrs. Williabel Davis (804) 862-6264  
Associate Professor of English
- Mr. Steven E. Martin (804) 862-6239  
Associate Professor of Mathematics & Computer Science  
Chair, Division of Science & Quantitative Methods
- Mrs. Carole Summerville (804) 862-6270  
Associate Professor of Mathematics
- IV. RBC Alumni, Foundation, & Student Government (3)
- Mrs. James R. (Sophia) Traylor (804) 541-3389 (Alum) |  
P. O. Box 283  
Hopewell, VA 23860
- Mr. J. Peter Clements, President (804) 861-4177 (Fnd Pres.) |  
The Bank of Soutside Virginia  
Carson, VA 23830
- Miss Amy K. Arnold (V-P of SGA) (804) 794-3936/732-6587 |  
13325 Queensgate Road  
Midlothian, VA 23113 or SGA at RBC
- V. Secretary to the Search Committee ✓
- Mr. S. Robert Davis (Professor Emeritus) (804) 732-1739  
231 Greenwood Drive  
Petersburg, VA 23805



To -  
Sandy

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